

# Continuum on Becoming an Anti-Biased, Multicultural Institution

MONOCULTURAL		MULTICULTURAL		ANTI-BIASED		ANTI-BIASED MULTICULTURAL	
Differences Seen as Defects		Tolerant of Differences		Differences Seen as Assets			
<p><b>1. Exclusive</b> A Segregated Institution</p> <ul style="list-style-type: none"> <li>• Intentionally and publicly excludes or segregates a group of people</li> <li>• Intentionally and publicly enforces the status quo throughout institution</li> <li>• 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.</li> <li>• Institutionalization of bias includes formal policies and practices, teachings, and decision-making on all levels.</li> </ul>	<p><b>2. Passive</b> A "Club" Institution</p> <ul style="list-style-type: none"> <li>• Tolerant of a limited number of a marginalized group if they have "proper" perspective and credentials</li> <li>• May still secretly limit or exclude members of marginalized groups in contradiction to public policies</li> <li>• Continues to intentionally maintain established power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life</li> <li>• Often declares, "We don't have a problem."</li> </ul>	<p><b>3. Symbolic Change</b> A Multicultural Institution</p> <ul style="list-style-type: none"> <li>• Makes official policy pronouncements regarding inclusion</li> <li>• Sees itself as "non-biased" institution with open doors to all people</li> <li>• Carries out intentional inclusiveness efforts, recruiting "representative people" on committees or office staff</li> <li>• Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc.</li> </ul> <p><b>But . . .</b></p> <ul style="list-style-type: none"> <li>• "Not those who make waves"</li> <li>• Little or no contextual change in culture, policies and decision-making</li> <li>• Is still relatively unaware of continuing patterns of privilege, paternalism and control</li> </ul>	<p><b>4. Identity Change</b> An Anti-Biased Institution</p> <ul style="list-style-type: none"> <li>• Growing understanding of bias as barrier to effective inclusion</li> <li>• Develops analysis of systemic bias</li> <li>• Sponsors programs of anti-bias training</li> <li>• New consciousness of institutionalized power and privilege</li> <li>• Develops intentional identity as an "anti-biased" institution</li> <li>• Begins to develop accountability to oppressed communities</li> <li>• Increasing commitment to dismantle bias and eliminate inherent privilege</li> </ul> <p><b>But . . .</b></p> <ul style="list-style-type: none"> <li>• Institutional structures and culture that maintain power and privilege intact and relatively untouched</li> </ul>	<p><b>5. Structural Change</b> A Transforming Institution</p> <ul style="list-style-type: none"> <li>• Commits to process of intentional institutional restructuring, based on anti-biased analysis and identity</li> <li>• Audits and restructures all aspects of institutional life to ensure full participation of all people, including their worldview, culture and lifestyles</li> <li>• 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</li> <li>• Commits to struggle to dismantle bias in the wider community, and builds clear lines of accountability to oppressed communities</li> <li>• Anti-biased multicultural diversity becomes an institutionalized asset</li> <li>• Redefines and rebuilds all relationships and activities in society, based on anti-biased commitments</li> </ul>	<p><b>6. Fully Inclusive</b> A Transformed Institution in a Transformed Society</p> <ul style="list-style-type: none"> <li>• Future vision of an institution and wider community that has overcome systemic bias</li> <li>• 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</li> <li>• Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests</li> <li>• A sense of restored community and mutual caring</li> <li>• Allies with others in combating all forms of social oppression</li> </ul>	<p>© By Crossroads Ministry: Adapted from original concept by Baily Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.</p> <p>Adapted for the Americans for the Arts "Engaging Bias" session by Tatiana Hernandez, Charlie Jensen and Kirstin Wiegmann.</p>	