## Continuum on Becoming an Anti-Racist, Multicultural Institution

<table>
<thead>
<tr>
<th>MONOCULTURAL</th>
<th>MULTICULTURAL</th>
<th>ANTI-RACIST</th>
<th>ANTI-RACIST MULTICULTURAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Racial and Cultural Differences Seen as Defects</strong></td>
<td><strong>Tolerant of Racial and Cultural Differences</strong></td>
<td><strong>Racial and Cultural Differences Seen as Assets</strong></td>
<td></td>
</tr>
<tr>
<td>A Segregated Institution</td>
<td>A “Club” Institution</td>
<td>A Multicultural Institution</td>
<td>An Anti-Racist Institution</td>
</tr>
</tbody>
</table>

**1. Exclusive**
- 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.

**2. Passive**
- 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.”

**3. Symbolic Change**
- 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.

**4. Identity Change**
- 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

**5. Structural Change**
- 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
- Institutional structures and culture that maintain white power and privilege still intact and relatively untouched

**6. Fully Inclusive**
- 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 Baily Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.