### Continuum on Becoming an Anti-Racist Multicultural Organization

**MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL**

Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets

|--------------------------------------|---------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------|
| • 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, gays and lesbians, Third World citizens, etc.  
• Openly maintains the dominant group’s power and privilege | • Tolerant of a limited number of “token” People of Color and members from other social identify groups allowed in 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.”  
• Monocultural norms, policies and procedures of dominant culture viewed as the “righ” way” business as usual”  
• Engages issues of diversity and social justice only on club member’s terms and within their comfort zone. | • 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  

  **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  
  • Token placements in staff positions: must assimilate into organizational culture | • 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 upon 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 institutions 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 and all other forms of oppression.  
• 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  
• Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest  
• A sense of restored community and mutual caring  
• Allies with others in combating all forms of social oppression  
• Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations. |

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