

Welcome!



The Association Of International Schools in Africa

# AISA 2019 Conference

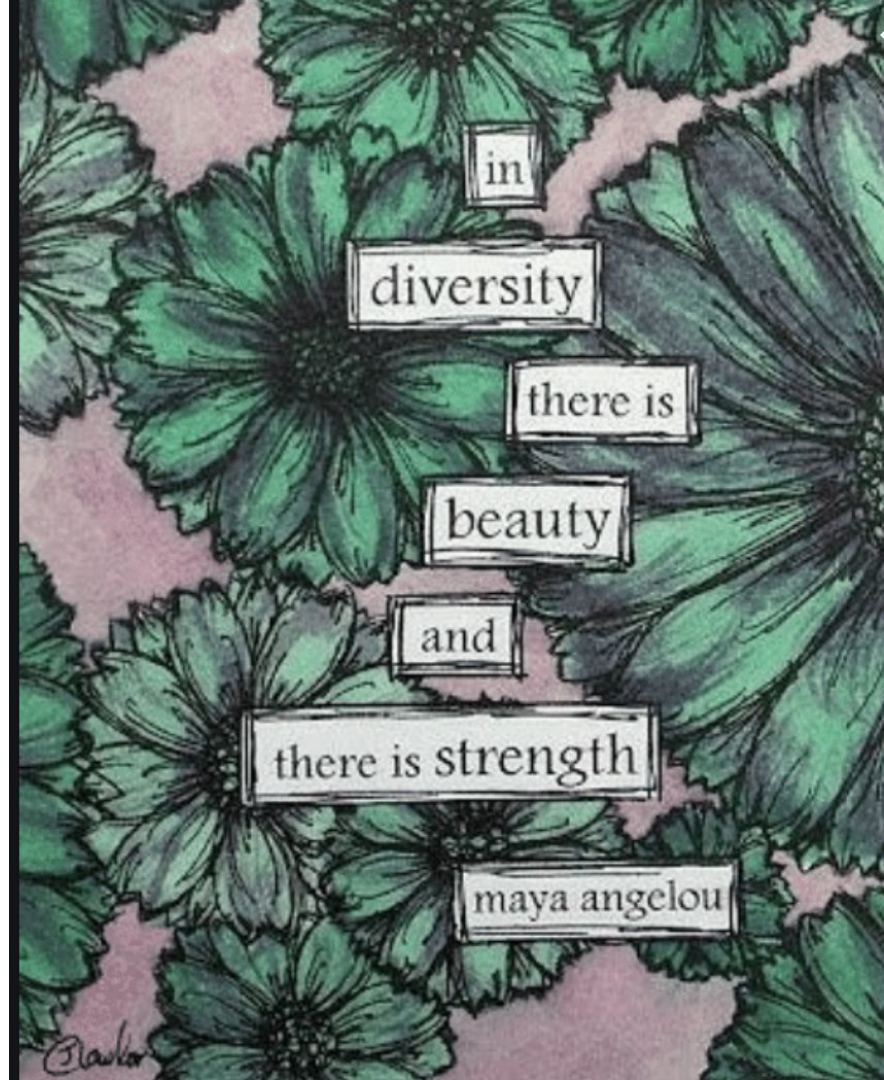
21 - 23 November 2019  
Cape Town, South Africa



# Intentional Diversity

The Role of School Leaders & Board  
Members in Cultivating Diversity

Dr. Caroline Brokvam  
Director, American School of Antananarivo



# Ideas

- What do we mean by 'diversity'?
- What are the benefits of diversity?
- What are the issues of diversity at your school?
- What are some common roadblocks to improvement?
- Next steps: what is our (your) role in improving diversity at your school?

# What is 'diversity'?

- ❖ everything that makes people different from each other
- ❖ informs how we encounter the world
  - race
  - ethnicity
  - gender
  - sexual orientation
  - socio-economic status
  - mental & physical ability
  - age
  - religion
  - cultural beliefs
  - political conviction
  - immigration status
  - others?

# Diversity in Schools

- Student population (where most international schools focus\*)
- Teachers
- Leaders

\* [Diversity Collaborative Survey, 2019](#)

# Sustainable Development Goal 4

“inclusive and equitable quality education and lifelong learning opportunities for all” by 2030.

- emphasizes inclusion and equity as laying foundations for quality education and learning
- calls for building and upgrading education facilities that are child-, disability-, and gender-sensitive
- calls for providing of safe, non-violent, inclusive and effective learning environments for all



# Table Talk

Why is diversity a 'good thing'?



# Benefits of diversity

- Improved learning outcomes
- Joy
- Citizenship
- Emotional safety:

a [recent study](#) illustrated that students feel safer in school and in life when they are educated in a diverse setting, and [research](#) from UCLA shows that students in diverse classrooms were more likely to feel safer, less lonely and less bullied.



# Benefits of diversity

- Better decision making
- Better complex problem solving
- Greater creativity & innovation
- Increased diligence, both cognitively and socially

THE  
DIVERSITY  
[ B O N U S ]



How Great Teams Pay Off in the  
Knowledge Economy

SCOTT E. PAGE

A portrait of Scott E. Page, a bald man with glasses, wearing a blue blazer over a light blue shirt. He is positioned in front of a brick wall. The image is a video frame, as indicated by the 'in' logo in the top right corner.

**SCOTT E. PAGE**

**AUTHOR, THE DIVERSITY BONUS**

# Benefits of diversity

- Helps mitigate the counter-productive side-effects of authority

“Powerful people become more focused on a grand vision, and more likely to neglect the details needed to carry it out successfully. For the sake of reaching their goals expeditiously, they tend to limit the number of people they engage with, rather than being inclusive to a broader, more diverse group of people. And because they are oriented toward optimism, they may assume everything will turn out OK, and neglect to prepare adequately for risks.”

How powerful people slip, Mary Slaughter and Chris Weller

## Table talk

What are the main issues of diversity in your school?

- Students
- Faculty & Staff
- Leadership

What makes achieving diversity difficult in your context?



## **DIVERSITY**

**The presence  
of difference.**



## **EQUITY**

**Ensuring everyone  
has what they  
need to fully  
participate.**



## **INCLUSION**

**Embracing  
differences.**



## **JUSTICE**

**Systems, policies,  
& practices that  
ensure DEI.**

# Common roadblocks

- Parent and community expectations
- Greater perceived interpersonal conflict, harder to communicate, less cohesion ('team fit')
- Perception that it is counter to academic excellence
- Finances, resources, time
- Denial: lack of DEI-J simply not perceived as an issue
- Talent pipeline/pathway
- Lack of strategic focus and policy



## DEFINING THE SEEDS MODEL® OF BIAS

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**Similarity:** *"People like me are better than others."*



**Expedience:** *"If it feels right, it must be true."*



**Experience:** *"My perceptions are accurate."*



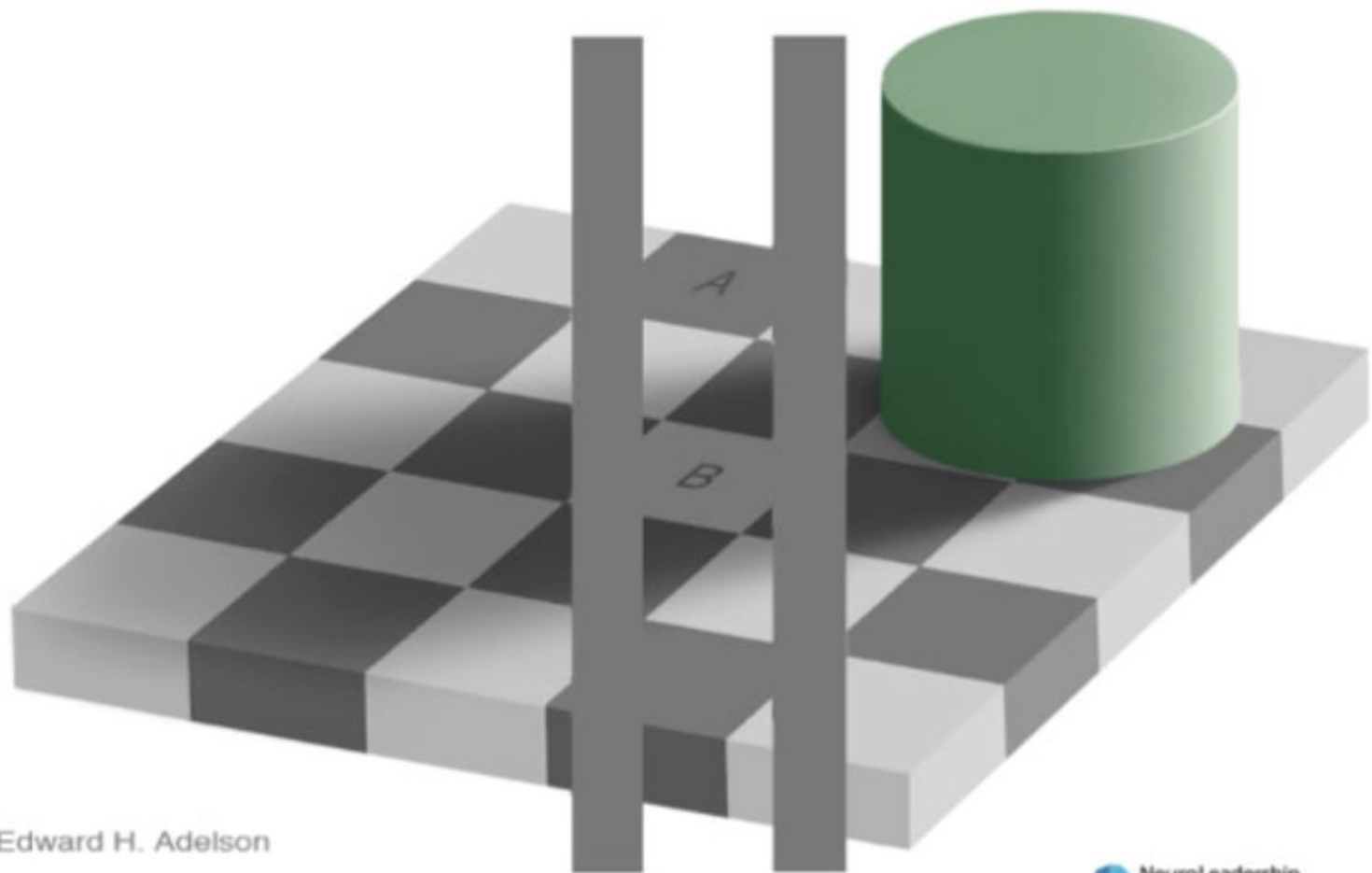
**Distance:** *"Closer is better than distant."*



**Safety:** *"Bad is stronger than good."*





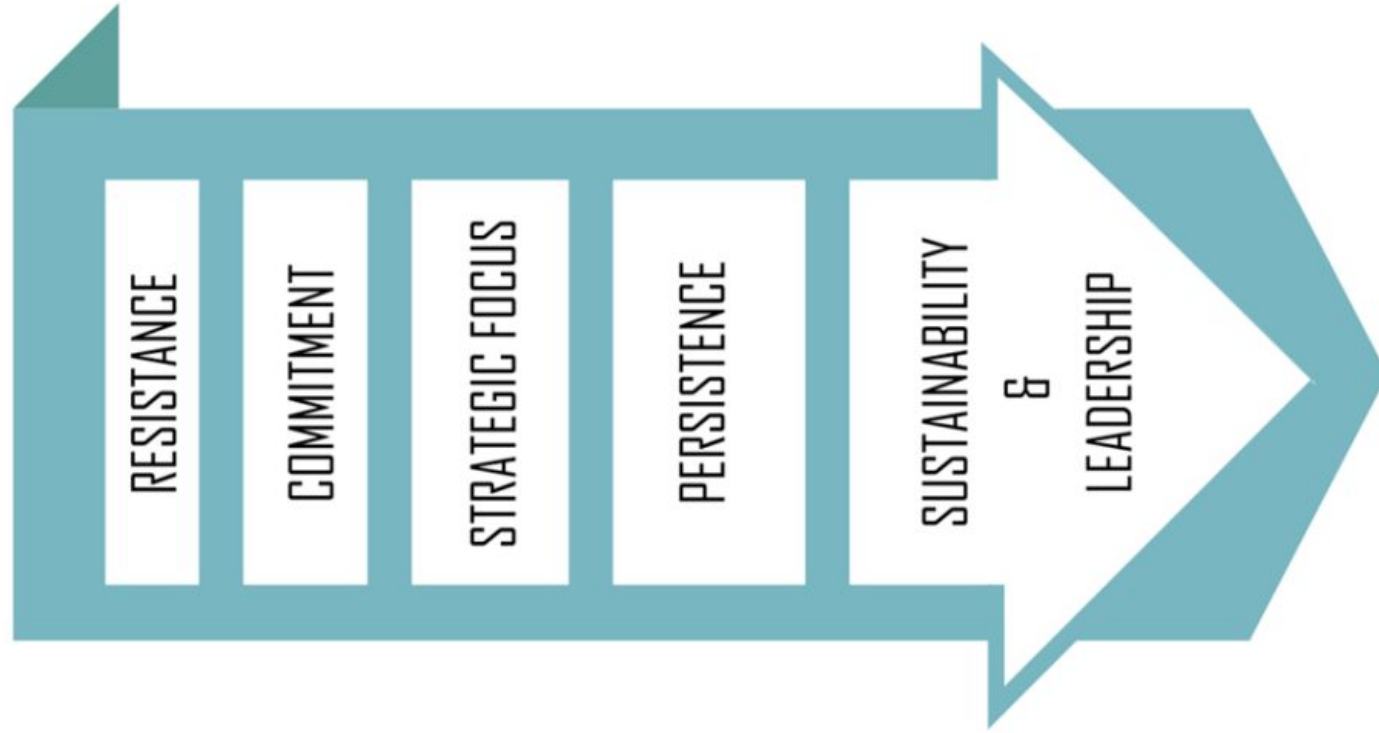


Edward H. Adelson

## Table talk

- Can you think of how your own, or someone else's biases may have affected judgement and/or decisions around issues of diversity?
- Can you think of how you, or someone else, might have been affected by you/their own power, and made a counter-productive decision around issues of diversity?

# Integrated organisational framework



**Resistance** – understand sources of resistance and learn from other schools in similar contexts that have become more intercultural.

**Commitment** – articulate a commitment to DEI-J that reflects your unique context.

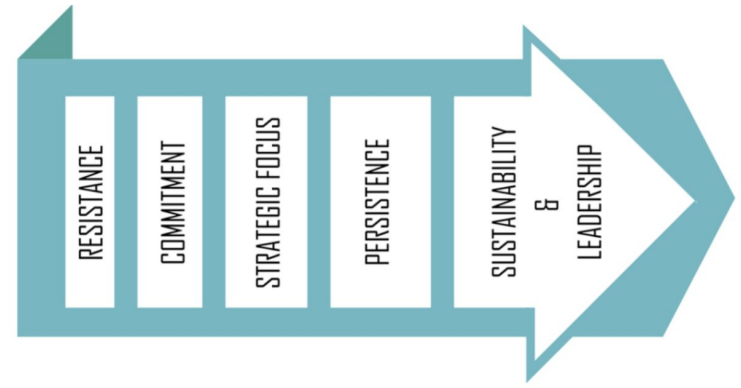
**Strategic Focus** – establish specific goals and long term plans to ensure the commitment becomes embedded.

**Persistence** – respond to the challenges that will inevitably arise

**Sustainability/Leadership** – leverage commitment to attract students and educators and serve as role models, mentors and leaders.



## Next steps



Overall, what does your school need to focus on?

What are the next steps that you, in your current role, can take to foster greater diversity at your school?



DIVERSITY  
COLLABORATIVE



Find the full report at:

**<https://www.iss.edu/services/professional-development/diversity-collaborative>**



To Join the Diversity Collaborative, email us at:  
**[infodiversitycollaborative@iss.edu](mailto:infodiversitycollaborative@iss.edu)**



Please complete the survey at:

**[https://gmucehd.az1.qualtrics.com/jfe/form/SV\\_0D1UKXL5sdVqCUd](https://gmucehd.az1.qualtrics.com/jfe/form/SV_0D1UKXL5sdVqCUd)**

## Further Resources

[A Guide for Ensuring Inclusion and Equity in Education](#), UNESCO

[Addressing Diversity in Schools: Culturally Responsive Pedagogy](#), Herald V. Richards, Ayanna F. Brown, Timothy B. Forde, Buffalo State College

[Does Teacher Diversity Matter in Student Learning?](#) , Claire Cain Miller, Sept. 10, 2018

[How Diversity Makes Us Smarter](#), Katherine Phillips, October 1, 2014

[How the nation's growing racial diversity is changing our schools](#), Kate Rabinowitz, Armand Emamdjomeh and Laura Meckler Sept. 12, 2019

[Pale, Male, and Stale: Diversity is harder than it looks](#), Podcast, Martin Moore

*Face Value: The Irresistible Influence of First Impressions*, Alexander Todorov, 2017 Princeton University Press

[Unconscious bias - This is so embarrassing](#), Podcast, Eleanor Beaton, February 14, 2019

[Why Women Still Can't Have It All](#), Anne-Marie Slaughter, July/August 2012

# Save the Date



Thank you for joining us at  
AISA's 50<sup>th</sup> Anniversary  
Conference

We hope to see you next year:

**Cape Town**

**19 – 21 November 2020**

