



# Diversity Collaborative Member Meeting

May 5, 2025

Presentation & Resources

2024-2025



DIVERSITY  
COLLABORATIVE

# MEMBERS' MEETING

**MAY 5, 2025**

**8:00-9:00 AM (NEW YORK TIME)**

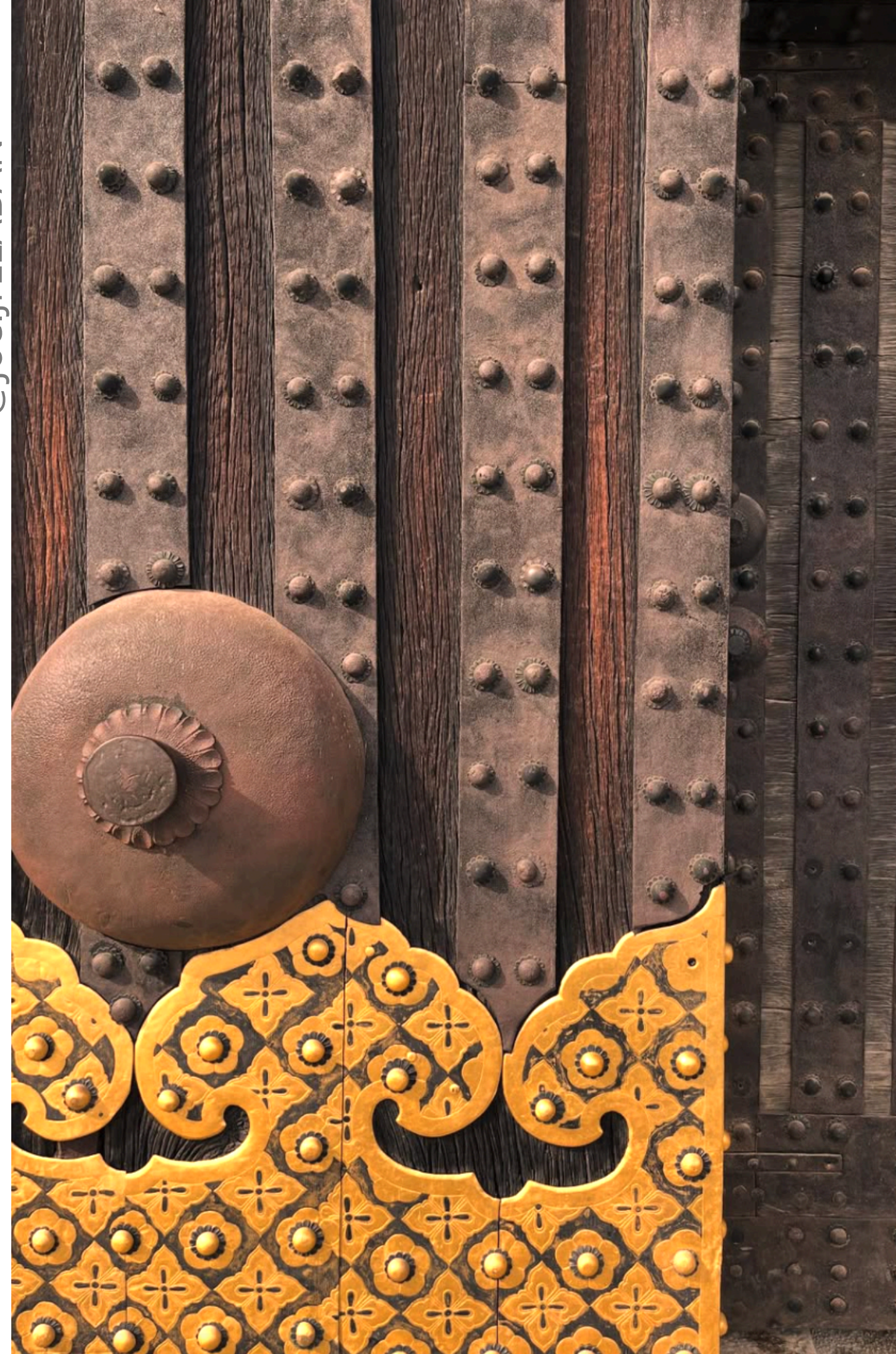


**CHECK IN**

**What approaches, strategies, actions do you have in practice to continue to sustain change grounded on our mission?**

**Write your response in the chat.  
Introduce yourself.**

@JoelJrLLABAN





# NORMS

## PRACTICE AND PROMOTE PSYCHOLOGICAL SAFETY:

This is a safe forum to speak your truth; Say it kindly. "Masks" are not needed here; your authentic self is welcomed.



## SPEAK OUT AND CALL IN: EVERY VOICE IS VALUED!

This includes unique and diverse thoughts, accents, languages, and ideas. Welcome ideological conflict; disagree with dignity and respect.

## LISTEN WITH INTENTION TO LEARN AND UNLEARN:

Open Mind, Open Heart, Open Will; Listen for Understanding; Practice suspending judgement and avoid defensiveness.



## PRACTICE INQUIRY:

Adopt a Learning Stance: Seek first to understand, rather than persuade.

## EXAMINE PRIVILEGE:

Consider Bias: Be open to examine our privileges & our biases, be open to discomfort. Good intentions can masquerade as injustices. Distinguish intent from impact.



## STAY BRAVE:

Interact, participate, and engage.

## MEETING NORMS

# WHAT NORM(S) WILL SUPPORT YOU IN YOUR LEARNING TODAY?

# MEETING AGENDA

**Welcome / Check In**

**Vision, Commitments, Background  
Purpose & Action**

## **IGNITE SPEAKERS**

**GOVERNANCE AND EQUITY: STRENGTHENING  
STRATEGIC PARTNERSHIPS BETWEEN BOARDS,  
HEADS, AND DEIJB LEADERS**

**LIZ DUFFY, LEE FERTIG, JOEL JR LLABAN &  
SHAWN TAYLOR**

**Breakout Sessions & Questions**



**DIVERSITY  
COLLABORATIVE**

**MEMBERS' MEETING  
MAY 5, 2025**

# GUIDING STATEMENTS



**DIVERSITY COLLABORATIVE  
MEMBER MEETING**

## Our Mission

The Diversity Collaborative (DC) is committed to creating and sustaining a more diverse, inclusive, equitable, and just international school community through our focus on leadership.

## Our Vision

We recognize that diversity without equity, inclusion, and justice is insufficient and can perpetuate ongoing harm.

Therefore, we strive not only to recognize and redistribute power, but also to eradicate the systems and structures in place that cause and have caused injustice, inequity and exclusion. We aspire to see the leadership of international schools reflect the global majority.

<https://www.iss.edu/community/diversity-collaborative>



### Our Commitments

To realize our commitment to diversity, equity, inclusion, and justice, the Diversity Collaborative wholeheartedly challenges all leaders, international schools and associated organizations to address the absence of diverse leadership in formal leadership positions.

Concurrently, we acknowledge that anyone in a school can demonstrate leadership by serving as an agent of change.

The Diversity Collaborative (DC) conducts research on the leadership pipeline and recruitment practices, provides leadership development, and advocates for international school communities to (1) critically reflect on diversity or the lack thereof, (2) develop equity-minded stakeholders, (3) promote inclusive environments, and (4) serve as social justice activists.

<https://www.iss.edu/community/diversity-collaborative>





DIVERSITY  
COLLABORATIVE

## KEY PROJECTS

### 1. Career Pathways

- Objective: Developing a guide for school-based mentoring projects aimed at educators in early or middle management stages of their careers. This complements existing programs and addresses challenges like stereotypes hindering certain individuals' leadership roles.
- Project Lead: Madeleine Maceda-Heide - [madeleine.heide@gmail.com](mailto:madeleine.heide@gmail.com)

### 2. BIPOC Voices

- Objective: Documenting stories of BIPOC leaders to amplify their experiences, successes, and challenges. The goal is to raise awareness about challenges faced by BIPOC leaders while avoiding reinforcing false narratives.
- Project Lead: Adrienne Waller - [adrienne.waller@cis.ky](mailto:adrienne.waller@cis.ky) and and Yasmine Aslam-Hashmi - [yhashmi@icsz.ch](mailto:yhashmi@icsz.ch)

### 3. Bank of DEIJ Survey Questions

- Objective: Compiling a repository of questions for schools to assess their DEIJ efforts. Drawing inspiration from existing frameworks, the goal is to provide a resource that enhances equity evaluation in educational settings.
- Project Lead: Dr. Kimberley Daly - [kdaly1@gmu.edu](mailto:kdaly1@gmu.edu)



# CONSULTANTS & FACILITATORS



## MEMBERS MEETING

### Diverse Professional Development Consultants: Diversity of Experience and Expertise

Facilitated by **Kevin Simpson**, Founder of KDSL Global, and **Joel Jr Llaban**, ISS Director of DEIJ

We understand the need, the importance, and the moral imperative to define and nurture diverse representation in all levels of our schools, organizations, and communities. Learners from across the world will tremendously benefit from the diversity of thought, identities, experiences, and expertise that we all bring into a learning space.

Central to the commitment of the Association of International Educators and Leaders of Color (AIELOC), International Schools Services (ISS) and The Diversity Collaborative (DC) is anti-racism, diversity, equity, inclusion, belonging, and justice.

We seek to provide a space and platform where leaders and learners from different schools, organizations, and communities can access and benefit from diverse professional development consultants' experiences and expertise.

In the following pages, you will find facilitators and consultants who offer professional learning experiences that educate and inspire participants to be agents of change. While many have experiences and expertise in our work on anti-racism and DEIJ, they are also first and foremost leaders in schools, leaders in organizations, and leaders in the classrooms.

We hope to reshape the way we view diverse representation that is not only limiting many of us to facilitating anti-racism and DEIJ work, but to all aspects of leadership and learning in education, given all our intersectional identities.

The list is not conclusive as there are still many identities that are not yet represented. As we continue to accelerate our work on equity, inclusion, diversity, visibility, access, we will invite more consultants who can support learning, well being, and leadership in international schools across the world.

Please find full consultant bios and more information at [ISS.edu](https://www.iss.edu). Directly reach out to the facilitators and consultants for partnership, purpose development, planning, contracting, and scheduling. You can find a suggested scale for facilitation and consultation services, quoted in USD, [available for download here](#).

You can follow Kevin at [@GlobalKDSL](#) and Joel at [@JoelJLlaban](#).



**Adrienne Waller (she/her)**  
Owner of Worldwide Educator, Assistant Principal,  
Cayman International School  
[Contact >>](#)



**Dr. Alan Phan (he/him)**  
Head of School,  
North London Collegiate School HCMC  
[Contact >>](#)



**Alysa Perras (she/her)**  
Antiracist Consultant & Researcher,  
Alysa Perras Consulting  
[Contact >>](#)



**Amin Hussain**  
Inclusive teaching and learning (IaL)  
[Contact >>](#)



**Angeline Aow**  
Educator, Author, and Pedagogical Leader  
[Contact >>](#)



**Anna Clara Reynolds (she/her)**  
**Xoài David (she/her)**  
Co-founders & Collective,  
Organization to Decolonize International Schools  
[Contact >>](#)



**Anne Marie Christian**  
International Safeguarding Consultant,  
Child's Consultancy Limited  
[Contact >>](#)



**Apama Sundaram**  
COO, Consulting and Recruitment,  
The Diversity Collective LLC  
[Contact >>](#)



**Ayodele Harrison**  
Senior Partner, Education & Director, Black Male Educators  
Talk (BMEaTalk),  
CommunityBuild Ventures  
[Contact >>](#)



**Azra Pathan**  
Director of Learning,  
International School of Kuala Lumpur  
[Contact >>](#)

[Continued on page 9](#) • Please find full consultant bios and more information at [ISS.edu](https://www.iss.edu)

### Diverse Professional Development Consultants CONTINUED, PART 2 OF 3



**Ceci Gomez-Galvez (she/her/ella)**  
ES/EL Coordinator,  
Saigon South International School  
[Contact >>](#)



**Cheryl-Ann Weekes (she/hers)**  
Director of Learning,  
International School of Kuala Lumpur  
[Contact >>](#)



**Cynthia Roberson**  
Director of Diversity, Equity and Inclusion,  
Mulgrave School  
[Contact >>](#)



**Daniel Wickner (he/him/his)**  
Founder,  
Identity-Centered Learning  
[Contact >>](#)



**Danau Tanu, PhD**  
Japan Foundation Research Fellow,  
Waseda University  
[Contact >>](#)



**Dr. Darnell Fine (he/him)**  
Deputy Principal  
[Contact >>](#)



**Dr. Emily Meadows (she/her)**  
US/ITON Consultant for International Schools,  
[www.EmilyMeadows.org](https://www.EmilyMeadows.org)  
[Contact >>](#)



**Dr. Funke Baffour-Awuah**  
Head of Wellbeing Division and Child Protection Lead,  
Al Rayan International School  
[Contact >>](#)



**Homa Tavangar**  
Author, Co-founder,  
Big Questions Institute  
[Contact >>](#)



**Ika Azwa Muzamal**  
Director of Talent & Culture,  
The International School of Kuala Lumpur  
[Contact >>](#)



**Janay Washington, Ed.S (she/her)**  
Elementary Teacher,  
International School of Ouagadougou  
[Contact >>](#)



**Jessica Wei Huang (she/her)**  
Director of Principal Leadership & Support, High School  
Division, San Francisco Unified School District  
[Contact >>](#)



**Justin Garcia (they/them)**  
2nd Grade Teacher  
Frankfurt International School  
[Contact >>](#)



**Katrina Daniels-Samasa (she/her)**  
Education Consultant,  
Innovation Solutions-Providing Solutions through Involvement  
and Engagement  
[Contact >>](#)



**Kelisa Wing**  
CEO and President,  
Promises and Possibilities  
[Contact >>](#)



**Kristel Solomon, M.Ed Psy.**  
International Inclusion Consultant,  
K Solomon Consultancy  
[Contact >>](#)



**Kwame Sarfo-Mensah (he/him/his)**  
Educational Consultant,  
Identity Talk Consulting, LLC  
[Contact >>](#)



**Lachanda Garrison**  
Teacher Leader, Professional Learning Developer & Facilitator,  
Bahrain School  
[Contact >>](#)



**Liz Cho (she/her)**  
Principal of Teaching and Learning,  
Korea International School  
[Contact >>](#)



**Liza Talusan, PhD (she/her/siya)**  
Strategic Partner,  
LT Coaching and Consulting, LLC  
[Contact >>](#)

[Continued on page 10](#) • Please find full consultant bios and more information at [ISS.edu](https://www.iss.edu)

Professional Biography & Services

Professional Compensations

Contact Details

Updated list was shared in the ISS  
NewsLink and in the DC website

<https://www.iss.edu/community/diversity-collaborative/consultants>

MP





Member Newsletter

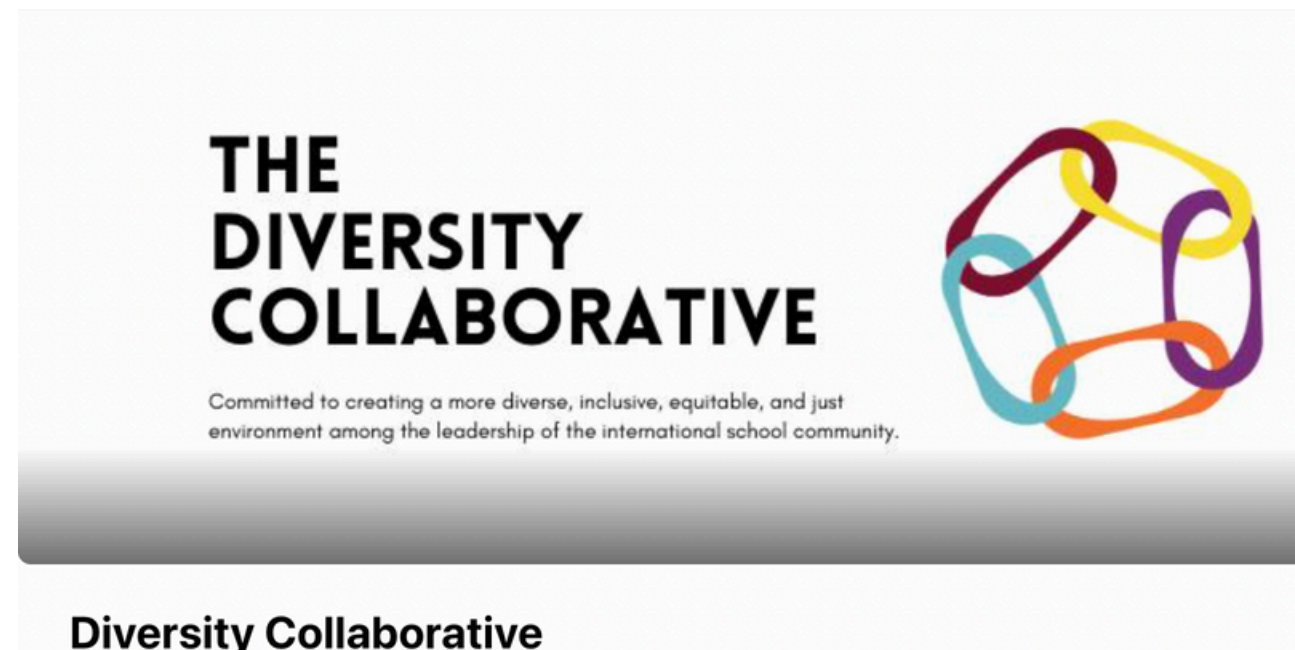
March 2024: [Read More »](#)

January 2024: [Read More »](#)

September 2023: [Read More »](#)

Email: Mike Pierre - [mpierre@iss.edu](mailto:mpierre@iss.edu)

[TriAnnual Newsletter - website](#)



## DC Community & Communications



[@DivCollab](#)



# IGNITE SPEAKERS



**LEE FERTIG**  
Head of School, Nueva  
School



**SHAWN TAYLOR**  
Director of Equity &  
Inclusion, Nueva School



**LIZ DUFFY**  
President, International  
Schools Services



**JOEL JR LLABAN**  
Director of DEIJB,  
International Schools  
Services



2024-2025

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HEADS, AND DEIJB LEADERS**

**To join:** <https://www.iss.edu/community/diversity-collaborative>

JL



# MEMBERS' MEETINGS 2025-2026

**Dates to be announced**

**8:00 - 9:00 AM** (New York time)

The Diversity Collaborative (DC) is committed to creating and sustaining a more diverse, inclusive, equitable, and just international school community through our focus on leadership.


**REGISTER TO JOIN:** <https://www.iss.edu/community/diversity-collaborative>



# Governance & Equity:

## Strengthening Strategic Partnerships Between Boards, Heads and DEIJB Leaders

Diversity Collaborative  
May 5, 2025



# ISS DEIJB Board Working Group



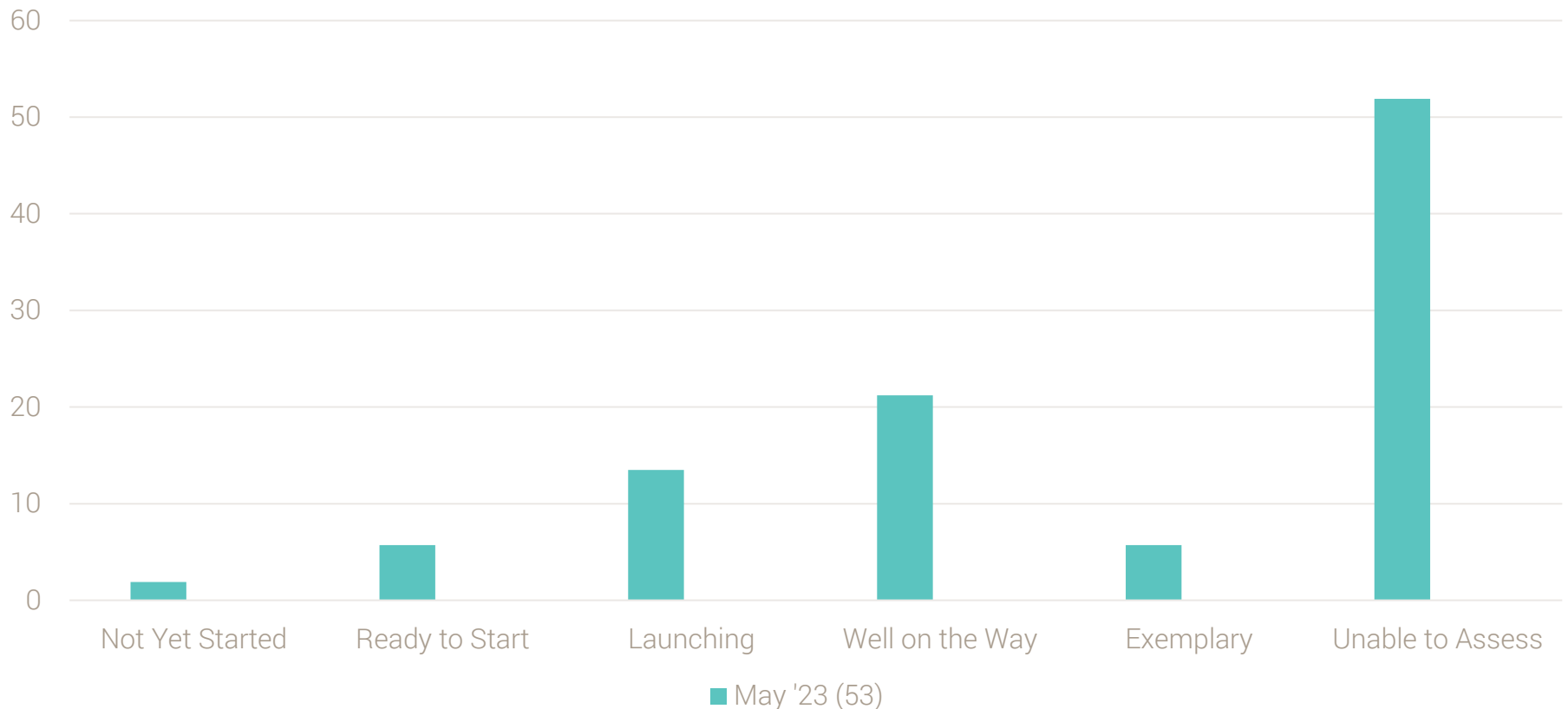


## Adapted Equity Continuum

- ***Not Yet Started*** - Board members have a limited understanding of equity and do not indicate equity as essential to their work.
- ***Ready to Start*** - Very few Board members have an expansive understanding of equity and/or the importance of addressing inequities through their work as a board.
- ***Launched*** - Board members share an internal understanding of equity but may not advocate for publicly committing to equity as a board.
- ***Well on the Way*** - The Board shares an expansive understanding of equity and its importance and is beginning to make decisions and take actions which signal a commitment to equity.
- ***Exemplary*** - The Board consistently and transparently operationalizes its commitment to equity as an essential feature of their work.
- ***Unable to Assess***

## Adapted Equity Continuum Survey

### Annual ISS Staff Survey Results





# ISS Board DEIJB Working Group

## Focus of Meetings

### FY24 – Reviewing ISS’s Efforts & Developing a Plan

- Warm-Up & Ideation
- Internal DEIJB Work
- External DEIJB Work
- Governance Best Practices and ISS Board’s Priorities

### FY25 – Adopting and Implementing the Plan

- Decision Making & Board Interactions
- ISS’s DEIJB Stance
- Data & Outcomes
- Review of FY 25 Progress & Discussion of FY 26 Priorities

# 2024-2025 Board DEIJB Priorities

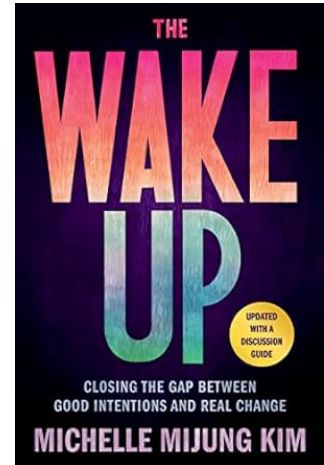
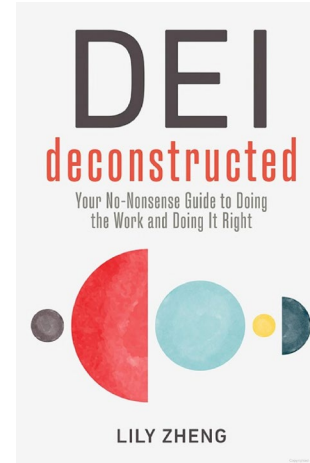




# DEIJB Working Group

## DEIJB Board Plan Framework

- Board Representation
- Board Interactions
- Decision Making
- Data & Outcomes
- Visibility & Feedback
- Governance



# Board Representation

## Principle

A diverse board makes better decisions.

## Progress to Date

- Use of board profile to recruit board candidates

## Key Question

How do we equitably identify committee & board leadership?

# Board Representation – FY25 Focus

How do we equitably identify committee & board leadership?

Review the board profile of skills and demographics and continue to use it to recruit diverse board members.

As part of annual board survey, systematically ask people about their interest in serving in committee and board leadership roles.

Consider involving non-board members in committee deliberations who have expertise to contribute to the board



# Decision Making

## Principle

Transparent, values-driven decision making engenders trust & mission alignment

## Progress to Date

- Many ISS departments use a DEIJB lens to assess & improve their services

## Key Question

How could the ISS board more systematically use a DEIJB lens to make decisions?

# Decision Making – FY25 Focus

How could the ISS board more systematically use a DEIJB lens to make decisions?

Review and finalize ISS Board DEIJB Decision Making Framework adapted from Nueva School.

Begin to habituate the Framework in board committees and board meetings.

Work with board committees to determine committee-specific questions and goals related to the overall Framework.

# ISS DEIJB Decision Making Framework

## Adapted Nueva School Framework

- **Impact** – What are the intended outcomes (beyond just good intentions) of our decisions? Who might be positively or negatively impacted by our decisions and how can we mitigate any negative effects?
- **Access & Equity** – Are all members of the international school community able to access and benefit from ISS services? Which groups may face barriers to access or be overlooked? Are there feasible, mission-aligned ways to include those groups?
- **Stakeholder Input** – Are we leveraging broad perspectives and input to help inform our decisions? If not, with whom might we consult to better understand their needs and perspectives?
- **Accountability/Assessment** – How will the ISS board know that its actions are having the intended impact and are equitable? What data do we need to monitor? How will we learn from what worked and didn't work so that our good intentions translate into equitable outcomes?



# Visibility & Communication

## Principle

Transparency engenders trust and enhances communication

## Progress to Date

- On Equity Continuum, most staff “Unable to Access” board commitment to DEIJB.

## Key Question

How can board communicate commitment to DEIJB and solicit feedback?

# — Visibility & Communication – FY25 Focus

How can the board communicate its commitment to DEIJB to the ISS staff and solicit feedback?

Present board DEIJB plan to the antiracism committee and solicit feedback.

Make board diversity more prominent on website, including posting board DEIJB plan and video.

Host annual board staff conversation & invite board to annual staff recognition ceremony.

Share governance work at ISS and at IS with IS community, through *NewsLinks*, *Div Collab*, *etc.*

# ISS's DEIJB Overall Stance

## Established Place to Address Issues

Undercover

Circumspect

Beacon



# Governance

## Principle

DEIJB requires system-wide approach, including at board level

## Progress to Date

- DEIJB board working group established in FY24

## Key Question

How should we structure board's DEIJB work going forward?

# Governance— FY25 Focus

How should we structure board's DEIJB work going forward?

Keep DEIJB working group for FY 25 and recommend structure for FY26, perhaps subcommittee of governance with other committee champions.

# Board Interactions

## Principle

Diverse teams  
w/strong  
cultures of  
belonging  
function well.

## Progress to Date

- Generative conversations regarding identity & belonging foster trust

## Key Question

What  
additional  
practices will  
deepen  
board  
relations &  
foster  
belonging?

# Board Interactions – FY25 Focus

What additional practices will deepen board relations & foster belonging?

Begin each DEIJB meeting using *Seven Norms of Collaboration* to have generative discussions.

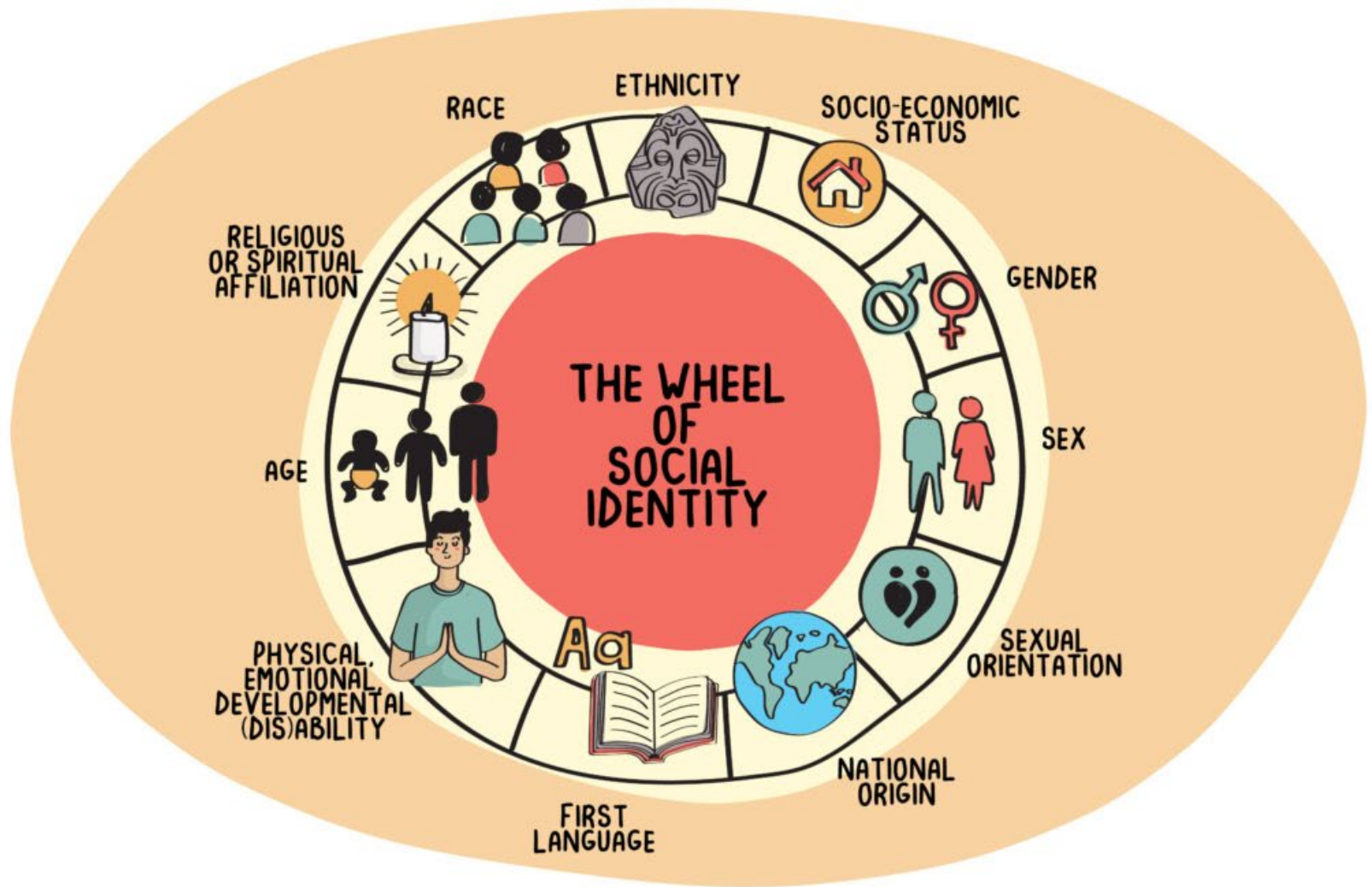
Begin board meetings with identity and values check-ins to intentionally build relationships.

Add question about board interactions/ belonging to annual board survey.

Explore mentoring programs of various types to enhance belonging.



# Identity & Belonging



# Data & Outcomes

## Principle

What is measured is what gets done.

## Progress to Date

- Including key ISS DEIJB metrics in annual ISS data book

## Key Question

What additional DEIJB-related data – immediate and long term – is needed to inform board decision making?

# Data & Outcomes – FY25 Focus

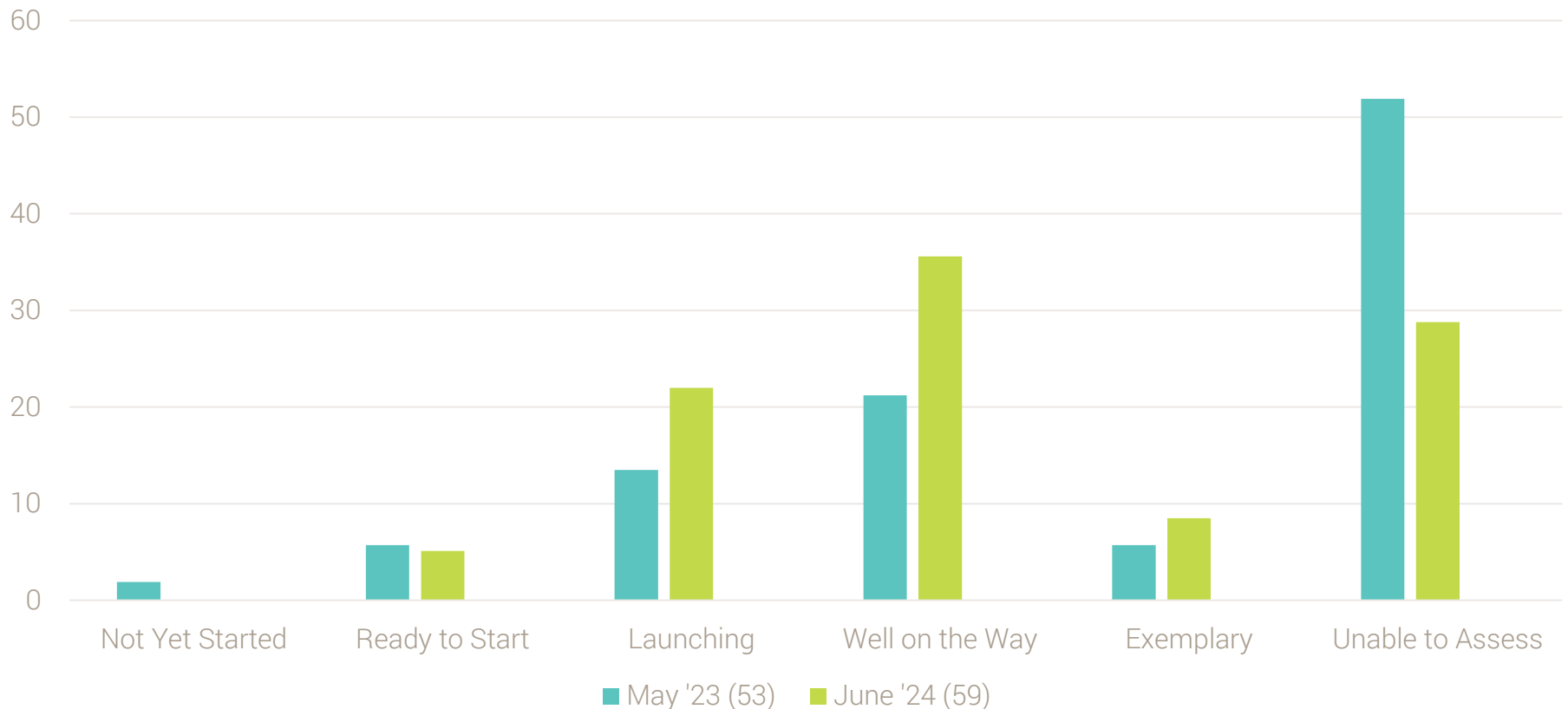
What additional DEIJB-related data –immediate and long term  
– is needed to inform board decision making?

Review and discuss Equity  
Continuum Survey results.

Review DEIJB-related metrics  
in annual data book to  
determine what additional  
metrics we should collect.

## Adapted Equity Continuum Survey

Annual ISS Staff Survey Results





## Small Group Discussion

- What resonated with you? What didn't?
- How can you adapt what you've learned this morning to your community this coming school year?