Continuum on Becoming a Fully Inclusive Arts and Cultural Organization

Racial & cultural differences seen as deficits		Tolerant of racial and cultural differences		Racial and cultural differences seen as assets	
1. Exclusive Segregated Organization	**2. Passive Status Quo Organization**	**3. Symbolic Multicultural Organization**	**4. Evolving Anti-Racist Institution**	**5. Structurally Changing Organization**	**6. Inclusive Transformed Organization**
• Intentionally and publicly excludes or segregates African Americans, Native Americans, Latina/os 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, people who are disabled, elderly and children, people who identify as queer, immigrants, etc. • Upholds a White Supremacy culture	• Tolerant of a limited number of People of Color (POC) 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" or is fine with having an all-white or predominantly white organization • No outreach at any level to diversify the organization is done • Programming is centered on white artists, Western European art-forms and white cultural values • The inclusion of POC artists is perceived as lowering the quality of the art • POC audiences aren't viewed as worth the effort either because they wouldn't "fit" or might make the regular patrons feel uncomfortable or even scare away the long-time supporters • Fear that the inclusion of POC art will result in a loss of support from their donors	• Has public statement committing to diversity, equity and inclusion but hasn't implemented changes embodying aspirations • Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or staff • Expanding view of diversity includes other socially oppressed groups, such as women, people who are disabled, elderly, children, LGBTQ, etc. • Might see themselves as "color-blind" in hiring, programming, marketing • Marketing materials and website include higher % people of color than exist in organization • Primary strategy for reaching communities of color is offering discounted opportunities or scholarships • Primary strategy for hiring is to include a statement about encouraging POC to apply • Can't understand why POC haven't responded to their efforts • Possible White-Savior complex - the organization feels like they're helping POC by offering them opportunities • POC still perceived through a deficit-framework • Sees itself as "non-racist" institution – "We're open to all people," 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 • White cultural norms are centered • White fragility shows up when POC share about their experience	• Growing understanding of racism as barrier to effective diversity • Develops analysis of systemic racism • Board/staff participate in on-going anti-racism training • New consciousness of institutionalized white power and privilege • Develops intentional identity as an "antiracist" 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 • Those in decision-making positions may still be predominantly white even if more of the artists and supporting staff include POC • Programming includes one or two annual "diversity" slots • Double standards in how people of color and their artwork are viewed, marketed and included • POC might be gaining more access to the organization but micro-aggressions against them still exist • Organization still functions on White cultural norms so POC have to code switch to be perceived as "professional" enough • POC feel like they need to navigate the unpredictability of an organization striving to be "woke" but not actually there yet so when an invisible line is crossed it's usually the people of color who have to back track rather than the non-POC willing to lean in	• Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity • Audits and restructures organizational culture to ensure full participation of POC, including their worldview, culture and working styles • POC are included in all levels of the organization from board to staff (including leadership positions) and as artists • Implements structures, policies and practices with inclusive decision-making and other forms of power sharing at all levels of the organization • Commits to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities • Reaches out to involve POC communities for all programming, not just the racially specific ones • Anti-racist multicultural diversity becomes an institutionalized asset • Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments • Seeks deeper awareness in contributing to a more racially equitable work place • Acceptance of honest and direct feedback while holding compassion for each person • POC staff, board members, artists and supporters are valued for the expertise they share as full human beings and not just for their race • Collaborates with POC-led groups in an equitable way, centering their voices, leadership, ideas, and needs in the process	• Transformational Relational Culture rather than Transactional Individualistic one • Collaborative org structure • Full participation and shared power with people across all social spectrums in creating, deciding and implementing its vision, mission, values, structure, constituency, policies and practices • Functions from an asset-based framework • Instills a sense of joy, trust and gratitude among all • Inspires growth and learning • Adaptive and continually evolving • A place of possibility • Each person involved with the organization (board, staff, artists, supporters, collaborators, audience) has agency and feels welcomed, included, seen, heard and valued for the full spectrum of their humanity • Everyone is able to show up authentically and allowed to work to their fullest potential • Every person feels alive and transformed • Shared sense of community, trust and mutual caring within the organization and its broader community where everyone has each other's back • Audiences see themselves reflected in the work and feel humanized by the depiction • Artistic work involves those being depicted in a creation and a decision-making level • The public feels collective ownership in the organization and is able to voice authentic feedback that is truly listened to and taken into consideration for future planning • Organization allies with others in creating true liberation for all people