### CONTINUUM ON BECOMING AN ANTI-RACIST MULTI-CULTURAL INSTITUTION

<table>
<thead>
<tr>
<th>MONOCULTURAL</th>
<th>MULTICULTURAL</th>
<th>ANTI-RACIST</th>
<th>ANTI-RACIST MULTI-CULTURAL</th>
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<tbody>
<tr>
<td>Racial and Cultural Differences Seen as Deficits</td>
<td>Tolerant of Racial and Cultural Differences</td>
<td>Racial and Cultural Differences Seen As Assets</td>
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</tbody>
</table>

#### 1. EXCLUSIVE A SEGREGATED INSTITUTION
- Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans
- Intentionally and publicly enforces the racist status quo throughout institutions
- Institutions 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.

#### 2. PASSIVE A “CLUB” INSTITUTION
- 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 A MULTICULTURAL INSTITUTION
- Makes official policy pronouncements regarding multicultural diversity
- Sees itself as a “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”

#### 4. IDENTITY CHANGE AN ANTI-RACIST INSTITUTION
- 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

#### 5. STRUCTURAL CHANGE A TRANSFORMING INSTITUTION
- 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

#### 6. FULLY INCLUSIVE A TRANSFORMED INSTITUTION IN A TRANSFORMED SOCIETY
- 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, consistency, 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.

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