### Racial & cultural differences seen as deficits

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<tbody>
<tr>
<td>Intentionally and publicly excludes People of the Global Majority – PGM*</td>
<td>Tolerant of a limited number of PGM with “proper” perspective and credentials</td>
<td>Has public statement committing to diversity, equity and inclusion but hasn’t implemented changes embodying aspirations</td>
<td>Growing understanding of racism and other -isms as barriers</td>
<td>Committed to processes of intentional institutional restructuring, based on detailed anti-racist analysis and identity</td>
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<tr>
<td>Intentionally and publicly enforces the racial status quo throughout institution</td>
<td>May still secretly limit or exclude people of the global majority in contradiction to public policies</td>
<td>Carries out intentional inclusiveness efforts, recruiting &quot;someone of color&quot; on committees or staff</td>
<td>Debunks anti-racist analysis and identity</td>
<td>Embracing a more collective culture</td>
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<td>Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels</td>
<td>Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life</td>
<td>Expanding view of diversity includes other oppressed groups, such as women, people who are disabled, elders, youth, LBGTQ+, immigrants, etc.</td>
<td>Board/staff participate in on-going anti-racist training</td>
<td>Audits and restructures organizational culture to ensure full participation of PGM interactionally &amp; including their worldview, culture &amp; working styles</td>
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<tr>
<td>Usually has similar intentional policies and practices toward other socially oppressed groups, such as women, people who are disabled, elders, youth, LBGTQ+, immigrants, etc.</td>
<td>Often declares, &quot;We don’t have a problem&quot; or is fine with or even aware of having an all-white or predominantly white organization</td>
<td>Might see themselves as &quot;color-blind&quot; in hiring, programming, marketing</td>
<td>Begins to develop accountability to racially oppressed communities</td>
<td>PGM are included in all levels of the organization</td>
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<td>Upholds White Supremacy culture</td>
<td>No outreach to their communities is done</td>
<td>No institutional structures and culture that maintain white power and privilege</td>
<td>Increasing commitment to dismantle racism and eliminate inherent white advantage, but –</td>
<td>Implement structures, policies and practices with participatory decision-making and other forms of power sharing at all levels of org</td>
</tr>
</tbody>
</table>

### Racial & cultural differences seen as assets

- People of the Global Majority (PGM) is an emerging, collective and universally inclusive term that encompasses people who are Black, Indigenous, Asian, Pacific Islander, Latina/o/x, multi-racial, MENA (Middle East and North Africa), creating for arts & cultural groups by Kathy Hsieh for Racial Equity Arts Lab © based on an adaptation by Crossroads Ministry, Chicago, IL, © from a Multicultural Organization Development theory authored by Bailey Jackson and Rita Hardeman ©.

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**Continuum on Becoming an Anti-Racist Arts and Cultural Organization**

1. **Exclusive Transformed Organization**
   - Full participation and shared power with people across all races and social classes
   - Deciding and implementing its vision, mission, values, structure, constituency, policies and practices

2. **Structurally Changing Organization**
   - Committed to processes of intentional institutional restructuring, based on detailed anti-racist analysis and identity
   - Embracing a more collective culture
   - Audits and restructures organizational culture to ensure full participation of PGM interactionally & including their worldview, culture & working styles

3. **Evolving Anti-Racist Institution**
   - Growing understanding of racism and other -isms as barriers
   - Debunks anti-racist analysis and identity

4. **Symbolic Multicultural Organization**
   - 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 oppressed groups, such as women, people who are disabled, elders, youth, LBGTQ+, immigrants, etc.

5. **Passive Status Quo Organization**
   - Tolerant of a limited number of PGM with “proper” perspective and credentials
   - May still secretly limit or exclude people of the global majority 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 or even aware of having an all-white or predominantly white organization

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*POC: Used mostly in the U.S., this acronym for People of Color is a term that includes people who are Black, Indigenous, Asian, Pacific Islander, Latina/o/x, multi-racial, MENA (Middle East and North Africa), creating for arts & cultural groups by Kathy Hsieh for Racial Equity Arts Lab © based on an adaptation by Crossroads Ministry, Chicago, IL, © from a Multicultural Organization Development theory authored by Bailey Jackson and Rita Hardeman ©.*