



**Planning and Priorities Committee**  
**(Special Meeting)**  
**Report No. 07**

PPC:007A  
Tuesday, February 23, 2021  
Electronic Meeting

Members Present      Alexander Brown (Chair), Michelle Aarts, Rachel Chernos Lin, Stephanie Donaldson, Trixie Doyle, Shelley Laskin, James Li, Dan MacLean, Chris Moise, Zakir Patel, Robin Pilkey Yalini Rajakulasingam, David Smith, Anu Sriskandarajah, Jennifer Story, Chris Tonks and Manna Wong.

Regrets                 Regrets were received from Trustees Harpreet Gill, Parthi Kandavel, Alexandra Lulka, Christopher Mammoliti and Patrick Nunziata.

Trustees participated by electronic means in accordance with [amendments to Section 7 of Ontario Regulations 463/97, Electronic Meetings](#)

**Part A: Committee Recommendations**

No matters to report

**Part B: Information Only**

**1. Call to Order and Acknowledgement of Traditional Lands**

An electronic meeting of the Planning and Priorities Committee was convened on Tuesday, February 23, 2021 from 4:03 to 6:23 p.m., with Alexander Brown presiding.

**2. Declarations of Possible Conflict of Interest**

No matters to report

**3. Delegations**

No matters to report

**4. Report From the Director of Education**

The Committee heard a presentation from staff providing an update on the impact of COVID-19 (see attached, page 6).

**5. Report From the Chair of the Board**

No matters to report

**6. Report From Representative on the City's Board of Health**

No matters to report

**7. Report From the Directors on the Ontario Public School Boards' Association**

No matters to report

**8. Report From the Chairs of the Governance and Policy Committee, the Program and School Services Committee, the Finance, Budget and Enrolment Committee**

No matters to report

**9. Report From Representatives on the Parent Involvement Advisory Committee and the Special Education Advisory Committee**

No matters to report

**11. Reports From Student Trustees**

No matters to report

**12. Other Questions, Insights and Advice From Trustees to Staff**

No matters to report

**13. Adjournment**

On motion of Trustee Donaldson, seconded by Trustee Doyle, the meeting adjourned at 6:23 p.m.

**Part C: Ongoing Matters****14. Written Notice of Motion: COVID-19 Recovery Plan**

In accordance with Board bylaw 5.15.2, Trustee Rajakulasingam, seconded by Trustee Sriskandarajah, provided notice of the following, for consideration at the March 9, 2021 Planning and Priorities Committee (Special Meeting):

Whereas, since March 2020, students have been experiencing COVID-19 related school closures and remote learning, and there have been concerns raised over the long-term impacts on mental health and well-being, and learning across Kindergarten to Grade 12; and

Whereas, there is evidence that students from lower socio-economic households have been especially impacted by the COVID-19 schooling experience. The degrees to which TDSB Black, Indigenous and racialized and indigenous students have been impacted by COVID-19 is of critical concern to the TDSB moving forward; and

Whereas, there is significantly higher proportion of students from low SES backgrounds who have chosen Virtual School over in-person schools throughout the pandemic and these families are more likely to be challenged in relation to access to digital resources and infrastructure required for virtual learning; and

Whereas, many students face other barriers like family financial stress, job insecurity, food insecurity, diverse housing needs, domestic abuse and increased levels of mental health concerns, which may have prevented them from being able to attend school; and

Whereas, school closures mean that supervision of underserved children/youth is reduced, as well as access to a caring and safe adult;

Therefore, be it resolved:

That the Director:

- a) implement a two-year COVID-19 recovery plan to identify which groups are most impacted and how those groups are going to be supported;

- b) present a report:
  - i. outlining current learning outcomes and student/parent/staff perception information that describes the school experience for both Virtual and In Person school environments. The report will look at demographic information of students and the degrees to which students from different socio-economic backgrounds may have had different learning experiences and outcomes;
    - o Including Students with Special Education needs
    - o Including English as Second Language Learners
    - o Including Students in various TDSB programs (i.e. Extended French and French Immersion, Alternative Learning programs, Caring and Safe School programs)
  - ii. Evaluate whether and to what degree students have left the system to pursue work or dropped out of school;
  - iii. Evaluate the potential impact of COVID-19 on students with special education needs;
- c) use current student surveys from January and Climate survey in the spring to gauge the perception of TDSB students' in relation to critical areas of mental health, well-being, school belonging and learning experiences;
- d) use the parent survey from January as well as, advisory issues drawn from the Parent Involvement Advisory Committee and the Special Education Advisory Committee to gauge key concerns regarding the post pandemic return to school;
- e) implement targeted interventions after identifying which groups were most impacted in terms of changed learning outcomes;
- f) ~~provide reports back~~ report back twice a school year to the Planning and Priorities Committee;
- g) complete the reporting back to the Board by spring 2023.

**15. Written Notice of Motion: Schedule of Meetings for Regular Board and Standing Committee Meetings, 2021: Date Change re Planning and Priorities Committee Meeting and Time Change re Governance and Policy Committee Meeting, September 8, 2021**

In accordance with Board bylaw 5.15.2, Trustee Brown, seconded by Trustee Mammoliti, provided notice of the following, for consideration at the next Regular board meeting:

- A.** That the following Board decision of November 16, 2020, concerning the meeting schedule for regular board and standing committee meetings for 2021, be reconsidered:

... That the schedule of Board and standing committee meetings for 2021, as presented in the report, be approved....

- B.** and if the above is approved (NOTE 15 votes are required as per Bylaw 5.15.27);
- (a) That the Planning and Priorities Committee meeting scheduled for April 14, 2021, be changed to April 6, 2021;
- (b) That the start time of the Governance and Policy Committee meeting scheduled for September 8, 2021 be changed from 4:30 p.m. to 7 p.m.

Submitted by: Alexander Brown, Chair

# Impact of COVID-19 Update

February 23, 2021



## Agenda

- Switch Update
  - Diana Panagiotopoulos
- Asymptomatic Testing
  - Craig Snider
- Winter Consultations Overview  
(Parents/Guardians, Students and Staff)
  - David Cameron



## Elementary Switch Update

- We started with switch requests for roughly 9,000 TDSB students
- 3,271 students have been moved into VS as part of the February switch
- 2,177 students have been moved from Virtual School to in-person B&M as part of the February switch
- Update on Hubs: LC1 = 2, LC2 = 6, LC3 = 6
- Almost 400 students have been placed in hubs
- Switch requests from approximately 500 students in Quintiles 2 and 1 have not been facilitated; additional space may become available between now and Friday, February 26.

LC1 - 88 Students	LC2 - 190 Students	LC3 - 123 Students
Fraser Mustard (LN5) Thornccliffe Park (LN5)	Calico (LN8) Cresthaven (LN8) Gateway (LN10) Grenoble (LN10) Kennedy (LN10) Valley Park (LN10)	Charles Gordon (LN13) Ellesmere-Statton (LN13) George B. Little (LN13) Glamorgan (LN13) John McCrae (LN13) Lord Roberts (LN13)



## Asymptomatic Testing

- For the week of February 22-26, 11 locations were identified as testing hubs (eight TDSB schools, two TCDSB schools, one City of Toronto site), with 64 schools as feeders to those hubs (39 TDSB schools, 25 TCDSB schools).
- The selection of schools is coordinated by the Toronto Central Local Health Integration Network in collaboration with TPH, the testing hospitals and the school boards. TPH has recommended that the COVID-19 Neighborhoods Composite Index (the Quintiles) be used to identify priority neighbourhoods.
- Expanded asymptomatic testing will help with early case identification to inform public health measures; it is important to note that this information including selection criteria and site locations and dates, is subject to change on an ongoing basis.
- Staff will continue to update Trustees of the schools to be involved in testing for following week through Trustees' Weekly.
- Staff wishing to be tested can either be part of the school based testing or can visit a local pharmacy for asymptomatic testing.



# Winter Consultations with Parents/Guardians, Students and Staff

What is Our System Saying?



**Research and Development**

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## Consultations with the System

- In December, all TDSB staff were invited to participate in three different ThoughtExchanges focused on mental health and well-being, system operations, and health and safety
- In January, all parents and students from grades 6-12 were invited to provide their perspectives about their mental health and well-being, relationships, and student learning experiences

**We would like to thank the staff, families, and students that took time to let us know how they are feeling.**



## TDSB Staff Participation

<b>Mental Health and Well-being</b>	What are some specific ways the TDSB can help to reduce stress at work and support your mental health and well-being?	3,232 staff participated
<b>System Operations</b>	As we continue to manage the impact of COVID-19, what are the most important things we need to do to keep everyone connected, engaged, and well supported?	1,477 staff participated
<b>Health and Safety</b>	What can the TDSB do to help you feel safe and supported at work?	1,424 staff participated

- These participant numbers represent approximately 10% of all TDSB staff.



## Distribution of Staff Who Participated

Staffing Group	Approximate Participation Numbers Across all Exchanges
Elementary Teachers	2381
Secondary Teachers/Occasional Teachers	1503
Principal / Vice Principals	455
Schedule II, Levels 1 to 12	308
Senior Team	35
Unit A, OSSTF (e.g., CYWs, CYCs, SEPAs, OTs, PTs, etc.)	211
Unit B, CUPE 4400 (adult learning instructors)	50
Unit C, CUPE 4400 (e.g., office, clerical, tech., EAs, food services, music instructors and school support staff)	841
Unit D, CUPE 4400 (e.g., caretaking, warehouse, fleet drivers, etc.)	210
Unit E, (e.g., maintenance, construction, and skilled-trades)	39

## Parent/Guardian Survey Participation

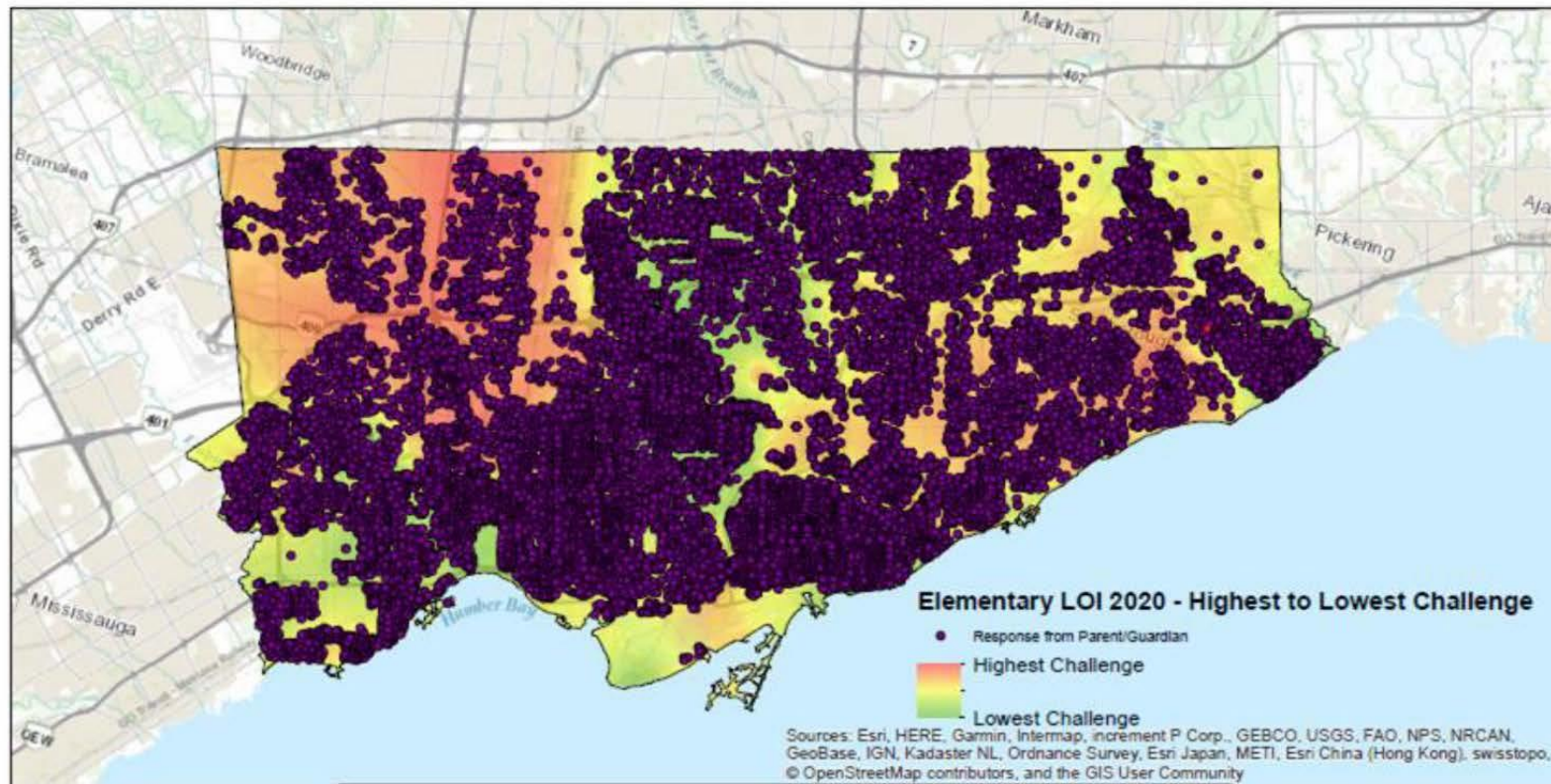
<b>Parent Survey</b>	<ul style="list-style-type: none"> <li>• 76,926 parents of elementary children and 19,572 parents of secondary children accessed the survey</li> <li>• Response rates varied significantly by school</li> <li>• The parent survey did reach many communities across the city. (see next slide)</li> <li>• 71% of parents had children attending in-person learning before the December break</li> <li>• 9 out of 10 families noted their child has a device at home that they do not have to share</li> </ul> <p><i>*the survey was made available in multiple languages via Google Translate</i></p>
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	<b>Response</b>	<b>Response Rate</b>
LC1	17,791	39.9%
LC2	16,317	46.8%
LC3	14,362	46.2%
LC4	22,672	42.3%
CC5	990	76.7%

**Note:** Virtual School students have been mapped to their home school Learning Centre.



## Distribution of Parents/Guardians Who Participated



## Student Survey Participation

<b>Student Survey</b>  <b>(grades 6 to 12)</b>	<ul style="list-style-type: none"> <li>Approximately 36,000 students across grades 6 to 12 accessed the survey.</li> <li>Response rates varied significantly by school.</li> <li>60% of elementary students learning in-person (before the December break).</li> <li>65% of secondary students learning in-person adapted model (before the December break)</li> <li>9 out of 10 students have a device and do not have to share it.</li> <li>61% self-identify as female, 38% self identify as male</li> <li>The ethno-racial identity of respondents resembles the overall make-up of the TDSB (within 5%)</li> <li>At least 10% response rates across the grades (see below)</li> </ul>
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(total and by LC and by grade)

## Student Survey Participation: Ethno-Racial Background of Students

	Survey (gr. 6 to 12)	System (JK to gr. 12)
<b>White (Examples: British, Greek, Italian, Portuguese, Russian, Slovak)</b>	25%	29%
<b>South Asian (Examples: Bangladeshi, Indian, Pakistani, Sri Lankan, Indian-Caribbean such as Guyanese)</b>	23%	22%
<b>East Asian (Examples: Chinese, Japanese, Korean)</b>	15%	14%
<b>Black (Examples: Ethiopian, Jamaican, Kenyan, Nigerian, Somali, Vincentian)</b>	10%	11%
<b>More than one or mixed racial background</b>	8%	12%
<b>Middle Eastern (Examples: Afghan, Iranian, Lebanese, Saudi Arabian, Syrian)</b>	6%	6%
<b>Southeast Asian (Examples: Filipino, Malaysian, Singaporean, Thai, Vietnamese)</b>	5%	4%
<b>Latin American (Examples: Colombian, Cuban, El Salvadorian, Mexican, Peruvian)</b>	2%	2%
<b>Indigenous (Examples: First Nations, Métis, Inuk/Inuit)</b>	0.01%	0.03%

## **Overall Results of Parent/Guardian and Student Survey**



## Health and Well-Being

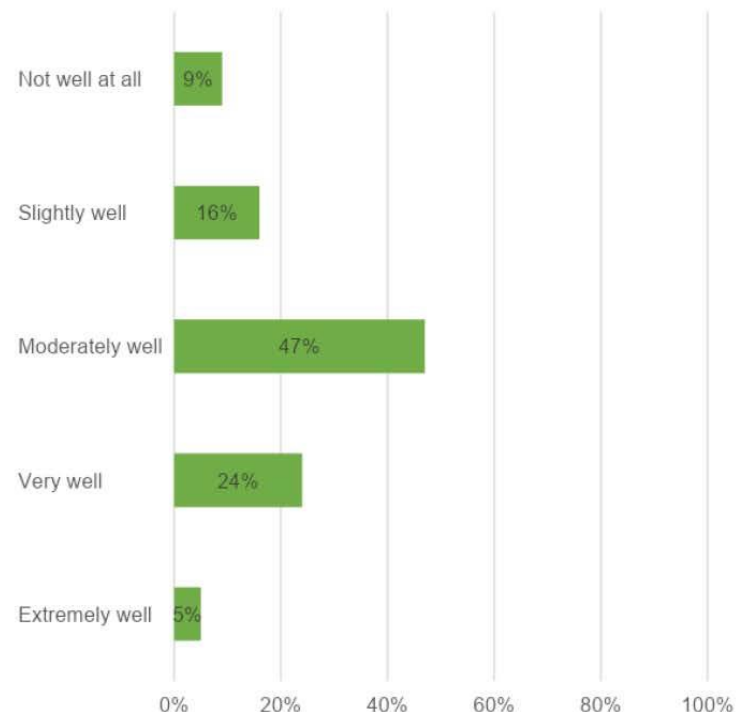
### Parents and students feel protected from COVID-19 at school.

- Before the December break **89%** of parents (felt their child) and **81%** of students felt protected from getting COVID-19 because of the health and safety precautions that were being taken at their school (e.g., health screening, masks, hand washing, physical distancing)

### Families are doing OK.

- **70%** of families report coping moderately well to extremely well
- **74%** of families report not worrying about food insecurity
- Families with children attending the **Virtual Schools** were slightly more likely to indicate worrying about food insecurity (Note from earlier research, there are higher proportions for students from lower SES families enrolled in the Virtual Schools.)

**PARENTS:** *Since September, how well are you managing and/or coping at this time?*  
(n=71,745)



## Students' Health and Well-Being

### Students are struggling with their mental health.

- **40% (approximately 12,800)** of students feel lonely (all the time or often)
- **40%** of students feel happy, and **40%** feel hopeful for the future (all the time or often)
- **50%** of students are nervous or worried (all the time or often)
- **60%** of students are bored and **60%** of students are under a lot of stress (all the time or often)
- **70%** of students know how to get support for their mental health and well-being
- **11%** of students have you used the online resources that the TDSB has shared to support mental health and well-being, **39%** were unsure of these resources
- Students in the elementary panel are slightly less likely to report that they feel bored, stressed, worried, and lonely
- There are **slight** differences in secondary students mental health and well-being between the Virtual School and in-person learning with students in-person feeling **slightly** more lonely and bored
- Students that self-identify as female had **higher percentages (10%)** of feeling lonely, nervous, and stressed (all the time or often). And, **lower percentages (10%)** of feeling happy and hopeful for the future (all the time or often)
- All students report lower mental health and well-being. However, preliminary analysis shows a **slight** different between different ethno-racial groups and students mental health and well-being:
  - Self-identified East Asian, South Asian, and Southeast Asian students had higher percentages of never/rarely feeling happy. **(5-8% range)**
  - Self-identified Black, White, Middle Eastern, and Latin American had higher percentages of feeling bored all the time or often. **(5-10% range)**



## Students' Health and Well-Being

**Students are struggling more now than in previous years.**

- When comparing items from the **Student Spring Check-in survey (2020)** and the **Student Census (2017)**, students are struggling with their mental health more now than in previous years

**More students feel bored, stressed, nervous, and lonely.**

As examples, when comparing the spring survey (2020):

- The percentage of students saying they are happy (all the time or often) has decreased by **10%**
- The percentage of students saying they are nervous or stressed (all the time or often) has increased by **16%**
- When comparing items from the Student Census (2017), **66%** of secondary students and **77%** of grade 7 and 8 students were happy (all the time or often). Similarly, **58%** of secondary students and **72%** of grade 7 and 8 students were hopeful for the future (all the time or often)
- Both these items have decreased by at least **20%** when looking at the most recent winter student survey



## Students' Overall Learning Experiences

**Parents feel students are getting the right amount of school work.**

**7 out of 10** families feel:

- the amount of learning, studying, and/or homework assigned each day and the pace of learning is just right; and
- their child will be ready for the next grade level.

**Students' perceptions of schoolwork and pace are mixed.**

- **50%** of students feel the pace of instruction is just right
- **50%** of students feel they have the right amount of learning, studying and/or homework assigned each day
- There are minimal differences between students perceptions of amount of schoolwork they are receiving and their learning model (in-person and the Virtual School)
- **60%** of students rated their progress good or excellent this year
- **70%** of students said their teachers give them enough instruction to complete their assignments
- **70%** of students are satisfied with the quadmester schedule (secondary only)

Contrary to the above, **53%** of families feel their child will fall behind because of COVID-19. And, **66%** of students worry they will fall behind in school because of COVID-19.



## Students' Overall Learning Experiences

- **90%** of students say they are trying their best at school and want to learn as much as they can at school
- Approximately **60%** of students enjoy school and are interested in what they are learning
- When comparing the **Student Census (2017)**, **49%** of secondary students and **59%** of grade 7 and 8 students said they enjoy school (all the time or often)

### Top five reported challenges students have while completing school work at home

- I don't feel motivated --66%
- I get distracted with TV and social media-- 53%
- I have to help with household responsibilities-- 42%
- I find it hard to get used to school again-- 35%
- I get confused about assignments-- 32%

**17% (5,134)** of students **never** have someone at home to help with homework.

**84%** of students said they learn better in-person compared to virtual learning.



## Students' Virtual Learning Experiences

### **Families are satisfied with the amount of students' learning time in Virtual Schools.**

- **70%** of families (elementary and secondary) feel their child is receiving the right amount of live synchronous learning time and the right amount of independent asynchronous learning time

### **Elementary students (grades 6 to 8) are satisfied with the make-up of learning time in the Virtual School.**

- **70%** of elementary students feel they are receiving the right amount of live synchronous learning time and the right amount of independent asynchronous learning time

### **Elementary students are navigating BrightSpace and Google Classroom with ease.**

- **94%** of elementary Virtual School students said that it was somewhat easy or very easy to use the virtual learning platforms
- **31%** of elementary Virtual School students are very comfortable participating online during virtual learning
- Comparatively, on the Student Census (2017) **68%** of grade 7 and 8 students said they participate in class activities and discussions (all the time or often)



## Students' Virtual Learning Experiences Continued

### **Secondary students are not as satisfied with the make-up of learning time.**

- **50%** of secondary students at the Virtual School feel they are receiving the right amount of live synchronous learning time.
- **60%** of secondary students at the Virtual School feel they are receiving the right amount of independent asynchronous learning time.
  - These percentages are slightly lower for students attending the secondary adapted model and online through their regular secondary school.
- In the secondary adapted model, **60%** of students said that they were receiving the right amount of in-person learning time.

### **Students are navigating BrightSpace and Google Classroom with ease, but not everyone is comfortable participating online.**

- **Over 90%** of all secondary students (Virtual School, secondary adapted model, online at the home school) said that it was somewhat easy or very easy to use the virtual learning platforms.
- **20%** of all secondary students are very comfortable participating online during virtual learning.
- Comparatively, on the Student census (2017) **57%** of secondary students said they participate in class activities and discussions (all the time or often).

*"I love my school and would hope to have  
In-person learning as soon as possible. Thanks!"*



## School Relationships and Support

**Students are building connections.**

**8 out of 10** students:

- are finding ways to connect with friends and/or classmates
- feel supported by their friends and/or classmates
- feel they belong at their school or their virtual space

**Students feel supported by their teachers.**

**9 out of 10** students:

- feel somewhat or very supported by their teachers
- feel their teachers care about them
- receive extra help from their teachers when they ask them

Student Census (2017)	Most Recent Student Winter Survey
<b>76%</b> of grades 7-8 students and <b>62%</b> of grades 9-12 students reported feeling supported by 'most or all' of their teachers	<b>44%</b> of students reported feeling 'very' supported by their teachers most recently
<b>61%</b> of elementary students and <b>56%</b> of secondary students had at least one adult at school they could go to for support	<b>36%</b> of students said there is an adult in school whom they feel comfortable to go to for personal support, advice or help



## School Relationships and Support

### **Families are happy with communication from schools.**

- Overall, **80%** families are somewhat to extremely satisfied with communication from their child's school, teachers, and applicable support staff
- Families with children attending in-person were slightly more satisfied with school communications than families with children attending Virtual Schools

### **Families feel connections to their home schools.**

- At the Virtual Schools, **70%** families feel somewhat or very connected to their child's home school

### **Families want additional resources to support students learning at home.**

- The most requested resource help for families was:
  - accessing recommended online learning licenses or subscriptions; and
  - how to access TDSB's virtual learning tools

### **Students with Special Education Needs**

- Since September, **73%** of families and **80%** of students feel somewhat or very supported in having their Special Education Needs met. In the Spring check-in survey, **75%** of students felt somewhat or very supported in their Special Education Needs were being met
- **60%** families are satisfied with the IEP accommodations provided by their child's Virtual School (note this includes gifted students)



## Overall Results for Staff



## Mental Health and Well-Being

### Staff report feeling stressed.

- **7 out of 10** staff have felt burnt out and anxious as a result of their jobs
- **5 out of 10** staff specified that they are coping well (moderately to extremely well)
- Many respondents expressed that problems at work have kept them up at night, and that they have little energy left at the end of the day
- Less than **3 out of 10** staff members noted that they can predict the amount of work to do on any given day

Generally, teaching staff and administrators had higher percentages of respondents reporting not coping well, emotionally drained, feeling anxious, staying awake at night, not having energy at the end of the day, and not being able to predict their amount of work.



## Staff Appreciation

### Staff report feeling underappreciated.

- The stressful working experience was exacerbated by feelings of under appreciation from leadership and a lack of support from management
  - **36%** of staff report feeling that their employer values their commitment and passion for work
  - **45%** of staff report feeling supported by their immediate supervisor/manager in their efforts to adapt to changes in the workplace related to COVID-19

### COVID-19 has shaped a new work environment.

- In the previous Staff Census and Well-being survey (2017), staff were **10%** more likely to strongly agree that they have time and energy left at the end of the day; and, **20%** more likely to strongly agree that their employer values their commitment and passion to their job

When comparing staffing groups to each other, staff working in the virtual schools and staff respondents in Unit D (caretaking, warehouse, fleet staff, etc.) were less likely to feel supported by their immediate supervisor and feel their employer does not value their commitment and passion to their work.



## Health and Safety

### **Staff report not feeling safe.**

- **20%** of staff felt safe at work from contracting COVID-19. Elementary in-person teachers and Unit D staff were the least likely to agree to feeling safe from contracting COVID-19 at work
- Similarly, **30%** of staff were satisfied with the COVID-19 related procedures in place to control health and safety hazards as well as the rationale and communication processes behind these protocols. Elementary and secondary in-person teachers and Unit D staff (caretakers, warehouse, fleet drivers, etc.) were less satisfied with the current COVID-19 related practices and procedures in place than others
- **Many (76%)** of staff wanted more information on how health and safety related decisions were made and who was responsible

### **Staff indicated a need for more tools and training.**

- **Few (32%)** of staff members agreed they had the equipment, tools, and training they needed to do their job well and safely
- Conversely, **most (69%)** of staff did feel they understood what is expected of them in maintaining a healthy and safe work environment

### **Staff report taking on more cleaning responsibilities.**

- **80%** of staff members reported taking on additional sanitization tasks at work. In-person elementary teachers and Unit D staff were more likely to agree that they have had to take on additional cleaning tasks



## School Relationships and Support

### **Staff need resources.**

- **70%** of staff reported that they could not access the necessary tools and resources for their job nor could they access adequate professional learning in a timely manner

### **Staff want more information**

- **50%** of staff reported that they felt senior leadership did not do a good job of sharing COVID-19 job related information nor did staff feel they were kept informed of important changes in a timely manner

### **Room for improvement in workplace culture**

- **30%** of staff agreed that employees and management trust each other. Similarly, few staff agreed their workplace effectively handles issues and conflicts between employees

### **Staff want to continue to work remotely**

- Schedule II staff were the most positive with their current working arrangement



## Key Areas of Suggested Improvements

- Decrease workload and/or reduce working expectations for staff – especially educators.
- Provide more tangible supports for employee mental health and well-being.
- Revisit COVID-19 related health and safety practices. Specifically, supporting caretakers, improving board level communication, and reducing class sizes.
- Support connections. Allow for more connection and collaboration time for all staff across the board.
- Revisit remote teaching practices (e.g., eliminating synchronous in-person and virtual, asynchronous attendance tracking, reduce screen time).
- Seek and listen to the advice of educators in the field.
- Provide more resources and classroom support for all teachers.
- Continue to allow staff to work from home.



## Important Takeaways

Families report that they are coping well, feel their children are safe from contracting COVID-19 at school, and are satisfied with their children's learning experiences. However, families do feel their children will fall behind because of COVID-19.

Students report feeling safe at school, supported and connected to their peers, supported by their teachers and able to complete their schoolwork.

But, students do feel less connected to their teachers, are experiencing decreased mental health, and report challenges with the academic schedule and workload.

Staff have created a safe and supported space for students to learn during this difficult time. In doing so, staff have become exhausted, need support, and want to be heard.

*"While it was a tricky schedule to adapt to, I am glad my teachers still are as happy as ever to help me with my classes. Thank you teachers!" TDSB student*



## Next Steps Within Research and Development

To further understand TDSB's communities experience during this time and support Board and school planning, we will:

- disaggregate and analyze results from consultations in more depth;
- build learning centre reports, ward reports, and school level reports that elicit specific narratives drawn from these results;
- follow-up and build upon key areas of interest/concern from these results through student and staff engagement points; and
- further develop student voice and experiences within ongoing practice and policy in close partnership with *Leadership, Learning and School Improvement Teams and Equity, Well Being, and School Improvement Teams*.

# Questions?



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