



Ontario Institute for Education Leadership L'Institut de leadership en éducation de l'Ontario

*Ontario Leaders Collaborating for Student Achievement, Equity and Well-being
La collaboration des leaders en Ontario assure la réussite, l'équité et le bien-être des élèves.*

Leading for Equity and Excellence at Kipling Collegiate Institute by Mohammed Adil Askary

Kipling Collegiate Institute is a small, multicultural secondary school located in central Etobicoke in the city of Toronto. When principal Mohammed Adil Askary moved to Kipling in 2017, the once-celebrated school was in jeopardy of closing due to its declining enrollment. This story documents Adil's journey as he leads the school in a multi-faceted, complex and dramatic transformation that has resulted in equity and inclusion and has enhanced Kipling's reputation by ensuring that Kipling Collegiate Institute offers what all other high schools offer their students and families.

1. How does the story connect with the reality in your context? How is it the same? How is it different?

2. What aspects of the story are common to all school leaders?

3. What's missing in the story for you in your context?

4. What other strategies would you use to address the challenges in the story?

5. What are some next steps you would recommend to continue the improvement journey in this school?

6. How has the leadership contributed to equity, inclusion, anti-racism and anti-oppression?

7. What suggestions do you have that would strengthen this leadership?

8. What features of this leadership would be useful for you to enact in your school?

*Deepen your understanding: This story offers a [presentation with notes](#). It was designed to be self-directed and used by school and system leaders to suit their schedules and learning needs.