

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

Exclusive	2. Passive	3. Symbolic Change	4. Identity Change	5. Structural Change	6. Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society
An Exclusionary Institution	A "Club" Institution	A Compliance Organization	An Affirming Institution	A Transforming Institution	
- 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 identity 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 "right 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 <i>But...</i> "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 - Actively recruits and promotes members of groups have been historically denied access and opportunity <i>But...</i> - 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 world-view, 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.