CONTINUUM ON BECOMING AN ANTIRACIST MULTICULTURAL INSTITUTION

Racial and cultural differences seen as deficits		Tolerant of racial and cultural differences		Racial and cultural differences seen as assets	
Mono-cultural	Multicultural		Antiracist	Antiracist Multicultural	
EXCLUSIVE	PASSIVE	SYMBOLIC CHANGE	ANALYTIC CHANGE	STRUCTURAL CHANGE	INCLUSIVE
An excluding institution	A "club" institution	An "open" institution	Awakening institution	A redefining institution	A transformed institution
Enforces the racist status quo of complete exclusion and dominance of racial and ethnic peoples through its employment, teachings, decision making, policies, informal practices, and services.	Tolerant of a limited number of racial and ethnic peoples with "proper" perspective and credentials. Continues and maintains white power and privilege through its employment, teachings, decision making, policies, informal practices, and services. Often declares, "We don't have a problem."	Sees itself as committed to inclusion of racial and ethnic peoples, makes official pronouncements regarding multicultural diversity, but still relatively unaware of continuing patterns of privilege, paternalism and control. Symbolic inclusion; recruits for "someone of color" on committees or office staff, but "not those who make waves." Little or no contextual change in culture, policies, and decision making	Desires to eliminate discriminatory practices and inherent advantage. Growing sensitivity to differences; develops programs of antiracism training. Expanding view of diversity may include disabled, elderly and children, lesbians and gays, and other socially oppressed groups. New spirit of mutual understanding of need to dismantle racism begins to emerge, but structures of racism still intact, and decision makers still conform to norms and practices derived from the dominant group's world view.	Goes beyond antiracism in consciousness and identity. Begins to act upon a new understanding of antiracist, multicultural perspective on all levels of its internal life and in its relationships to the community. Commits to structural transformation. Begins to audit all aspects of its life for full participation of racial and ethnic peoples, including their world view, culture and lifestyles. New models,, structures, policies and practices for inclusive decision making and other forms of power sharing in the institution's life and work.	Antiracist, multicultural diversity is an institutionalized asset. 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 community and mutual caring. Commitment to continue to dismantle racism within institution and broader community. Allies with others in combating social oppression.

BY CROSSROADS MINISTRY. Adapted from original concept by Baily Jackson and Rita Hardiman, and further developed by Andrea Avazian and by Ronice Branding.