

**North Vancouver School District**  
**SCHOOL PLAN**  
**2009-2010**

**School:** Balmoral Junior Secondary School  
**Address:** 3365 Mahon Ave.  
North Vancouver, BC V7N 3T7  
**Phone:** 604-903-3400

**Principal:** Mark James  
**Vice Principal:** Kathleen Barter

**School/Community Context:**

**Our mission at Balmoral is to promote intellectual development,  
personal growth and responsible citizenship.**

**B**uilding cooperative links between school, home and community

**A**cademic excellence

**L**earning by individual styles

**M**otivating all learners

**O**pportunities for social development

**R**espect for all

**A**ccountability and responsibility

**L**ifelong learning

Balmoral Junior Secondary School is the only junior high school in North Vancouver School District. It is a small, comprehensive school enrolling students in grade 8, grade 9 and grade 10. Balmoral is located near the northern end of the Lonsdale corridor and its catchment area includes students from both the City of North Vancouver and the District of North Vancouver. The community surrounding Balmoral is primarily middle to upper middle class, single-family homes but a small percent of students reside in town homes or condominium developments in the area. The school is a multi-ethnic school representing the ethnic composition of the surrounding community.

Braemar, Carisbrooke and Larson naturally feed into Balmoral although both Larson and Braemar have a French Immersion track and those French Immersion students go to either Argyle Secondary or Handsworth Secondary as they enter Grade 8. Larson's and Braemar's English track students are directed toward Balmoral. Carisbrooke, however, is an English track school so all of its students feed directly into Balmoral as they enter Grade 8.

Due to construction going on at Carson Graham High School the 2009-2010 school year will see Balmoral pick up students from Carson Graham's feeder schools of Queen Mary, Westview, Capilano and Norgate Elementary schools. Further Carson Graham's 2008-2009 grade 8 class will transfer to Balmoral. This influx of students, staff and families to Balmoral will create a number of challenges in the 2009-2010 school year that guide the School Plan for next year. For example, the



current goal of increasing school enrolment becomes redundant and a focus on positive school climate increases in importance.

After completing Grade 10 at Balmoral, our students generally then go to Carson Graham Secondary to complete their Grade 11 and 12 years.

Balmoral is presently an International Baccalaureate – Middle Years Programme – **Applicant** school (IB-MYP) having been granted that status in February 2009. An applicant school is a school is in the transition phase to becoming a fully recognized IB school. During this phase teachers become trained and the educational practices within the school come to meet the requirements set out by the International Baccalaureate Organization (IBO). The most recent step in the process was the March 29-30, 2009 visit of the IBO external team to the school. This visit will result in a report of our progress to full implementation of the IB – MYP. The desired outcome is full **IB World School** status for the 2009 -2010 school year.

During the writing of this plan the school community is facing a closure procedure for a proposed closure at the end of the 2012 school year. This is the second such procedure Balmoral has experienced in 3 years. A decision on the school’s status will be reached in early May 2009.

Over the next few years both the parents of the community and the staff of the school agree that the primary goals of the school will be to maintain a positive school climate and improve achievement.

**Demographics:**

Total number of students: 354 Male: 181 Female: 173

Number of students per grade									
Grade	8	9	10						
English	134	123	97						

# FTE Teachers & Administrators	% Aboriginal Students	% Special Needs Students	% International Students	% ESL
<b>21.565</b>	<b>1.1 % (4)</b>	<b>13.0 % (46)</b>	<b>9.3 % (33)</b>	<b>4.2 % (15)</b>

## **Progress Analysis:**

### **Review of School Goals – Previous Year**

School Goal #1 - To Increase student enrolment at Balmoral Jr. Secondary School

Although the start of the school year saw an increase of 14 students from the previous year this goal has been rendered redundant by the necessity to house students who would normally attend Carson Graham.

School Goal #2 – To create a school environment that enables and expects all students to become engaged, responsible and independent learners who recognize their roles and responsibilities in their own learning, in their community and in the world.

This goal reflects the move to becoming a fully authorized IB World school. The fact that the school submitted its Application B ahead of schedule and has been granted “Applicant” status indicates successful movement to the goal. As for specific evidence regarding achievement the results are mixed. Further the strategies applied to improve performance are tied to the implementation of the IB-MYP and are in their early stages of implementation and were aimed at earlier grades than those measured. Regardless, the results which were based on grade 10 provincial exams showed some results were closer to the target, while others slipped from the baseline. Due to the relatively small sample size of students writing exams these results are not unexpected. Measures for achievement still managed to stay ahead of district averages.

To reflect our changing environment these goals have been transformed.

### **Opportunities for Further Development:**

The IB MYP presents many opportunities for future development at Balmoral Jr. Secondary School. It is hoped that by the summer of 2009 Balmoral Jr. Secondary School will be recognized as a full IB World School, but that does not end the process. Starting an IB MYP program is a process that never really ends. In this past year implementation took place at the grade 8 level. Next school year will see implementation take place at the grade 9 level with further additions to the program happening at the grade 8 level. Clearly there is much work to do and many opportunities for further development of the school and the Middle Years Program.

### **School Goals:**

Based on the review of student achievement using Provincial, District and school evidence, the goals set out in the Balmoral Jr. Secondary School Plan for 2009-2010 are:

- 1. To ensure a safe, caring and orderly environment for all students**
- 2. To increase student achievement through the continued implementation of the International Baccalaureate (IB) Middle Years Program (MYP)**

**School Goal 1:**  
**To ensure a safe, caring and orderly environment for all students**

**Goal Rationale:**

Over the years Balmoral Jr. Secondary School has established itself as a welcoming environment in which students feel good about attending school. This coming school year will see a near doubling of the student and staff population at the school. Half of our grade 9 students will be moved from their current high school (Carson Graham) to Balmoral. These dramatic changes bring the expectation that there will be challenges to provide a positive experience for all students. Balmoral is committed to ensure a welcoming, positive environment for all students, staff and families.

**Objective 1.1:**

To ensure a smooth transition of grade 8 students from Carson Graham Secondary School to Balmoral Jr. Secondary School.

**Strategies/Structures (specific to students entering grade 9):**

- Create opportunities for students from Carson Graham to be integrated into Balmoral Jr. Secondary School
- Invite students from Carson Graham to come to Balmoral to meet their peers at Balmoral and work with them to complete a task
- Engage in team building activities in September
- Use homerooms in the fall of 2009 to perform team building tasks with a mixture of students from the two schools
- Use homerooms to bring in speakers on topics related to positive school climate
- Encourage all students to complete their *Community and Service* requirements
- Reinforce at all opportunities the characteristics of the *IB Learner Profile* - [http://ibo.org/programmes/documents/learner\\_profile\\_en.pdf](http://ibo.org/programmes/documents/learner_profile_en.pdf)

**Evidence: (Quantitative)**

The current levels of Positive School Climate are set as the baseline. The goal is to maintain the baseline. While we would prefer to have an increase in Positive School Climate as a target we do not consider this realistic considering the dramatic changes to the school's population.

<b>Key Performance Measure:</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>
Safe and Caring School Audit - Positive School Climate Measures from Spring 2009 – for current grade 8's to be compared to results from Spring 2010 (percent of rating Fully Meets and Exceeds Expectations)	65 %	65 %	
Safe and Caring School Audit - Positive School Climate Measures from Spring 2009 – for whole school to be compared	70 %	70 %	

to results from Spring 2010			
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**Evidence:** *(Qualitative)*

<p><b>Qualitative Baseline:</b></p> <ul style="list-style-type: none"> <li>- Balmoral Jr. Secondary School has a very good reputation for being a welcoming, caring, and safe environment for students.</li> </ul>
<p><b>Qualitative Target:</b></p> <ul style="list-style-type: none"> <li>- To maintain and build upon the positive reputation over the next 3 school years while Balmoral takes in students normally slated to attend Carson Graham.</li> </ul>
<p><b>Qualitative Actual:</b></p> <ul style="list-style-type: none"> <li>- To be determined through outcomes of the <i>Safe and Caring Audit</i> and the <i>Safe Schools Survey</i>, and observable behaviours within the school.</li> </ul>

**Objective 1.2:**

To ensure a positive transition from elementary school to high school for the students coming into grade 8.

**Strategies/Structures (specific to students entering grade 8):**

- Take grade 7 students on school tours (where possible students from different schools will be mixed to start the creation of connections)
- Involve grade 8 students in team building activities in September 2009
- Provide transportation for students from the non-traditional feeder schools to lessen anxiety about the change in school
- Use homerooms in the fall of 2009 to perform team building task with a mixture of students from the two schools
- Use homerooms to bring in speakers on topics related to positive school climate
- Encourage all students to complete their *Community and Service* requirements
- Reinforce at all opportunities the characteristics of the *IB Learner Profile* - [http://ibo.org/programmes/documents/learner\\_profile\\_en.pdf](http://ibo.org/programmes/documents/learner_profile_en.pdf)

**Evidence:** *(Quantitative)*

Key Performance Measure:	Baseline	Target	Actual
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Safe and Caring School Audit - Positive School Climate Measures from Spring 2009 – for current grade 8’s to be compared to the grade 9 results from Spring 2010	65 %	65 %	
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**Evidence:** *(Qualitative)*

<p><b>Qualitative Baseline:</b></p> <ul style="list-style-type: none"> <li>- Balmoral Jr. Secondary School has a very good reputation for being a welcoming, caring environment for students.</li> </ul>
<p><b>Qualitative Target:</b></p> <ul style="list-style-type: none"> <li>- To maintain and build upon the positive reputation over the next 3 school years while Balmoral takes in students normally slated to attend Carson Graham.</li> </ul>
<p><b>Qualitative Actual:</b></p> <ul style="list-style-type: none"> <li>- To be determined through outcomes of the <i>Safe and Caring Audit</i> and the <i>Safe Schools Survey</i>, and observable behaviours within the school.</li> </ul>

**Objective 1.3:**

To ensure a positive transition for First Nations students by building various programs, structures and events designed specifically to enhance First Nations students’ academic success rates, empowerment, and sense of belonging.

**Strategies/Structures:**

- Introduce a First Nations Integrated Studies program at Balmoral Jr. Secondary School including Squamish Language instruction
- Provide math and English support for mainstream First Nations students by providing collaborative planning time for First Nations teachers and support staff to work with math and English teachers in the development and design of relevant curriculum
- Support and encourage the inclusion of First Nations protocols and traditions at all public ceremonies and events
- Involve parents and students in student programming and school activities
- Bring in elements of First Nations artwork and artefacts to create an environment more welcoming to the First Nations population
- Highlight the Enhancement Agreement to staff and students

**Evidence:** *(Quantitative)*

Up until the 2009-2010 school year Balmoral has had very few First Nations students, as a result, the first priority will be to establish baseline measures.

<b>Key Performance Measure:</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>
Provincial Exam Results – English 10			
Provincial Exam Results – Math 10			
Provincial Exam Results – Science 10			
Enrolment in Squamish Language program			
Completion rates for mainstream students receiving academic support for math and English			

**Evidence:** *(Qualitative)*

Transitioning to Balmoral Jr. Secondary School creates a number of challenges for the school and our First Nations community. It is expected that there will be a great deal of interaction between the communities to ensure the best possible situation. Through these conversations it is expected that improvements will be ongoing.

<p><b>Qualitative Baseline:</b></p> <ul style="list-style-type: none"> <li>- At this point there is no First Nations program or representation within Balmoral.</li> </ul>
<p><b>Qualitative Target:</b></p> <ul style="list-style-type: none"> <li>- To create a welcoming and productive First Nations program to Balmoral</li> <li>- To provide visible representations of First Nations Culture in the school.</li> <li>- To establish a sense of belonging for First Nations students and families.</li> </ul>
<p><b>Qualitative Actual:</b></p> <ul style="list-style-type: none"> <li>-</li> </ul>

Evidence will be generated through conversations, meetings, and observable behaviours with First Nations students, families, and the Band.

## School Goal 2:

**To increase student achievement through the continued implementation of the International Baccalaureate (IB) Middle Years Program (MYP).**

### Goal Rationale:

Balmoral has for the past few years been working towards recognition as an IB World School. At this point it appears approval will be forthcoming. As the MYP is based around a methodology of collaboration, teaching and learning that aims to increase relevance, and critical thinking skills it is expected that student's achievement will increase. As the current implementation of the IB MYP is focused on the early grades improvements as measured by Provincial Exams will be a long term goal.

### Objective 2.1:

Grade 9 students will demonstrate increased development of the characteristics outlined in the MYP Learner Profile, which we expect will result in higher achievement on grade 10 provincial exams in 2010.

#### Strategies/Structures:

- Develop IB units, including interdisciplinary units, for grade 9 students (2 units of instruction in each curricular area)
- Continue to enhancement, through instruction, all aspects of the IB Learner Profile
- Create a plan for a whole school approach to *Approaches to Learning* across all grades
- Create 2 more interdisciplinary units
- Run whole school *Community and Service* events throughout the year with teams of teachers taking the lead
- Involve the whole school in the supervision of the 250 *Personal Projects* which will be starting in the Spring of 2010

#### Evidence: (Quantitative)

Because the implementation of the IB program has been more extensive in grades 8 and 9 we are looking to grade 10 results from those cohorts to represent improvement.

Key Performance Measure:	Baseline	Target	2008	2009
Provincial Exam Results – English 10	2007 – 84 %	84 %	79 %	
Provincial Exam Results – Science 10	2007 – 61 %	75 %	74 %	
Provincial Exam Results – Math 10 Principles	2007 – 54 %	75 %	66 %	
Creation of 2 interdisciplinary units	2	4	2	
Creation of 2 teaching units in each subject area – gr. 9	0	2		



**Evidence: (Qualitative)**

Improvements in *Community and Service* will be difficult to measure but will be observable.

<b>Qualitative Baseline:</b> <ul style="list-style-type: none"><li>- Balmoral has a high baseline for community and service activities</li></ul>
<b>Qualitative Target:</b> <ul style="list-style-type: none"><li>- More students participating</li><li>- More students volunteering instead of wishing to get paid for activities (scorekeeping)</li></ul>
<b>Qualitative Actual:</b> <ul style="list-style-type: none"><li>-</li></ul>

**Objective 2.2:**

Grade 8 students will demonstrate increased development of the characteristics outlined in the MYP Learner Profile, which we expect to result in higher achievement on grade 10 provincial exams in 2011.

**Strategies/Structures:**

- Develop more IB units, and interdisciplinary units at the grade 8 level
- Develop IB assessment for IB units of study
- Develop IB units, including interdisciplinary units, grade 8 students (1 unit of instruction in each curricular area)
- Continue enhancement of all aspects of the IB Learner Profile
- Produce and implement a plan for a whole school approach to *Approaches to Learning* across all grades
- Create 2 more interdisciplinary units
- Run whole school *Community and Service* events throughout the year with teams of teachers taking the lead
- Involve the whole school in the supervision of the 250 *Personal Projects* which will be starting in the spring of 2010

**Evidence: (Quantitative)**

Results from the 2008-2009 school year will form the grade 8 assessment baseline.

<b>Key Performance Measure:</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>
Grade 8 math assessment results			

Creation of IB units – 1 per curricular area	2	3	
Create Interdisciplinary units of study – whole school	2	4	

<b>Key Performance Measure:</b>	<b>Baseline</b>	<b>Target</b>	<b>2008</b>	<b>2009</b>
Provincial Exam Results – English 10	2007 – 84 %	84 %	79 %	
Provincial Exam Results – Science 10	2007 – 61 %	75 %	74 %	
Provincial Exam Results – Math 10 Principles	2007 – 54 %	75 %	66 %	

**Evidence:** (*Qualitative*)

To date anecdotal evidence of positive changes in students’ attitude toward service have been noted. It is the expectation that this change will continue and grow.

<p><b>Qualitative Baseline:</b></p> <ul style="list-style-type: none"> <li>- Criterion referenced assessment tools are a requirement of IB units of study</li> <li>- IB Personal Projects to be introduced</li> </ul>
<p><b>Qualitative Target:</b></p> <ul style="list-style-type: none"> <li>- Visual evidence of criteria will be on display in classroom and evidenced through conversation with parents and teachers as to their understanding on what is happening in classrooms and what is required to meet particular levels of achievement.</li> <li>- Students will have an understanding of their responsibilities with regards to the <i>Personal Projects</i></li> </ul>
<p><b>Qualitative Actual:</b></p> <ul style="list-style-type: none"> <li>-</li> </ul>

## Connections:

### **Connections to Family of School's School Plans and/or District Achievement Plan:**

Principals in the Balmoral Family of Schools meet regularly with each other and District staff to discuss shared and individual school issues, policies, directions, procedures, instructional initiatives and progress with our School Plans.

We, as a Family of Schools, also meet as a Level 4 group including those Student Services staff attached to our Family of Schools. These meetings are opportunities to engage in dialogue concerning the best ways to support the needs of those students at-risk for learning. It has been tradition to host a Family of Schools joint SPC meeting yearly in order to share our School Plan goals and objectives with each other. This meeting is informative and interesting as it highlights our unique school communities within our shared concerns for student success. The Balmoral FOS School Planning Councils have met twice this year – November 25 '08 and January 14 '09.

This year's School Plan continues to reflect the District's focus on improved student achievement while describing and planning for our unique needs.

**Consultation Process of Balmoral Jr. Secondary School Planning Council:**

- School administrators, staff, parents and students have been actively involved in the development of the School Plan.
- A summary of the approved Balmoral Jr. Secondary School School Plan will be posted on the school web site by October 31, 2009.

**School Planning Council Approval of Proposed School Plan:**

Date: April 30, 2009

	<b>Name</b>	<b>Signature</b>
Chairperson (Principal)	Mark James	<i>Original Document signed by SPC Members</i>
Teacher	N/A	
Parent	John Edgar	
Parent	Shelley Tapp	
Parent	Myles Aikenhead	
Student	Quintana Crawford	
Student	Adrien Heieis	
Student	Greg Johnson	

**Board Approval of School Plan:**

*Approved by:*

**Dave Pearce, Assistant Superintendent**  
**June 15, 2009**