

**EMBEDDING DIVERSITY AND INCLUSION INTO AN ORGANIZATION
QUESTIONS FOR THE BOARD**

Managing the Board's Own Governance

1. What might an inclusive culture throughout the organization look like?
2. Does it have updated information on the demographics served by the organization it governs?
3. Are the demographics of the community reflected on the Board? In the organization?
4. Does the Board know if its clients' needs are being served?
5. Is the Board's composition limiting its creativity and fundraising ability?
6. Are diversity and inclusion valued by all members of the board?
7. Is there resistance or tension on the Board towards establishing a more diverse and inclusive board and/or organization?
8. Is the governance team on the board the 'right' team to lead change? What makes you sure that it is the 'right' team or that the team isn't up to the task of leading change?
9. What aspects may need to change on the board to create a more diverse and inclusive environment?
10. Are the length of Board member terms a barrier to reaping the gains of diversity and inclusion?
11. What role will the board play?
12. Have board policies, practices, and processes been reviewed to ensure a diversity and inclusion lens?

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Establishing the Organization's Goals and Strategic Direction

1. Is the purpose and mission of the organization, for which the Board has ultimate accountability, being met?
2. What does 'success' look like for the organization?
3. What is the board's vision of an inclusive organization?
4. Has it established and communicated the board and organization's core values both internally and externally?
5. Has it established diversity and inclusion as a strategic priority for its board and organization?
6. Is this priority an integral component of the organization's strategic plan?
7. Has it communicated this strategic priority to all board members and to senior management?
8. Has it established clear goals and accountabilities for itself and senior management including the competencies required for achieving an inclusive organization?

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Overseeing Quality and Operational Performance

1. Is the board aware of whether or not the organization's clients are being well served?
2. Have policies, programs and practices been reviewed and/or revised to ensure the needs of the community are being served?
3. Is a diverse and inclusive organization a core operational value and is it reflected in the organization's culture?
4. Are its audio and video in sync? (Are what people hear about the organization and see the organization do compatible?)
5. Are diversity and inclusion a key component of the organization's strategic plan, with a related operational plan, and communication mechanisms back to the board?
6. Are there accountability mechanisms in place for measuring, monitoring and assigning responsibility for embracing diversity and inclusion as a strategic priority?
7. Are clients served satisfied with services delivered?

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Overseeing the Financial Health of the Organization

The Board must consider whether the organization's lack of diversity and inclusion are having a negative impact on its:

1. Financial health
2. Customer base
3. Fundraising ability
4. Reputation
5. Expectations of funders and stakeholders
6. Relevance
7. Market share
8. Decision-making
9. Mission, values, and the constituents it serves
10. Support in the community and trust among clients, donors and funders

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Ensuring Effective Management

1. Has the board communicated its expectations of the Executive Director (ED) or Chair for embedding diversity and inclusion throughout the organization?
2. Is the ED on the same page as the Board and Board Chair regarding the value and importance of diversity and inclusion for the organization?
3. Is there resistance from ED towards a more diverse and inclusive environment?
4. Does the ED have the leadership competencies to drive diversity and inclusion throughout the organization?
5. Are the expectations of the ED to diversity and inclusion included in the ED's performance evaluation criteria?
6. Are the expected results for diversity and inclusion linked to the organization's strategic plan which is implemented and managed by the ED?

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Maintaining Stakeholder Relations

1. Which stakeholder groups does the organization need to be accountable to?
2. Is the organization delivering on that accountability?
3. How can the Board develop relationships with stakeholders to:
 - a. Better understand the community that the organization serves?
 - b. Solicit and receive advice on how to serve the community better and reflect community values more effectively in the culture of the organization?
 - c. Grow the organization's fundraising potential?
 - d. Have a positive influence on the well-being of the organization?