

# Continuum on Becoming an Anti-Racist, Multicultural Institution

MONOCULTURAL <span style="font-size: 2em;">→</span>		MULTICULTURAL <span style="font-size: 2em;">→</span>		ANTI-RACIST <span style="font-size: 2em;">→</span>		ANTI-RACIST MULTICULTURAL	
Racial and Cultural Differences Seen as Defects		Tolerant of Racial and Cultural Differences				Racial and Cultural Differences Seen as Assets	
<p><b>1. Exclusive</b> A Segregated Institution</p> <ul style="list-style-type: none"> <li>• Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos and Asian Americans</li> <li>• Intentionally and publicly enforces the racist status quo throughout institution</li> <li>• Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels</li> <li>• 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.</li> </ul>	<p><b>2. Passive</b> A “Club” Institution</p> <ul style="list-style-type: none"> <li>• Tolerant of a limited number of People of Color with “proper” perspective and credentials</li> <li>• May still secretly limit or exclude People of Color in contradiction to public policies</li> <li>• Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life</li> <li>• Often declares, “We don’t have a problem.”</li> </ul>	<p><b>3. Symbolic Change</b> A Multicultural Institution</p> <ul style="list-style-type: none"> <li>• Makes official policy pronouncements regarding multicultural diversity</li> <li>• Sees itself as “non-racist” institution with open doors to People of Color</li> <li>• Carries out intentional inclusiveness efforts, recruiting “someone of color” on committees or office staff</li> <li>• Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc.</li> </ul> <p>But . . .</p> <ul style="list-style-type: none"> <li>• “Not those who make waves”</li> <li>• Little or no contextual change in culture, policies and decision-making</li> <li>• Is still relatively unaware of continuing patterns of privilege, paternalism and control</li> </ul>	<p><b>4. Identity Change</b> An Anti-Racist Institution</p> <ul style="list-style-type: none"> <li>• Growing understanding of racism as barrier to effective diversity</li> <li>• Develops analysis of systemic racism</li> <li>• Sponsors programs of anti-racism training</li> <li>• New consciousness of institutionalized white power and privilege</li> <li>• Develops intentional identity as an “anti-racist” institution</li> <li>• Begins to develop accountability to racially oppressed communities</li> <li>• Increasing commitment to dismantle racism and eliminate inherent white advantage</li> </ul> <p>But . . .</p> <ul style="list-style-type: none"> <li>• Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</li> </ul>	<p><b>5. Structural Change</b> A Transforming Institution</p> <ul style="list-style-type: none"> <li>• Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity</li> <li>• Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles</li> <li>• 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</li> <li>• Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities</li> <li>• Anti-racist multicultural diversity becomes an institutionalized asset</li> <li>• Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments</li> </ul>	<p><b>6. Fully Inclusive</b> A Transformed Institution in a Transformed Society</p> <ul style="list-style-type: none"> <li>• Future vision of an institution and wider community that has overcome systemic racism</li> <li>• 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</li> <li>• Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests</li> <li>• A sense of restored community and mutual caring</li> <li>• Allies with others in combating all forms of social oppression</li> </ul> <p style="font-size: 0.8em; margin-top: 20px;">© By Crossroads Ministry: Adapted from original concept by Baily Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.</p>		