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| **Creating Equitable Learning Environments For All**  **Developing an Integrated Equity Framework Action Plan**  The TDSB has a long-standing commitment to equity and is a leader in supporting equity with innovative programs, inclusive curriculum, professional learning and strategies to close achievement, participation and opportunity gaps. We are committed to creating equitable and inclusive learning environments for all and recognize that to take our efforts to the next level, we must adopt a more focused, strategic approach.  We have reflected on our past efforts, leveraged the expertise and experiences we have heard from our partners and stakeholders and have considered where we want to go and how we need to change to get there. The result is a draft of the Integrated Equity Framework Action Plan.  **What are we doing?**  With this plan, we are taking coordinated action to embed equity into everything we do, beginning with training to provide all staff with critical skills, knowledge and leadership capacity, to reviewing all our policies and practices to make sure they are consistent with our system equity priorities, and aligning our resources with those priorities to making sure that every school has the support it needs to create the right learning conditions for improved achievement and well-being for each and every student in our system.  **Why is this important?**  We are committed to making sure that equity is embedded into everything we do, every day, because we believe that ensuring equitable learning opportunities, supports and an inclusive learning culture for every student in every classroom, school is the only way to provide improved achievement and well-being for all our students.  • Set a consistent policy direction  • Align resources with key system priorities  • Takes concrete steps to create an equitable inclusive learning culture throughout the TDSB and within each and every school and classroom.  • Lead to measurable improvement in achievement and well-being for all students  **How is this approach different?**  It is a coordinated, strategic approach focuses the efforts of the entire system and all aspects of our work within one all-encompassing equity framework, which will lead to measurable improvement in achievement and well-being for all students, by:  • Setting a consistent policy direction  • Aligning resources with key system priorities  • Taking concrete action to give every the school the tools, resources and support it needs to create an equitable, inclusive learning culture in every classroom.  **Where are we focusing our efforts?**  We are focusing our actions in seven strategic component areas: policy, budget, access and secondary program review, school improvement process, leadership capacity plan, inclusion and special education, and employment equity.  **How will this action plan impact student achievement and well-being?**  By putting equity at the centre of all our work, making it the essential foundation of all our policies, practices, relationships and learning environments, and ensuring that all staff in every school have the knowledge, skills, supports and resources they need to address the unique needs and circumstances of their students and communities, this approach will drive a cultural shift that impacts every student in every classroom in every school across the system.  **How can our communities help?**  The voices of all our diverse communities will provide important insight to guide the Integrated Equity Framework, not only in its development, but throughout all the action steps that emerge from it. This is only the beginning of the conversation. As you read the Action Plan, please consider these questions:  • **What insights or reflections do you have about equity or the draft framework?**  • **Did it resonate with you?**  • **Is there anything missing?**  • **What comments do you have?**  **Overview of the Strategic Components**    Policy  **Equity Goals**: Ensure that procedures are in place at all levels of the system for developing, implementing and reviewing policies that promote equity and inclusion. The effectiveness of these must be assessed and changes made where necessary. It is important to develop and implement appropriate staff training to support effective policy implementation at all levels of the organization.  **Examples of Current, Ongoing and Projected Equity Commitments Include:**  • Reviewing all Board policies with an equity lens  Budget  **Equity Goals**: To align system-level resources with our equity commitments. Schools and departments will work to build their operating budgets considering the barriers and system biases that impact student achievement and well-being, recognizing the different needs of all of our students. Success means that all schools and departments have the resources, tools and supports needed from the system to create the right learning conditions for all students.  **Examples of Current, Ongoing and Projected Equity Commitments Include:**  • Ensuring equitable allocation of resources to schools using the Learning Opportunities Index  • Considering strategies to address achievement, opportunity and participation gaps during the annual budget process  Access and Secondary Program Review  **Equity Goals:** To increase equity of access and opportunities for all students, provide students and families with more choice within their home school, to expand areas of emphasis for students interested in specialized learning and to engage student participation in programming decisions.  **Examples of Current, Ongoing and Projected Equity Commitments Include:**  • Conducting an environmental scan of all programs offered in secondary schools  • Consulting with students to inform secondary programming vision, strategy and planning  School Improvement Process  **Equity Goals:** To create enhanced learning cultures in which all staff have a leadership role, to build a deep understanding of equity and bias and to build knowledge of how to read, interpret and use data through a critical equity lens leading to improved outcomes for all students and enhanced engagement for students, staff, parents and communities.  **Examples of Current, Ongoing and Projected Equity Commitments Include:**  • Building capacity for system and school leaders so that the focus of improvement efforts remains on every classroom in every school supported by the responsiveness of the team  • Provide specific training opportunities for school staff and leadership to provide effective leadership for school improvement cycle  • Leverage existing examples of good practice from the field to inform system planning  Leadership Capacity  **Equity Goals:** To shift from leadership-of-position to leadership-of-influence inviting all staff to share their expertise and experience with their school community and create enhanced learning cultures and to confront bias, challenge barriers, acknowledge privilege and bring about change.    **Examples of Current, Ongoing and Projected Equity Commitments Include:**  • Building capacity for all leaders through a variety of learning opportunities  • Developing standards of Service Excellence to increase responsiveness to schools, parents and communities  • Supporting all staff in sharing their leadership and expertise by implementing protocols and processes that influence direction  Inclusion and Special Education  **Equity Goals:** To ensure all students are successfully included, supported and empowered when, for example, they experience a sense of belonging and social citizenship, an environment is designed to fit the student not the student to the environment, all cultures and identities are celebrated, when the right to participation and establishing a positive climate where engagement is promoted and prioritized and, when students are not organized by perceived ability.  **Examples of Current, Ongoing and Projected Equity Commitments Include:**  • Developing plain-language resources for parents and students about special education programs, services and supports  • Developing and implementing a process for parents and students to raise concerns for special education programming  • Remodeling the Home School Program to ensure support is provided in the regular classroom  Employment Equity  **Equity Goals:** To measure how effective our employment practices are, to identify workplace factors known to have a strong impact on organizational health and the health of individual employees and to ensure that all employees have equitable opportunities for advancement and that their skills and knowledge are valued and used appropriately.  **Examples of Current, Ongoing and Projected Equity Commitments Include:**  • Conducting a staff survey to assess workplace culture, engagement and leadership opportunities  • Reviewing practices with respect to religious accommodation to ensure alignment to the Human Rights Code  • Developing and delivering in-services on inclusive workplace strategies | **为所有人创造公平的学习环境**  **制定《消除歧视促进平等框架行动方案》**  TDSB长期致力于促进平等，是通过创新计划、包容性课程、专业性学习和措施以支持平等的领导者，宗旨是弥合学生在成绩、参与和机会上的差距。我们致力于为所有人创造一个平等和包容的学习环境，我们也认识到要想加强这方面的努力，就需要采取更有针对性和战略意义的措施。  我们对过去所做的努力进行了回顾，借助合作伙伴和股东为我们提供的专长和经验，思考了将来的发展方向、以及我们需要做出怎样的改变才能达到目标。取得的成果就是这份《消除歧视促进平等框架行动方案》（Integrated Equity Framework Action Plan）的草案。  **我们正在做什么？**  借助于这一方案，我们正在采取协调一致的行动，力争在各项工作中贯彻和体现平等的原则精神：首先，进行培训，让所有工作人员具备重要的技能、知识和领导能力；审议我们所有的政策和实践，确保其符合我们教育系统促进平等的工作重点，并根据推进平等的工作重点对资源进行相应的调配，以确保每所学校都有所需的支持，能够为我们系统中的每个学生创造良好的学习条件，提高他们的成绩，改善他们的身心健康。  **为什么平等的原则很重要？**  我们致力于确保公平的原则在我们每天所做的全部工作中都得到贯彻和体现，因为我们相信，保证每所学校、每间教室中的每位学生都有平等的学习机会、获得平等的支持、以及包容的学习文化，是帮助所有学生取得更好成绩和身心健康的唯一方式。  •确定连贯的政策导向  •依据教育系统重要的工作优先事项对资源进行相应的调配  •采取具体步骤，在TDSB范围内和每所学校及每间教室内创造公平和包容的学习文化  •力争让所有学生的成绩和身心健康得到明显的进步与改善  **这项措施有什么不同？**  这是一项协同配合、具有战略意义的措施，将整个教育系统的努力和各方面的工作整合到了一个统一的促进平等框架下，进而实现所有学生的成绩和身心健康都有明显改善与进步，具体措施包括：  •确定连贯的政策导向  •依据教育系统重要的工作优先事项对资源进行相应的调配  •采取具体行动，给予每所学校所需的途径、资源和支持，在每间教室创造平等包容的学习文化  **将工作重点放在什么地方？**  我们将行动集中在七个关键的领域：政策、预算、教学资源获取与中学课程审议、学校改进程序、领导能力培养方案、包容和特殊教育以及就业平等。  **这项行动方案将怎样影响学生的成绩和身心健康？**  通过将公平作为各项工作的中心，使其成为所有政策、实践、关系和学习环境的重要基础，确保每所学校的所有员工都拥有应对学生和社区独特需求与环境所需的知识、技能、支持和资源，这项方案将会带动文化理念的转变，对整个教育系统中每所学校，每间教室里的每位学生产生影响。  **我们的社区应怎样提供帮助？**  多元社区的声音不仅能够指导这一框架行动方案的制定，还可以为之后的每一步行动提供重要的意见参考。这只是沟通过程的开始，在您阅读这一行动方案的同时，请思考这些问题：   * **您对于平等议题或这份草案有什么见解和思考？** * **草案和您的想法契合吗？** * **我们是否了遗漏了任何内容？** * **您有任何评论吗？**   **战略要素概览**  政策  **平等目标**：确保教育系统各层级中议事程序的到位，以便对促进平等和包容的政策进行制定、实施和审议。对各项政策的有效性必须进行评估，并在必要时进行改动。很重要的一点是制定和实施适当的员工培训，以确保组织内部各级别中政策都能得到有效的实施。  **现有和规划中推进平等承诺的事例包括：**  •从推进平等的角度审视教育局的各项政策  预算  **平等目标：**根据推进平等的承诺对教育系统资源进行调配。学校和各部门在了解所有学生不同需求的前提下，还将考虑影响学生成绩和身心健康的障碍和教育系统内存在的偏见，进行运营预算的规划。成功则意味着所有的学校和部门都有教育系统所需的资源、途径和支持，以便为所有学生创造适合的学习条件。  **现有和规划中推进平等承诺的事例包括：**  •使用学习机会指数（Learning Opportunities Index），确保各学校的资源得到了公平的配置  • 在年度预算过程中，研拟相应策略以解决学生在成绩、机会和参与上的差距  教学资源获取与中学课程审议  **平等目标：**在所有学生获取教育资源和机会的过程中推进公平，为学生和家庭在他们的家庭学校内提供更多选择，为那些对专科学习感兴趣的学生拓展研修领域的范围，加强学生对于计划决策的参与。  **现有和规划中推进平等承诺的事例包括：**  •对于中学提供的所有课程进行环境审查  •与学生展开咨询讨论，介绍中学课程设置的愿景、措施和规划。  学校改进程序  **平等目标：**创造改进的学习文化，使所有员工都能发挥领导角色，增进对平等和偏见的深入了解，学习如何通过重要的平等的角度来阅读、解读和使用数据，进而帮助所有学生提升成绩，增进学生、员工、家长和社区的参与。  **现有和规划中推进平等承诺的事例包括：**  •加强教育系统和学校领导的能力，从而使改进努力的重点放在每所学校的每间教室上，可以借助于团队的响应能力提供支持•为学校职员和领导层提供具体的培训机会，为学校工作的改进提供有效的领导  •利用良好实践中现有的例子来宣传系统规划  领导能力培养方案  **平等目标：**从职位领导力向影响领导力转变，邀请所有职员与学校社区分享他们的专长和经验，创造改善的学习文化，直面偏见，挑战障碍，承认特权，带来改变。  **现有和规划中推进平等承诺的事例包括：**  •通过多种学习机会，培养所有领导的领导能力  •制定优秀服务标准，更好地应对学校、家长和社区的要求  •通过实施该方案，支持所有员工分享他们的领导力和专长，着力引导领导力的发展方向  包容和特殊教育  **平等目标：**确保所有学生都能成功地融入集体、获得支持和力量，例如让他们感受到归属感和社会公民感，让环境适应学生，而不是让学生适应环境，欣赏所有文化背景和身份个性，让每个人都有权参与其中，创建积极的氛围，鼓励并重视学生的参与，不依照表面体现出的能力来划分学生。  **现有和规划中推进平等承诺的事例包括：**  •为学生和家长开发有关特殊教育项目、服务和支持的通俗语言资源  •为家长和学生制定和实施计划，以提升对于特殊教育课程规划的关注度  •对家庭学校计划（Home School Program）进行重新规划，以确保对常规教室提供支持  就业平等  **平等目标：**目标是衡量我们雇佣措施的有效性，鉴别对于组织健康和个人雇员健康有强烈影响的工作场所因素，确保所有雇员都有提升的平等机会，他们的技能和知识都能得到重视和恰当的运用。  **现有和规划中推进平等承诺的事例包括：**  •进行员工调查，评估工作场所文化、参与度和领导机会  •审议宗教权益的保障情况，确保遵守人权法案  •制定和提供有关工作场所包容性措施的在职培训 |