

Continuum on Becoming an Anti-Racist, Multicultural Institution

MONOCULTURAL		MULTICULTURAL		ANTI-RACIST		ANTI-RACIST MULTICULTURAL	
Racial and Cultural Differences Seen as Defects		Tolerant of Racial and Cultural Differences		Racial and Cultural Differences Seen as Assets			
1. Exclusive A Segregated Institution	2. Passive A “Club” Institution	3. Symbolic Change A Multicultural Institution	4. Identity Change An Anti-Racist Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive A Transformed Institution in a Transformed Society		
- Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos and Asian Americans - Intentionally and publicly enforces the racist status quo throughout institution - Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels - Usually has similar intentional policies and practices toward other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc.	- Tolerant of a limited number of People of Color with “proper” perspective and credentials - May still secretly limit or exclude People of Color in contradiction to public policies - Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life - Often declares, “We don’t have a problem.”	- Makes official policy pronouncements regarding multicultural diversity - Sees itself as “non-racist” institution with open doors to People of Color - Carries out intentional inclusiveness efforts, recruiting “someone of color” on committees or office staff - Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. But . . . “Not those who make waves” - Little or no contextual change in culture, policies and decision-making - Is still relatively unaware of continuing patterns of privilege, paternalism and control	- Growing understanding of racism as barrier to effective diversity - Develops analysis of systemic racism - Sponsors programs of anti-racism training - New consciousness of institutionalized white power and privilege - Develops intentional identity as an “anti-racist” institution - Begins to develop accountability to racially oppressed communities - Increasing commitment to dismantle racism and eliminate inherent white advantage But . . . - Institutional structures and culture that maintain white power and privilege still intact and relatively untouched	- Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity - Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles - Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution’s life and work - Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities - Anti-racist multicultural diversity becomes an institutionalized asset - Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments	- Future vision of an institution and wider community that has overcome systemic racism - Institution’s life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices - Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests - A sense of restored community and mutual caring - Allies with others in combating all forms of social oppression		

© By Crossroads Ministry:
Adapted from original concept by Bailey Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.