

Justice, Equity, Diversity & Inclusion (JEDI)
Initial Response & Growth Plan for Nanjing International School
EdLiberate Consulting / Second Circle
May 12, 2021

The Need

NIS believes that every student deserves to be a part of an inclusive learning community where their voices are centered in an educational process that develops them to be their best selves and builds intercultural understanding, adaptive skills and empathy for other people's experiences.

The leadership of NIS is committed to reflecting on the systemic challenges faced by individuals and communities within the school and to understand if/how NIS interpersonally and/or institutionally perpetuates or contributes to these challenges.

In an effort to address concerns raised by students and staff related to their experiences along lines of difference, NIS has begun to more deeply reflect on its school culture and practices and is asking internal questions to ensure all students and employees are having the best experience possible.

The school has taken some initial steps to address inequity, such as the inclusion of student learning differences and eliminating pay disparities between local and expat hires, and now seeks to expand this commitment and focus to create a more equitable, inclusive, and just school community across many other lines of difference. As the school builds on the foundation it has set, a key question is "where do we go from here?"

Our Approach

We partner with people-centered organizations to help them more fully live into their aspirations and values. We provide developmentally appropriate learning experiences, frameworks, and tools that allow individuals, teams and organizations to bravely and capably examine where they are, where they want to go, and to chart a path to get there. We work closely with clients at every step to ensure alignment, make needed adjustments and provide trusted support to help them define and execute their path.

Scope of Work

Considering the current context (including time of year and pandemic fatigue), needs and aspirations of NIS, we recommend an initial scope of work that focuses on:

- Gathering and understanding student stories to identify priorities
- Launching DEI strategic conversations, planning and learning with NIS leadership
- Opening next school year with shared faculty & staff learning using student stories and a

framework for belonging

- Communicating an initial plan to advance organizational commitment and practices related to diversity, equity, inclusion and social justice in fulfillment of the NIS mission

Components

1) Owing Our Story

Approach: Listening Circles* to engage with stories from the NIS community to begin to recognize the gaps between where we are and where we aspire to be. The initial set of listening circles will focus on students and their experiences.

Methods/Deliverables:

- A protocol and preparation for the team to conduct community listening sessions
- A facilitated meeting to review and analyze results with HoS and Leadership Team
- Recommendations for immediate/short-term actions to address harm and begin learning, repair and growth to share with Board and Leadership
- Preparation of Leadership to engage faculty and staff with student stories

*A listening circle is a forum that invites stakeholders to share their concerns, perceptions and experiences, as well as changes they want to see and suggestions they may have.

2) Learning and Growth for Board and Leadership

Approach: Intercultural Development Inventory* (IDI) assessment and group and debrief to more deeply understand how the team perceives and responds to cultural commonalities and differences.

Methods/Deliverables:

- A group profile of intercultural competence (NIS Leadership Team and Board)
- Training in the five orientations of the intercultural development continuum and a debrief of group results
- Individual IDI debriefs for the Leadership Team (up to 10 people)

*The Intercultural Development Inventory (IDI) is a cross-cultural assessment of intercultural competence used by individuals and organizations to build intercultural competence.

3) Launching the 2021-22 School Year

Approach: Coaching and check-ins with key leaders in preparation for the 2021-22 school year with a focus on setting a strategic approach to integrating principles and practices of equity and inclusion into all aspects of the organization, including but not limited to, professional learning, recruitment, and student learning.

Methods/Deliverables:

- Targeted coaching and support for the HoS and leadership team
- Professional Learning on key topics based on identified priorities and needs

Proposed dates of engagement: May 2021 - January 2022

Component	Detail
Gathering Student Experience Data May - August 2021	<u>Student Listening Circles</u> Includes preparation of a core team (3-5) to conduct student listening circles; Analysis and synthesis of qualitative data into key themes and recommendations related to the student experience; Facilitation of Leadership and Board processing session; Preparation of leadership to conduct sharing and processing with faculty and staff
Leadership & Board Learning August - October 2021	<u>IDI Assessment, Group and Individual Debriefs</u> Includes Intercultural Development Inventory (IDI) Assessment (cost - \$18pp x ~15); One 2.5 hour Group IDI Debrief (Leadership and Board); IDI individual debrief and coaching sessions* <u>*Note: Pricing includes up to 10 1-1 IDI debriefs for Leadership Team/Board Members; Additional 1-1 debriefs @ \$200 per person</u>
Leadership Coaching & Planning August 2021-January 2022	<u>DEI Strategy & Growth Plan (Initial)</u> Includes a mix of facilitated meetings and 1-1 coaching to members of the Leadership Team as you plan for the Launch of 21-22 school year, to be used as requested (6 hours)
2021-22 Professional Learning August 2021-January 2022	<u>Faculty and Staff Professional Learning</u> Three 2.5-hr professional learning sessions for faculty and staff based on identified priorities and needs; May include: Microaggressions, Belonging Framework, Processing of Student Stories; Interrupting Bias
Ongoing Support May-December 2021	Project price includes email support, monthly scheduled check-ins, document review/feedback between meetings

About Us



Jacinta Williams is a Diversity, Equity, and Inclusion (DEI) practitioner with over 17 years of experience in education and 10 years of experience in leading and facilitating DEI strategy. In her most recent role as Head of Equity and Inclusion at Atlanta International School, she collaboratively led the community in implementing a school-wide approach to strengthening intercultural competence across all stakeholder groups -- faculty and staff, parents, students, and Board members.

As a former teacher, instructional coach, a DEI leader at a national and local non-profit organizations, and DEI consultant, she brings a wealth of context and experience with engaging individuals, teams, schools, and organizations in strategically addressing diversity, equity, and inclusion, including concepts of intercultural competence, anti-racism and justice, and incorporating it into systems and structures as well as programming and practices.

Contact: edliberateconsulting@gmail.com



Shelley Paul provides professional coaching, creative and strategic consulting, process design and facilitation for leaders, teams, organizations and communities. Before launching [Second Circle](#), she most recently served as Head of Research and Learning Design at Atlanta International School.

With more than 20 years of experience in independent/international education and adult learning, she brings a unique background and deep expertise in collaborative leadership, participatory problem-solving, stakeholder engagement, strategic process design and skillful facilitation to her work and engagement with clients around the world.

Shelley is committed to her own intercultural learning and to engaging in practices and actions that advance equity, inclusion and anti-racism. She is a Stanford d.school trained design thinker and team mentor. She models and facilitates ways of working that are trusted, responsive, humane, effective and sustainable. She will draw you a stick figure version of anything you request.

Contact: shelley@secondcircle.io