

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>1. Exclusive A Segregated Institution</p> <ul style="list-style-type: none"> • Intentionally and publicly excludes or segregates a group of people • Intentionally and publicly enforces the status quo throughout institution • 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. • Institutionalization of bias includes formal policies and practices, teachings, and decision-making on all levels. | <p>2. Passive A "Club" Institution</p> <ul style="list-style-type: none"> • Tolerant of a limited number of a marginalized group if they have "proper" perspective and credentials • May still secretly limit or exclude members of marginalized groups in contradiction to public policies • Continues to intentionally maintain established 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." | <p>3. Symbolic Change A Multicultural Institution</p> <ul style="list-style-type: none"> • Makes official policy pronouncements regarding inclusion • Sees itself as "non-biased" institution with open doors to all people • Carries out intentional inclusiveness efforts, recruiting "representative people" 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. <p>But . . .</p> <ul style="list-style-type: none"> • "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 | <p>4. Identity Change An Anti-Biased Institution</p> <ul style="list-style-type: none"> • Growing understanding of bias as barrier to effective inclusion • Develops analysis of systemic bias • Sponsors programs of anti-bias training • New consciousness of institutionalized power and privilege • Develops intentional identity as an "anti-biased" institution • Begins to develop accountability to oppressed communities • Increasing commitment to dismantle bias and eliminate inherent privilege <p>But . . .</p> <ul style="list-style-type: none"> • Institutional structures and culture that maintain power and privilege intact and relatively untouched | <p>5. Structural Change A Transforming Institution</p> <ul style="list-style-type: none"> • Commits to process of intentional institutional restructuring, based on anti-biased analysis and identity • Audits and restructures all aspects of institutional life to ensure full participation of all people, 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 • Commits to struggle to dismantle bias in the wider community, and builds clear lines of accountability to oppressed communities • Anti-biased multicultural diversity becomes an institutionalized asset • Redefines and rebuilds all relationships and activities in society, based on anti-biased commitments | <p>6. Fully Inclusive A Transformed Institution in a Transformed Society</p> <ul style="list-style-type: none"> • Future vision of an institution and wider community that has overcome systemic bias • 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 | <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> | |