

## THE DIVERSITY CONTINUUM SELECTED INDICATORS FOR BOARDS

The diversity continuum uses the terms monocultural, tolerance, acceptance and multicultural as milestones on the road toward an inclusive organization. For our purposes:

- **Monocultural** implies that the organization has one set of norms and values
- **Tolerance** indicates an opening for the creation of a more diverse organization.
- **Acceptance** describes an organization in active pursuit of diversity.
- **Multicultural** reflects an organization that is embracing the norms and values of many groups and subgroups.

Monocultural	Tolerance	Acceptance	Multicultural
The board is not diverse.	Board members begin discussions on diversification, but are concerned that increasing diversity will diminish board's ability to raise funds. Fear of change is evident.	Nominating Committee actively recruits candidates to diversify the board. The board begins to address board culture for barriers to retaining diverse members.	The board's leadership and membership are diverse. Multicultural methods and values have been completely integrated into the organizational culture.
The volunteer pool lacks dimensions of diversity including economic, racial, gender, sexual orientation, age and abilities.	Minimal representation in volunteer pool strictly by chance. Limited representation in governance.	Deliberate efforts are made to engage, attract, and retain a diverse group of volunteers. Diverse representation exists on key committees such as nominating.	Governance and other volunteers reflect the diversity of the community. At this point, anything less would be unimaginable.
Efforts focus solely on the organization itself. Issues have narrow, exclusive focus. No connections to organizations serving different communities.	Recognition that relationships with other organizations are needed. Token gestures made to invite others to participate in meetings, etc.	Relationships based on mutual respect are sought & established with organizations and groups representing diverse communities.	The value and practice of coalition building is institutionalized. The organization is an integral part of multicultural networks.

<b>Monocultural</b>	<b>Tolerance</b>	<b>Acceptance</b>	<b>Multicultural</b>
There is compliance with local, state and federal non-discrimination laws, but no policies addressing diversity.	Minor attempts are made to address diversity issues. Policies are reviewed for overt barriers to diversity.	Policies are created affirming the inclusion, respect, and value of different cultures at all levels. Guidelines are developed to ensure accountability for increasing diversity and promoting cross cultural understanding.	Policies and practices are in unison. They are dynamic and informed by multicultural staff, volunteers, clients and communities. All policies rest on a foundation that values diversity.
There are no internal programs increasing awareness of cultural differences. Outside diversity training opportunities are ignored or seen as unimportant.	The organization is reactive to the training needs expressed by volunteers of different cultures. Few attend diversity training.	Diversity training is embraced and seen as essential. Diversity orientations and programs are attended by volunteers. Diversity skills are shared with coalition partners and the community.	Multicultural programs such as diversity training are systemic and ongoing. The organizational structure and delivery of services are multicultural.
Mission statement, bylaws, and other guiding statements do not address diversity.	Bylaws and other documents require a specific number of representatives from diverse communities to avoid criticism.	Bylaws and other documents impel all participants to actively work on diversity and change the modus operandi. Becoming a multicultural body is an explicit goal.	Policies and practices are aligned and reflect a high degree of commitment to members of different cultures and different models of governance.
There are no policies that address the organization's involvement in community issues. The focus is solely internal.	Minor involvement exists with community groups through individuals. The organization remains insular.	Policies are created to guide involvement with diverse organization and communities. Recognition that the organization has a role to play in issues that affect many communities.	Policies and practices reveal an ongoing commitment to social justice. The organization is routinely involved with issues affecting the communities of clients, staff and volunteers.