### 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>
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<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><strong>Future vision of an institution and wider community that has overcome systemic racism</strong></td>
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| 1. **Exclusive**  
A Segregated Institution | 2. **Passive**  
A “Club” Institution | 3. **Symbolic Change**  
A Multicultural Institution | 4. **Identity Change**  
An Anti-Racist Institution | 5. **Structural Change**  
A Transforming Institution | 6. **Fully Inclusive**  
A Transformed Institution in a Transformed Society |
| • 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. | • 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.”  
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 | • 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.  
But . . .  
• Institutional structures and culture that maintain white power and privilege still intact and relatively untouched  
• Growing understanding of racism as barrier to effective diversity | • 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  
• 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 | **Bread for the Journey: An Online Companion**  
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