



Mission

FoodCorps partners with schools and communities to nourish kids' health, education, and sense of belonging.

Vision

Every child, in every school, experiences the joy and power of food.

Shamira O'Neal

- Principal, Girls Global Academy
- Proprietor of Justice
- Foodie



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Thank You: Julia Arrington, Julia Bromka, Kane Martin

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Every child, in every school, experiences the joy and power of food.



FoodCorps Goal:
by 2030, every child has access to food education and nourishing food in school.

Partners with schools and communities to nourish kids' health, education, and sense of belonging.

Develops leaders, grows networks, and advocates for policy change in service of every kid's health and wellbeing.

Provides kids with nourishing meals, food education, and culturally affirming experiences with food that celebrate and nurture the whole child.

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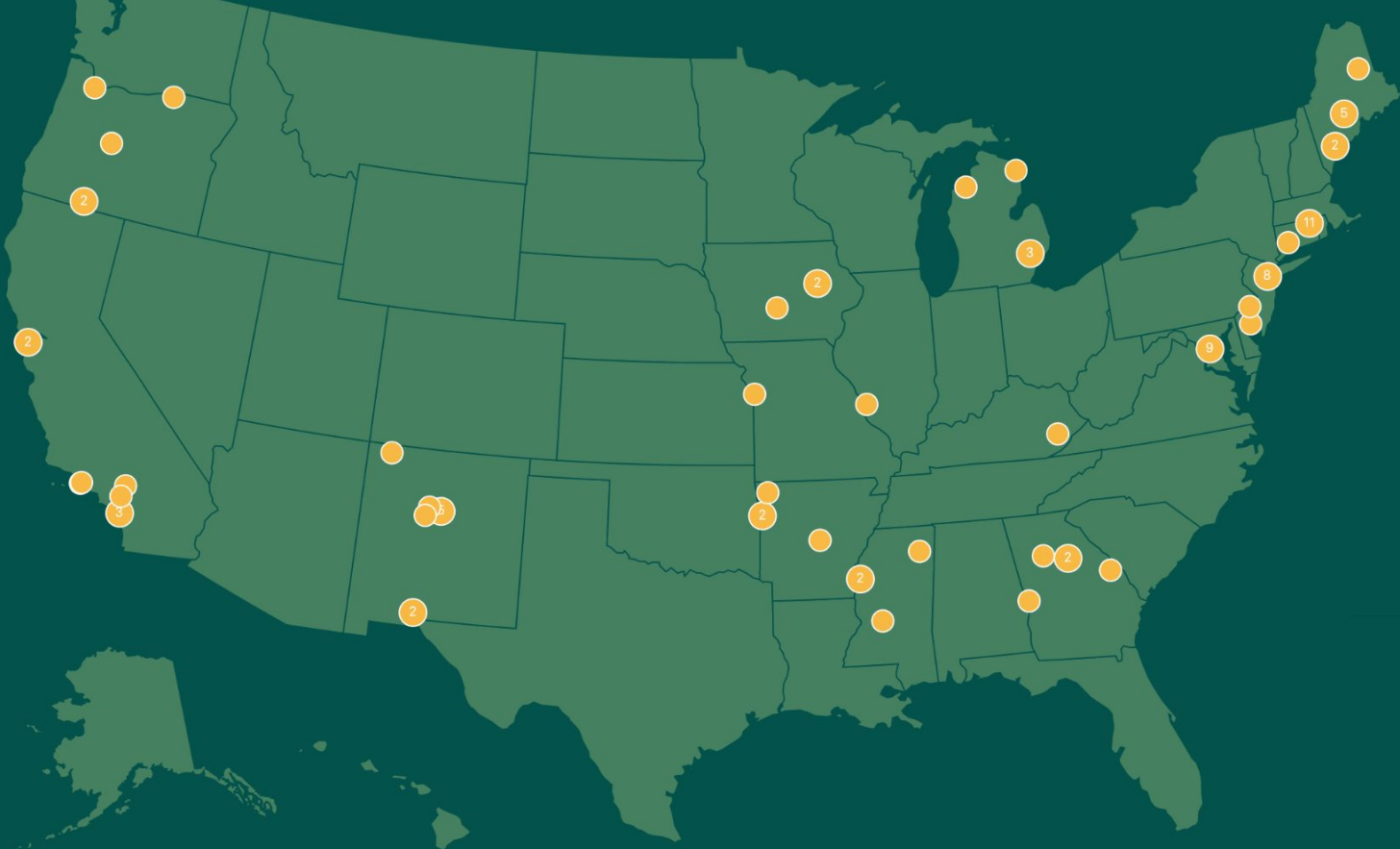
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**FoodCorps currently serves more than
250 schools and districts in 16 states and the District of Columbia.**



The Lasting Impact



78%

of schools have received
taste tests of new menu
items in the cafeteria



94%

of schools have received
support for over 350
school gardens

At FoodCorps, we recognize that **food access** in the United States is rooted in racism.

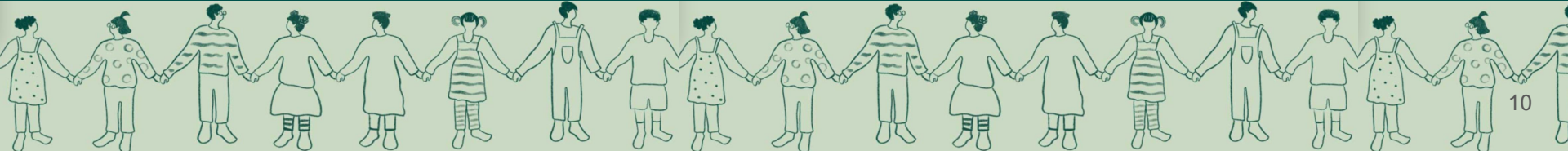


US history began with the taking of land from **Indigenous** peoples, the enslavement of Indigenous and **African** peoples and the exploitation of **immigrant** labor.

Our work will directly contribute to dismantling systems of racist oppression, particularly as they affect education and food access. We will continue to provide our entire staff and service corps with the education and tools to recognize and interrupt internalized, interpersonal, and systemic racism and set an expectation that they will put the tools to use as a measure of success.

Moving Toward a More Just FoodCorps

We recognize that the authentic pursuit of justice must shift every day as the world changes around us. The resources we've created for equity, diversity, and inclusion require our own commitment to **S.H.I.F.T.I.N.G.** We created a resource based on that word to guide us in our work, relationships, and decision-making, and to help us keep these commitments front and center:



Moving Toward a More Just FoodCorps

S

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Invest

Invest in equity when it comes to budgeting, contracts and vendors, compensation, leadership development, recruitment, and promotions.

Moving Toward a More Just FoodCorps

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NEW!

Core

Competencies

Moving Toward a More Just FoodCorps

S

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G

Reflexive
Vulnerability

Complexity

Curiosity &
Agency

Conflict

Identity

Invest

Invest in equity when it comes to budgeting, contracts and vendors, compensation, leadership development, recruitment, and promotions.

New
competencies!

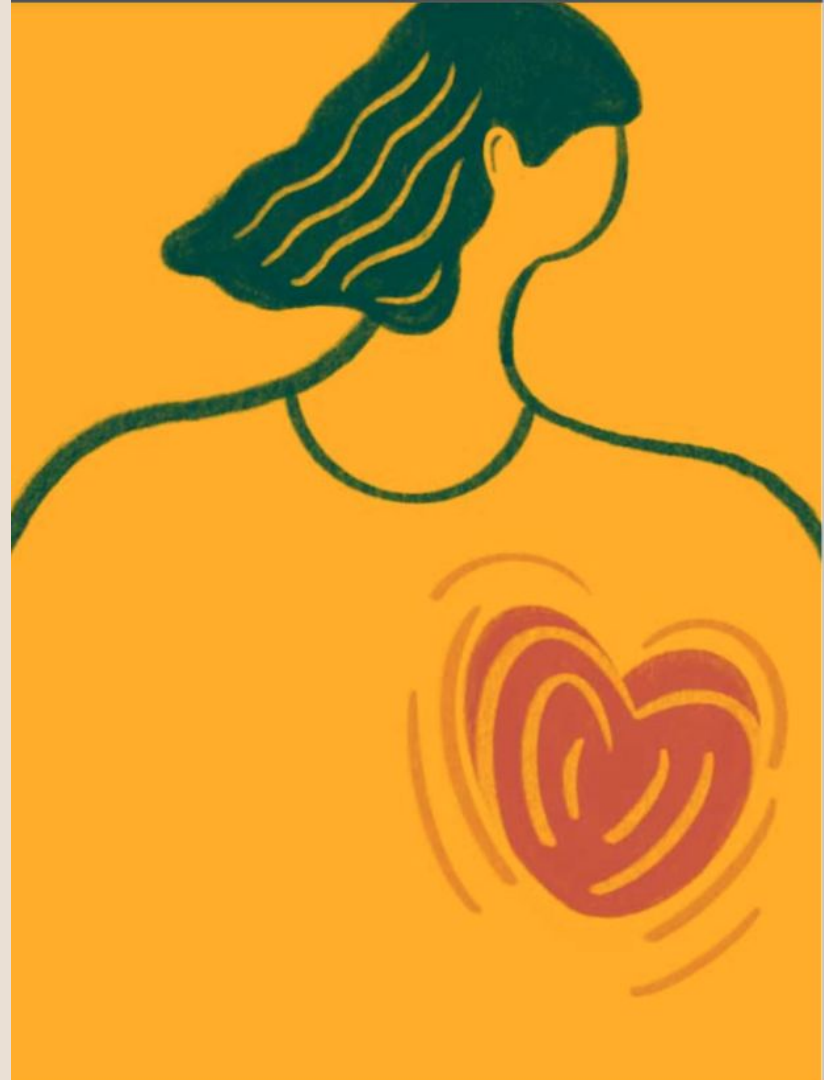
Engage in (reflect) **Reflexive vulnerability** by noticing how my presence and perspective influence my actions, knowledge, and the experiences I create in the world [with/and for others].

Manage **complexity** by holding the “both/ands” within humanity, efficacy and accountability.

Engage in **conflict** to make room for transformation.

Build awareness and understanding of my **identity**.

Lead with **curiosity and agency**.



Food is a pathway to justice.



FoodCorps uses an outdated performance measuring process that is not aligned to new organizational **competencies, which are rooted in liberation and **anti-racist pedagogy**.**



Project Questions

What are FoodCorps employees' comprehensive understandings of FoodCorps initiatives in alignment to their mission and vision?

What perceptions do FoodCorps employees have about what is needed to embrace a culture of anti-racism and liberation?

What are the experiences of FoodCorps employees in relation to their work and the roles they serve?

How receptive are FoodCorps employees to change as new interpretations of their mission and vision are enacted?



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Buckets of Literature:

- What are the quality components of a performance framework?
- How do organizations ensure staff buy-in in a performance framework?
- What are the processes for implementing anti-racist pedagogy in organizations?



1

Performance management systems are used to make administrative decisions in fair and consistent ways.



2

The cooperation of constituents across an org can dictate the degree of success of a new policy. Regardless of hierarchical structure, relationships within an organization must be collaborative in nature.



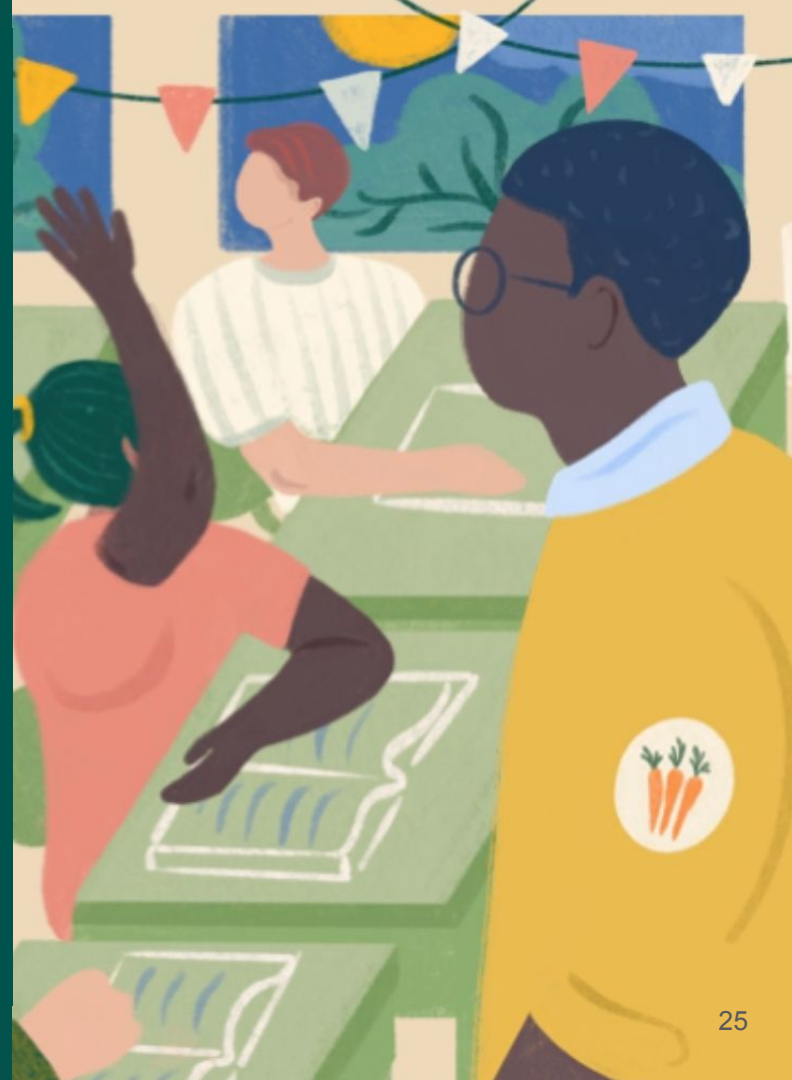
3

When employees don't trust a tool, or don't agree with what the tool is measuring they tend to have hostile attitudes about performance evaluations.



4

Power and meaning directly affect change willingness. The more influence an employee has on change, the more their feelings of powerlessness decrease.



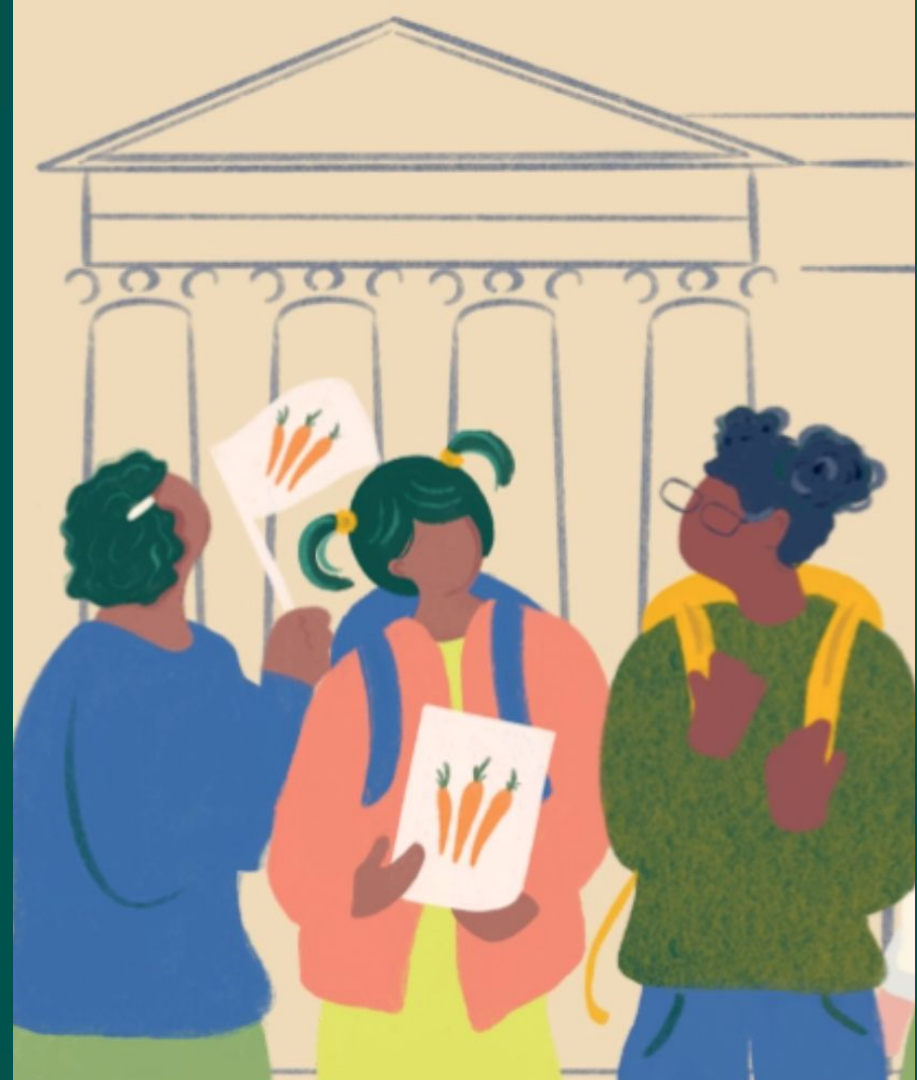
5

Advancing anti-racist work in organizations can be riddled with barriers that counter the initiatives organizations intend to implement company wide.



6

Power wielding people, generally white people, must actively work to dismantle the racist systems in which we live and work.



Conceptual Framework

Food Corps Guiding
Anti-Racist Ideas



Food Corps Practices



- FoodCorps Values
- FoodCorps Competencies
- FoodCorps S.H.I.F.T.I.N.G. Ideology
- Continuum on Becoming an Anti-Racist Multicultural Organization

- Organizational Leadership
- Professional Development x
- Performance Framework

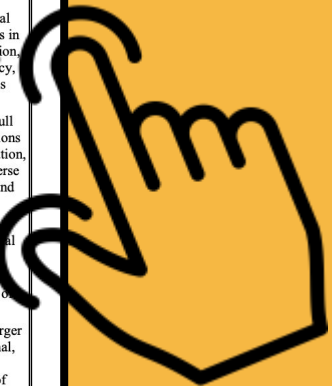
Food Corps as a
Fully Inclusive
Anti-Racist
Multicultural
Organization

Continuum on Becoming an Anti-Racist Multicultural Organization

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL
Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets

Exclusive An Exclusionary Institution	2. Passive A "Club" Institution	3. Symbolic Change A Compliance Organization	4. Identity Change An Affirming Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society
<ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, 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, gays and lesbians, Third World citizens, etc. Openly maintains the dominant group's power and privilege 	<ul style="list-style-type: none"> Tolerant of a limited number of "token" People of Color and members from other social identity groups allowed in 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." Monocultural norms, policies and procedures of dominant culture viewed as the "right" way" business as usual" Engages issues of diversity and social justice only on club member's terms and within their comfort zone. 	<ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups <p><i>But...</i></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 Token placements in staff positions: must assimilate into organizational culture 	<ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage Actively recruits and promotes members of groups have been historically denied access and opportunity <p><i>But...</i></p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression. Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining mission, structure, consistency, policies and practices Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest A sense of shared responsibility and mutual caring Allies with others in combating all forms of social oppression Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.



Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL => MULTICULTURAL => ANTI-RACIST => ANTI-RACIST MULTICULTURAL

1. Exclusive	2. Passive	3. Symbolic Change	4. Identity Change	5. Structural Change	Anti-Racist Multicultural Organization in a Transformed Society
<p>An Exclusionary Institution</p> <ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latino, and Asian Americans Intentionally and publicly enforces the racial status quo throughout institution Institutionalization of racism includes formal policies and practices, including, and decision making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc. Openly maintains the dominant group's power and privilege 	<p>A "Club" Institution</p> <ul style="list-style-type: none"> Tolerance of a limited number of "others" People of Color and members from other social identity groups allowed in 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 ideologies and behaviors Often declares, "We don't have a problem" Monocultural norms, policies and procedures of dominant culture viewed as the "high" way of doing things Use of "color-blind" language to minimize racial differences and avoid conflict 	<p>A Compliance Organization</p> <ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups <p>But...</p> <ul style="list-style-type: none"> "Not those who make white people uncomfortable" White people are the "high" way of doing things Organizational culture 	<p>An Affirming Institution</p> <ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage Actively recruits and promotes members of groups have been historically denied access and opportunity <p>But...</p> <ul style="list-style-type: none"> Institutional structures Racial culture that maintains white power and privilege still intact and relatively untouched 	<p>A Transforming Institution</p> <ul style="list-style-type: none"> Commits to process of institutional restructuring, based on anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color including their world-view, culture and lifestyles Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institution Life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racial oppressed communities Anti-racist multicultural diversity becomes an institutionalized anti-racist culture that maintains all relationships and activities in society based on anti-racist commitment 	<p>Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression.</p> <ul style="list-style-type: none"> 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 Members across all identity groups are full participants in decisions that shape the institution and inclusion of diverse cultures, lifestyles, and interest A sense of restored community and mutual caring Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations

© Crossroads Ministry, Chicago, adapted from original concept by Jerry Jacobs and Rita Harwood, and developed by Andrea Avazian and Ronice Branding, further adapted by Mel...

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.

Future vision of an institution and wider community that has **overcome systemic racism** and all other forms of oppression.

Members across all identity groups are **full participants in decisions** that shape the institution, and inclusion of diverse cultures, lifestyles, and interest.

Allies with others in combating all forms of social oppression.

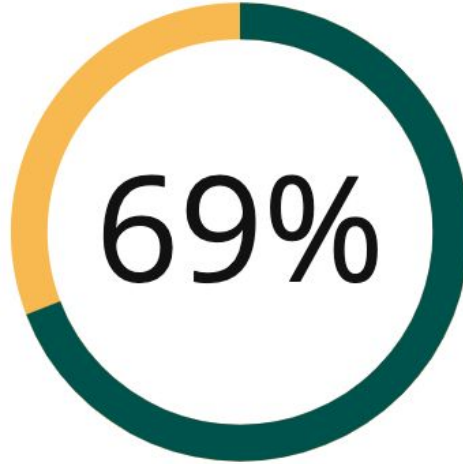
A sense of **restored community** and mutual caring.

Actively works in larger communities (regional, national, global) to **eliminate all forms of oppression** and to create multicultural organizations.

FoodCorps Pulse Survey

31 Total Number of
Survey
Questions

6 Survey Questions
Directly Related to
Competencies



Response Rate

Over the course of 2 weeks,
65 of 94 participants
completed the survey.



Categorizing Survey Questions into Research Questions

Research Question	Total No. Likert Scale Survey Questions
Comprehension: What are FoodCorps employees' comprehensive understandings of FoodCorps initiatives in alignment to their mission and vision?	7
Inclusivity: What perceptions do FoodCorps employees have about what is needed to embrace a culture of anti-racism and liberation?	7
Experiences: What are the experiences of FoodCorps employees in relation to their work and the roles they serve?	14
Receptive: How receptive are FoodCorps employees to change as new interpretations of their mission and vision are enacted?	3

Scale of Favorability



Unfavorable

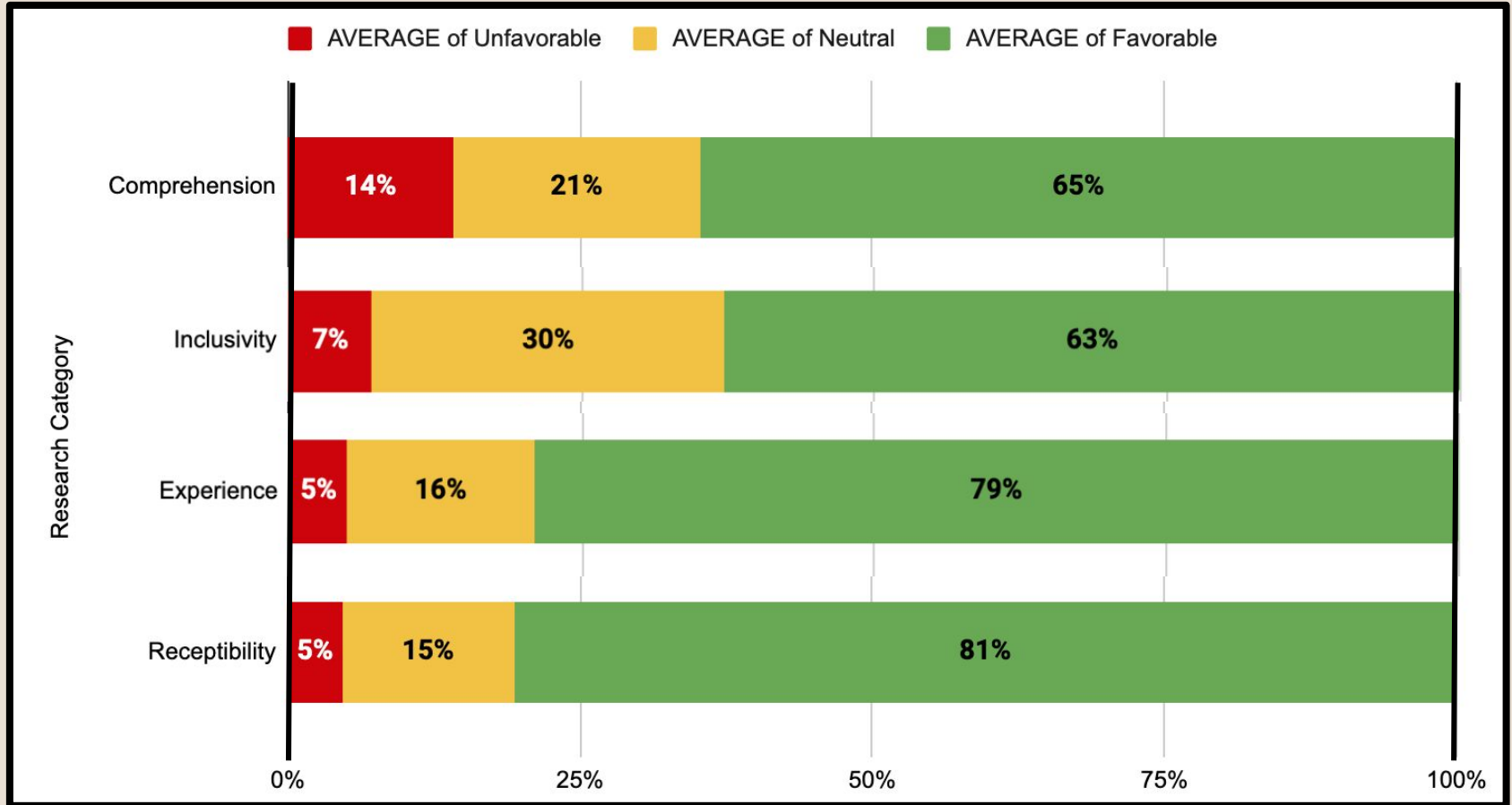


Neutral



Favorable

Average Favorability Across Research Question Categories



Determining Favorability - SuperMajority

Scale of Favorability



Favorable



Neutral



Unfavorable

Super
Majority

60% +



Favorability
Summary

23
31

of the survey
questions
were
responded
favorably.

Determining Favorability - SuperMajority

Scale of Favorability



Favorable



Neutral



Unfavorable

Super Majority

60% +



Favorability Summary

$\frac{23}{31}$

of the survey questions were responded favorably.

Determining Favorability - SuperMajority

Scale of Favorability



Favorable



Neutral



Unfavorable

Super Majority

60% +

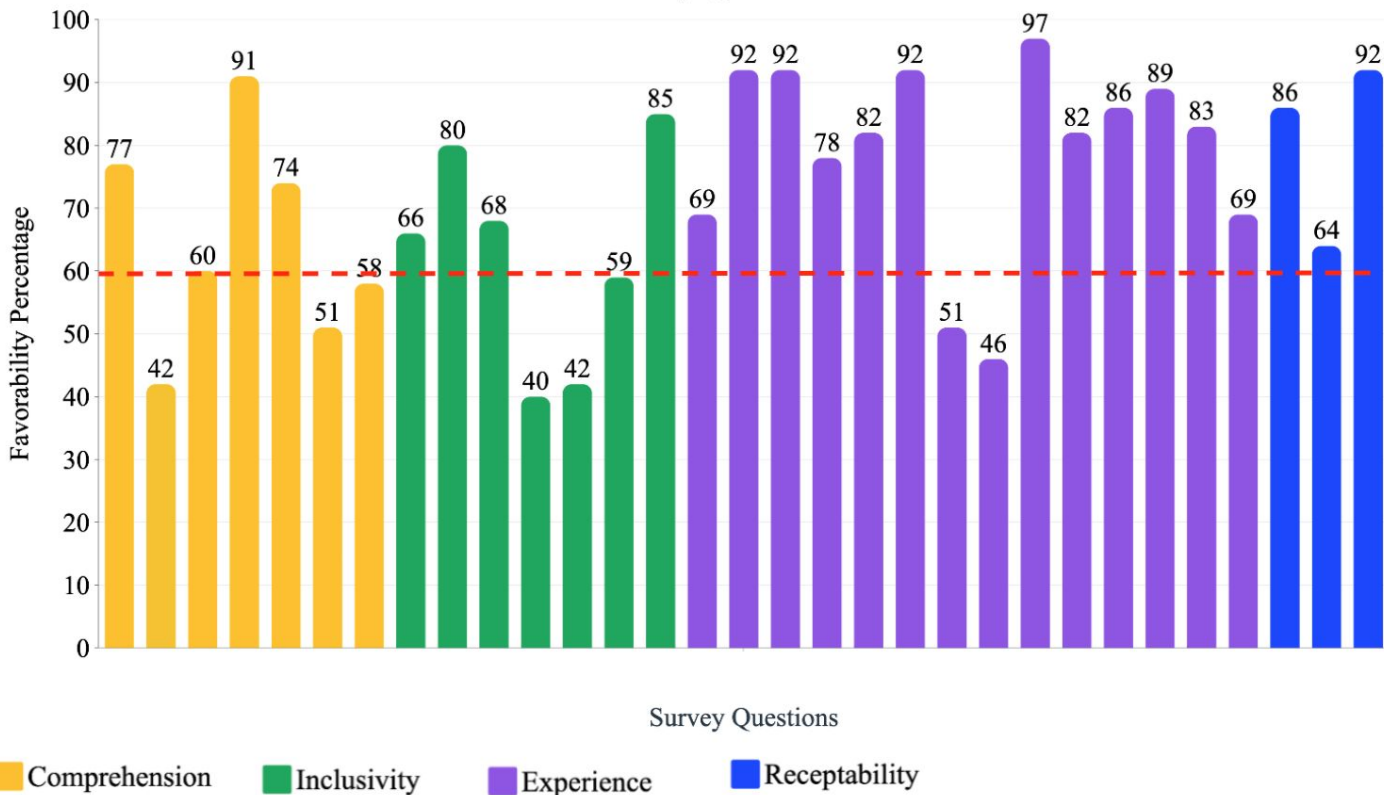


Favorability Summary

$\frac{23}{31}$

of the survey questions were responded favorably.

Favorability All Survey Questions



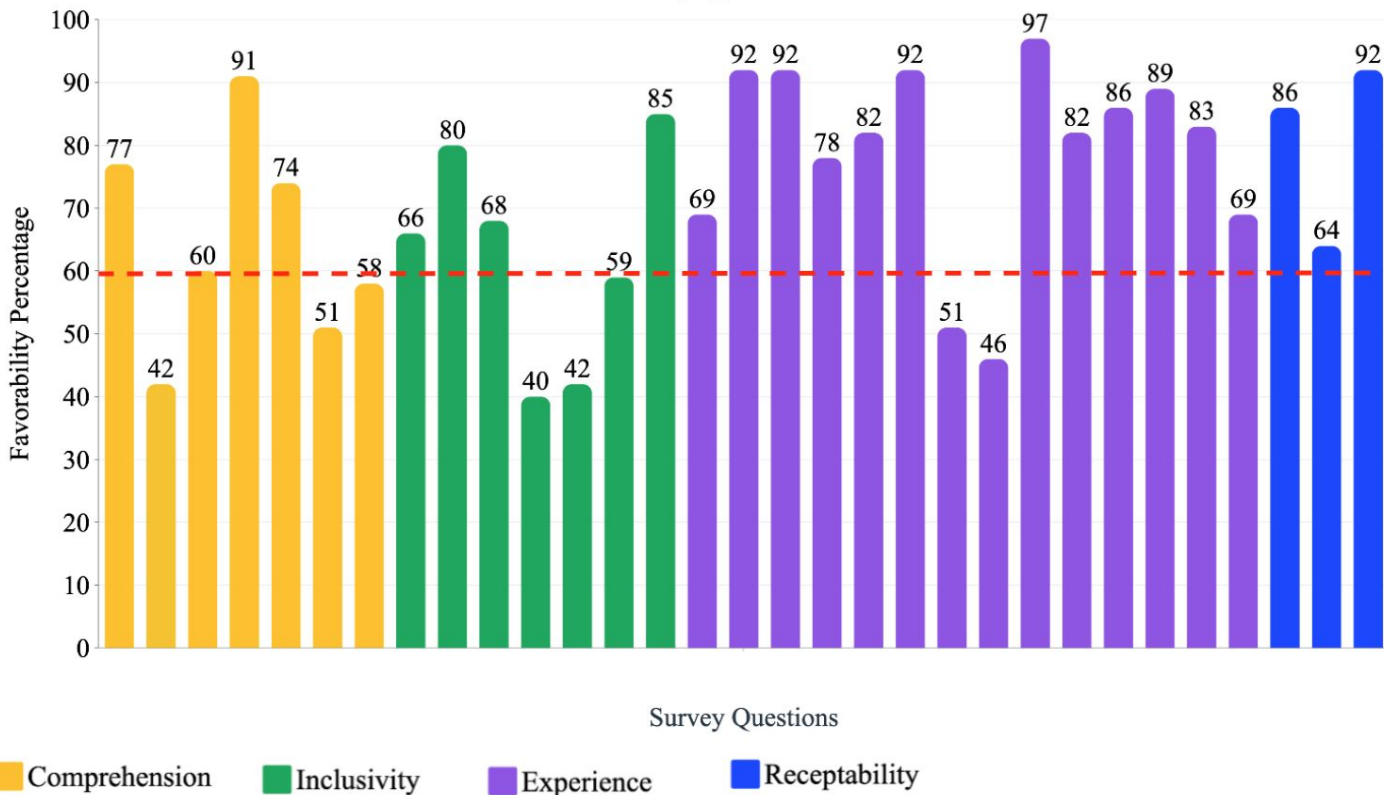
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Experiences: What are the experiences of FoodCorps employees in relation to their work and the roles they serve?

Receptive: How receptive are FoodCorps employees to change as new interpretations of their mission and vision are enacted?

Favorability All Survey Questions



23

of 31 survey questions were answered favorably.

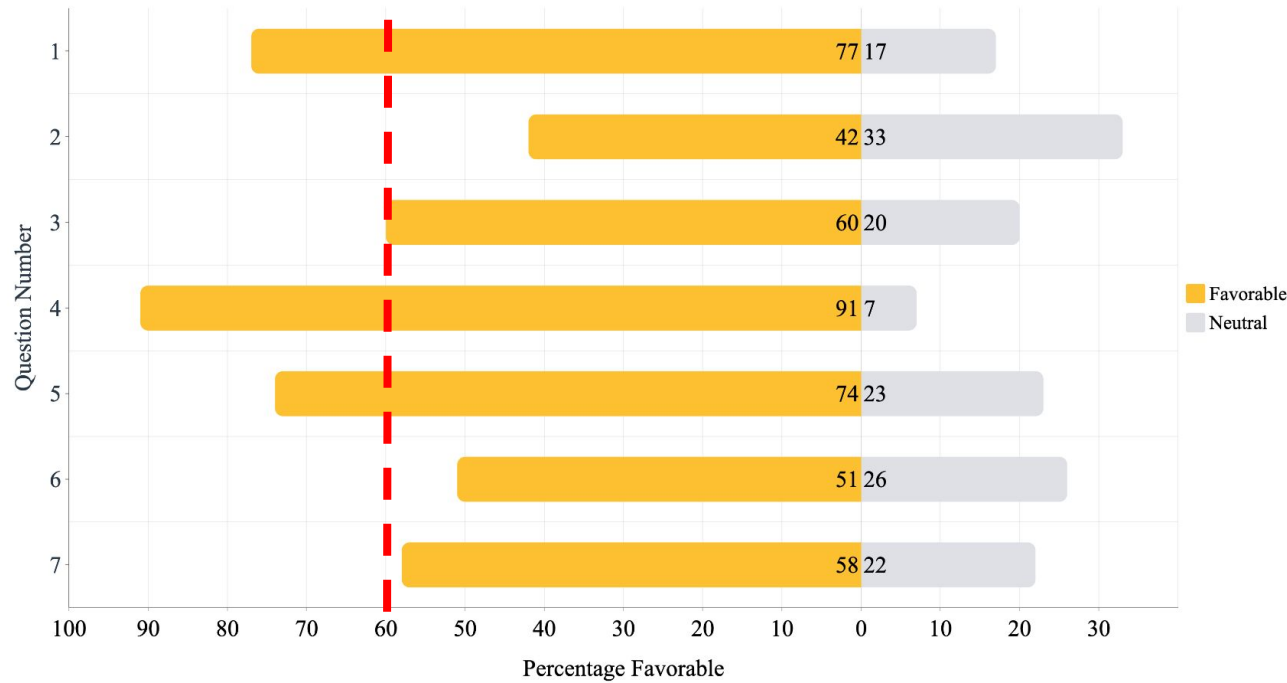
8

of 31 survey questions were not answered favorably.



Favorable Data

Comprehension



91% | I have a clear understanding of our org values.

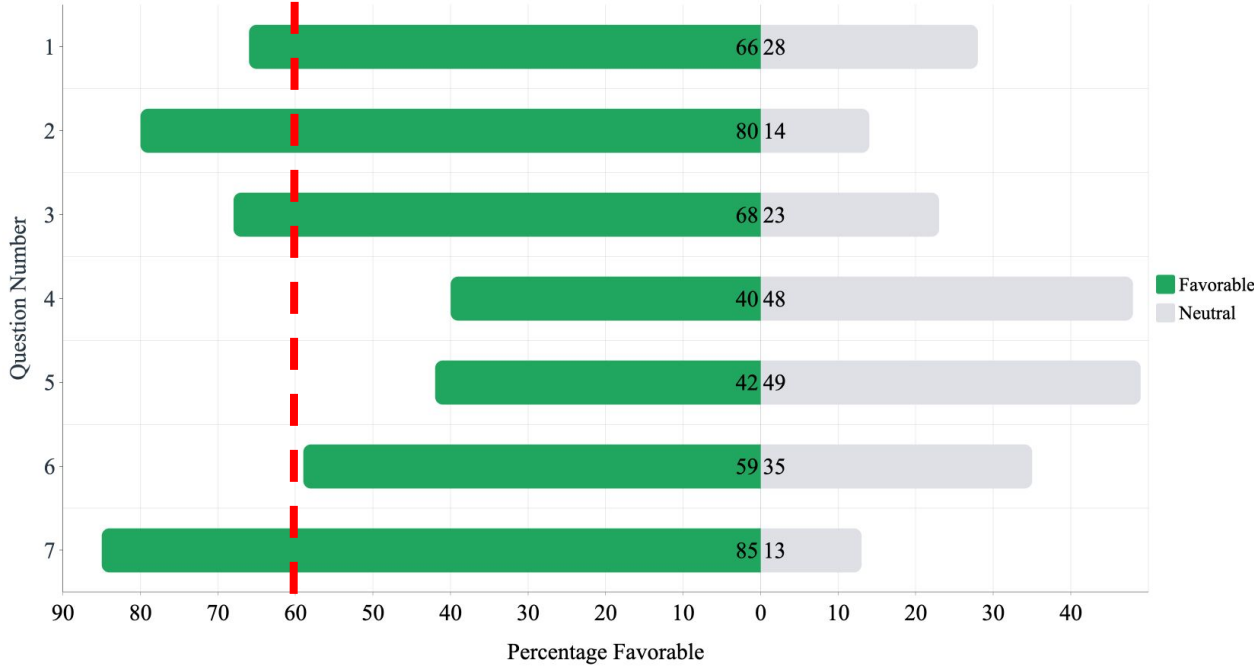
74% | I understand what being a justice organization means for our work.

51% | I have a clear understanding of our new org competencies.

Comprehension: What are FoodCorps employees' comprehensive understandings of FoodCorps initiatives in alignment to their mission and vision?



Favorable Data Inclusivity



85% | I feel personally aligned with our org values.

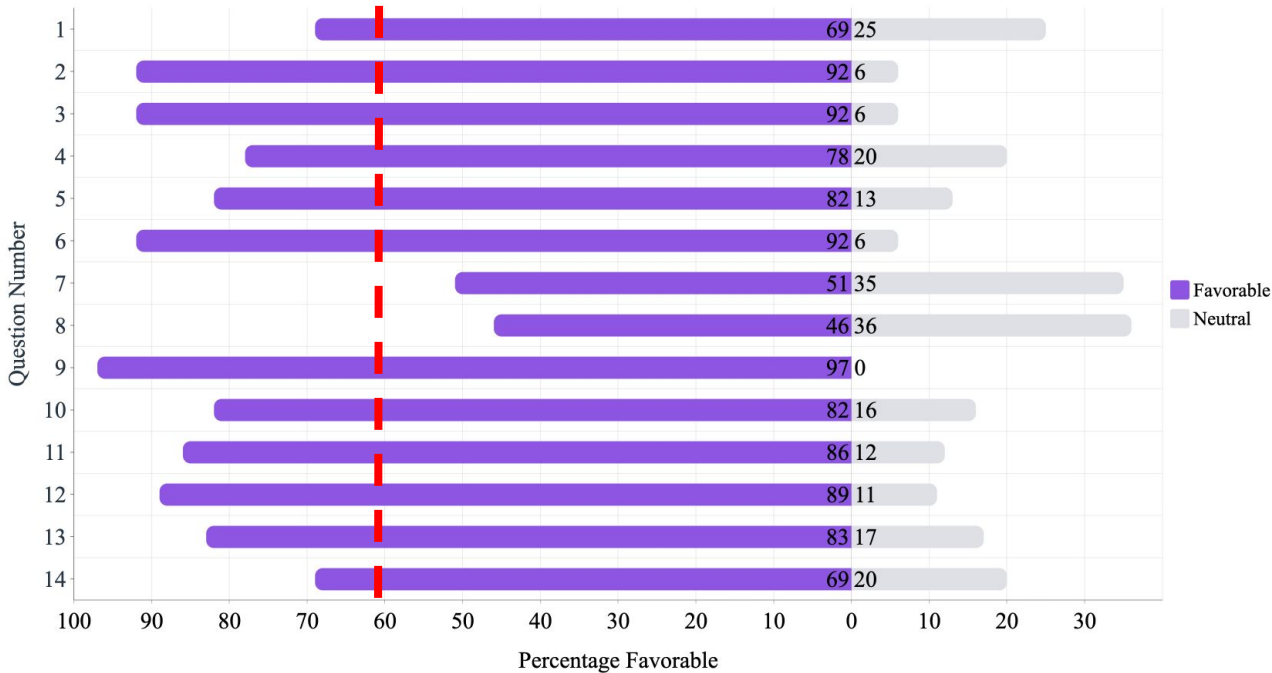
80% | I have the tools to identify and address interpersonal racism in my workplace.

68% | I have the tools to identify and address structural racism in my workplace.

Inclusivity: What perceptions do FoodCorps employees have about what is needed to embrace a culture of anti-racism and liberation?

Favorable Data

Experiences



97% | My manager/supervisor makes the effort to get to know me and what I uniquely bring to FoodCorps.

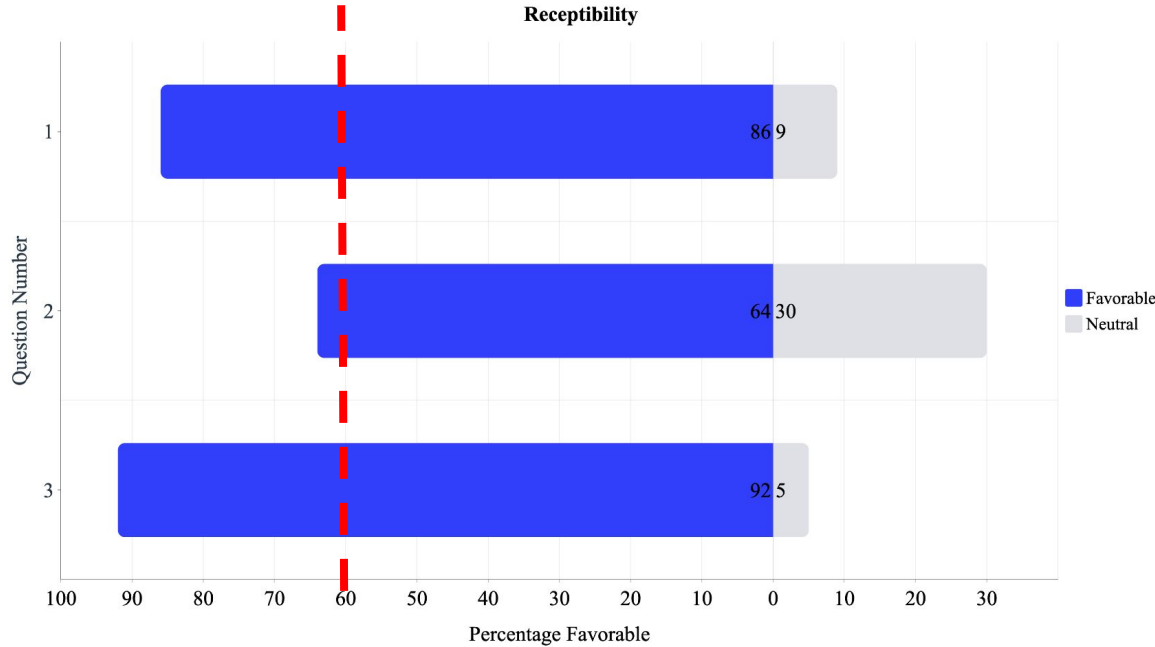
92% | I am proud to work for FoodCorps.

92% | When at work, I feel like I am part of a team.

Experiences: What are the experiences of FoodCorps employees in relation to their work and the roles they serve?



Favorable Data Receptibility



92% | I feel justice is the right positioning for FoodCorps' mission, vision, values, and activities to achieve 2030 goals.

86% | I know what I need to do to be successful in my role.

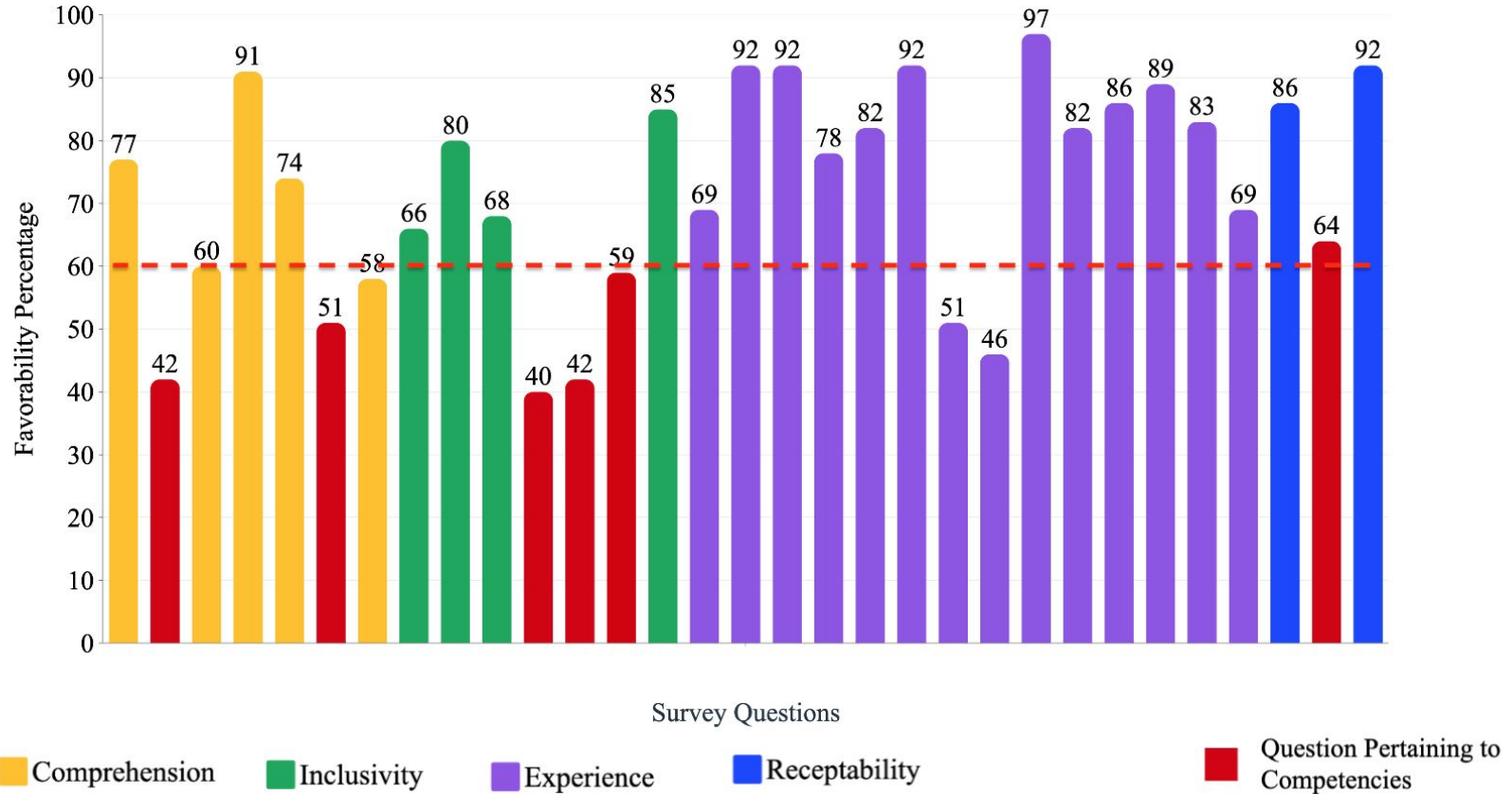
64% | I agree with FoodCorps choice of competencies.

Receptibility: How receptive are FoodCorps employees to change as new interpretations of their mission and vision are enacted?

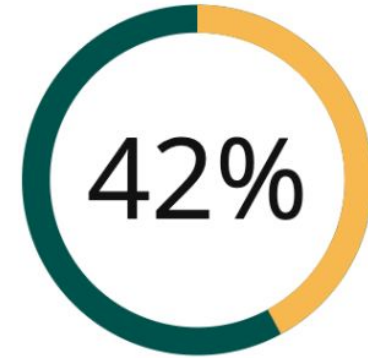
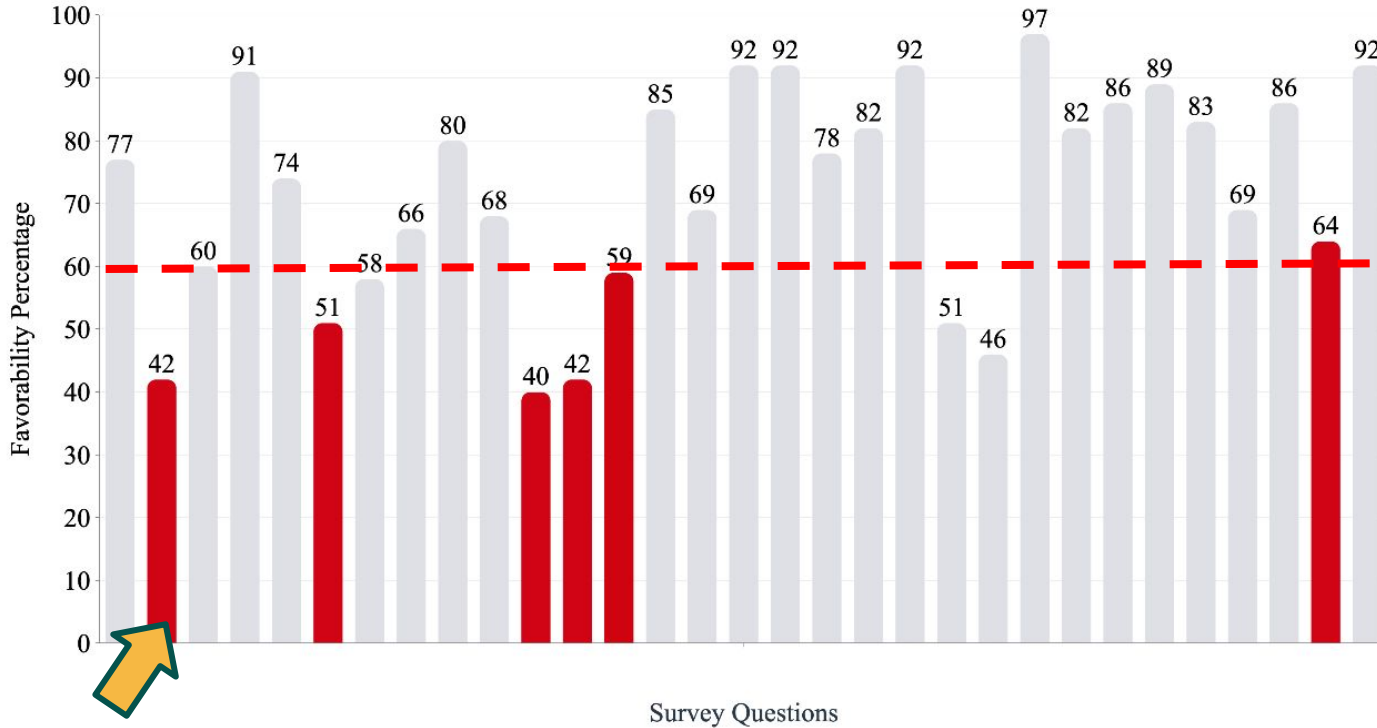
Road to Implementation

Understanding organizational culture to inform the design of a performance framework, based on **competencies that are rooted in liberation and anti-racist pedagogy.**

Favorability All Survey Questions



Favorability All Survey Questions



I understand how FoodCorps will implement the competencies as a performance framework.

Comprehension

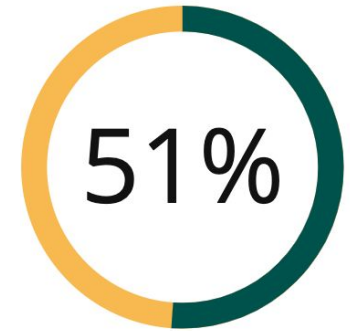
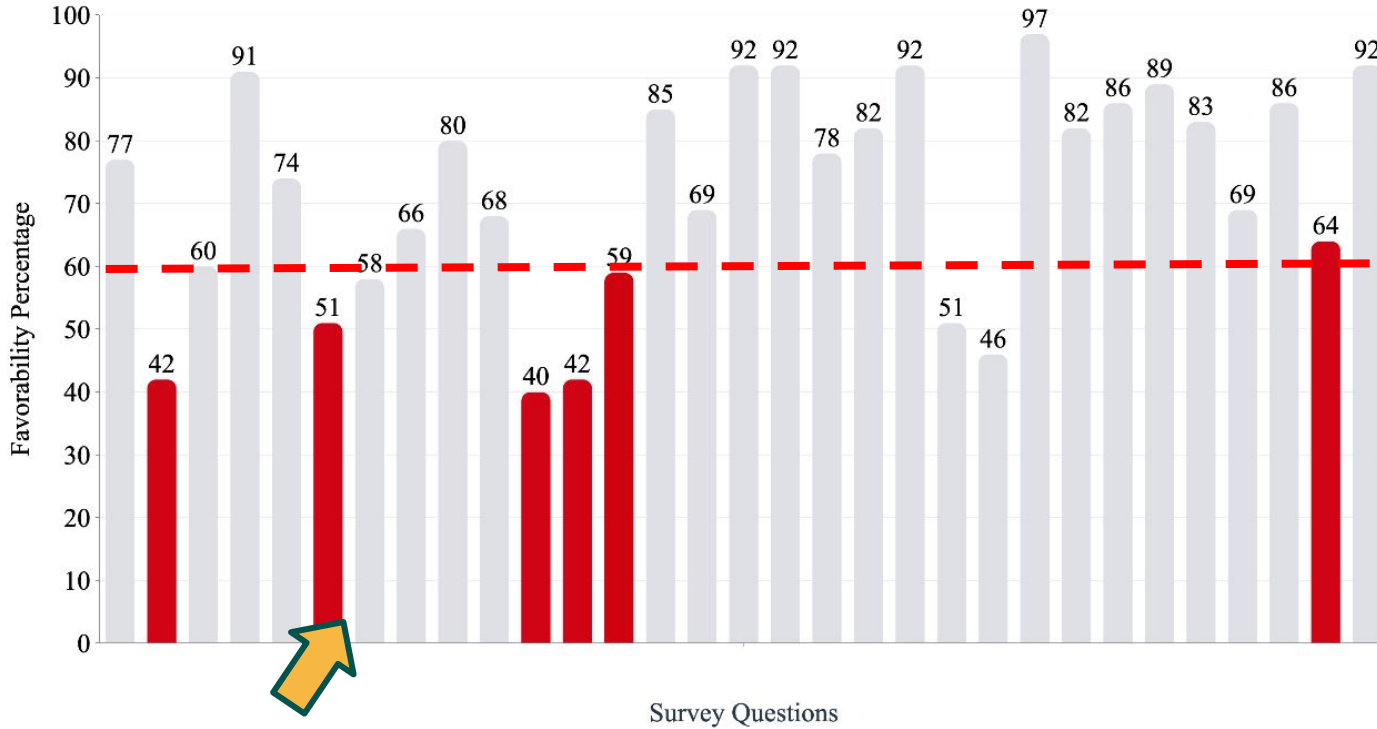
Inclusivity

Experience

Receptability

Question Pertaining to Competencies

Favorability All Survey Questions



I have a clear understanding of our new org competencies.

Comprehension

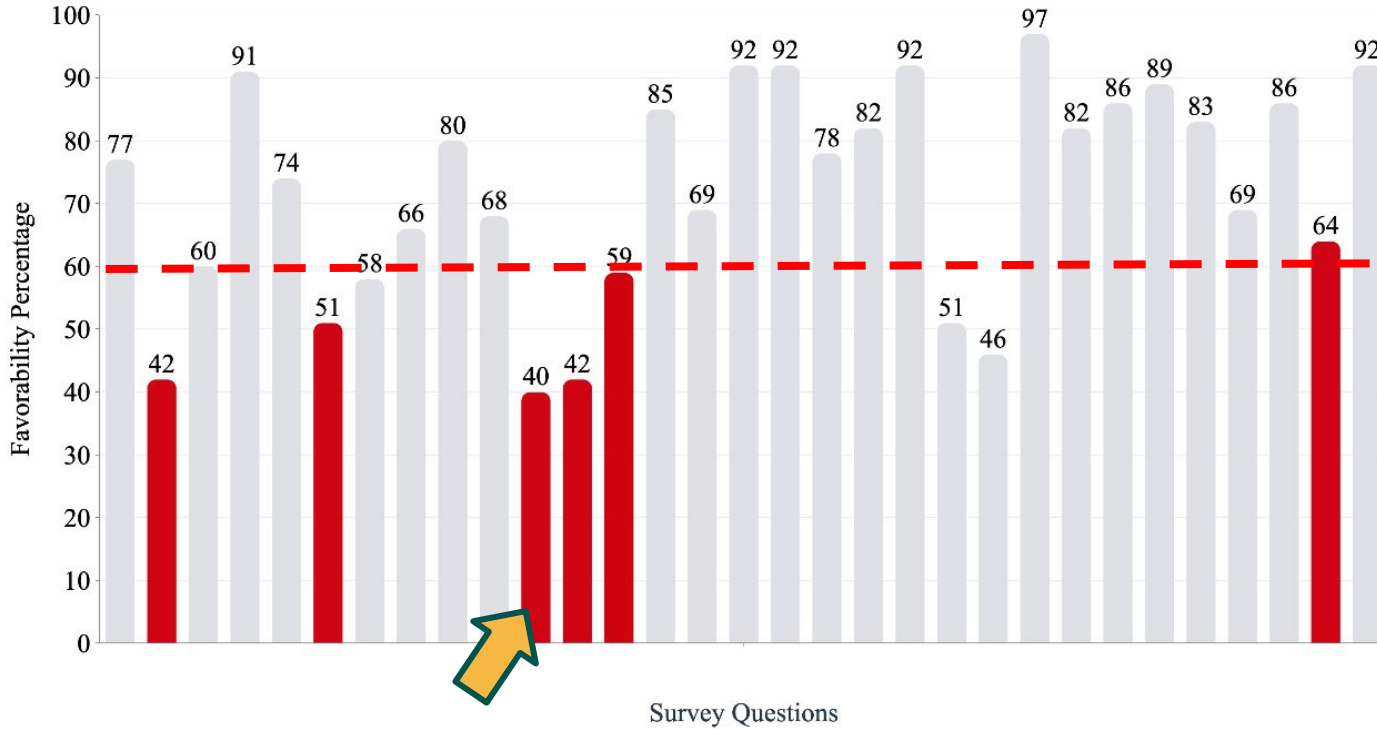
Inclusivity

Experience

Receptability

Question Pertaining to Competencies

Favorability All Survey Questions



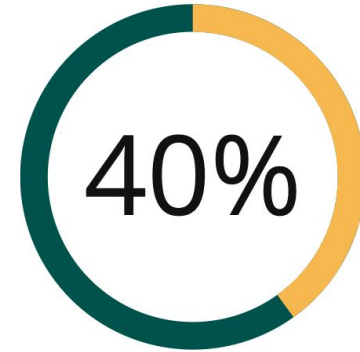
Comprehension

Inclusivity

Experience

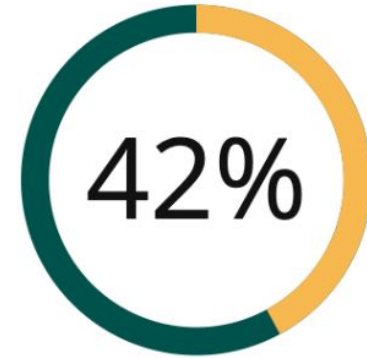
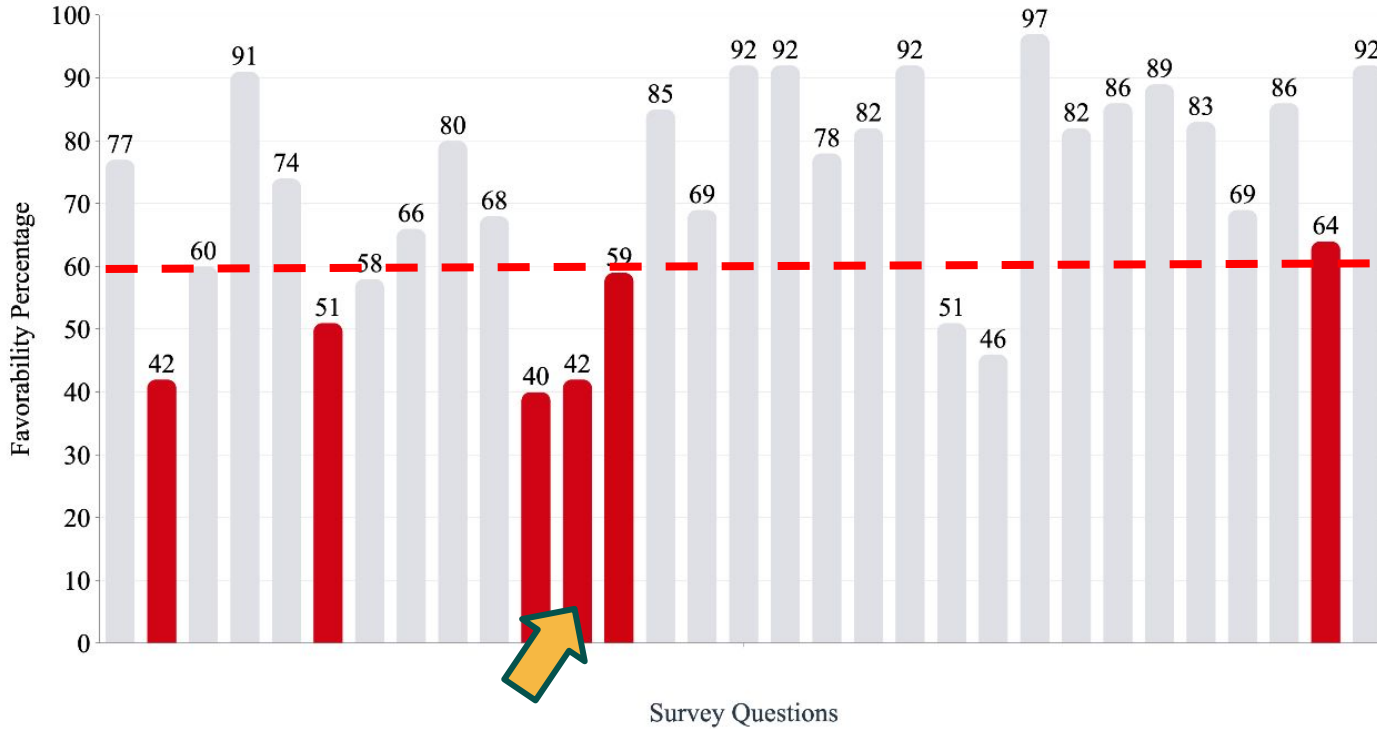
Receptability

Question Pertaining to Competencies



I have the space to engage with and practice the competencies.

Favorability All Survey Questions

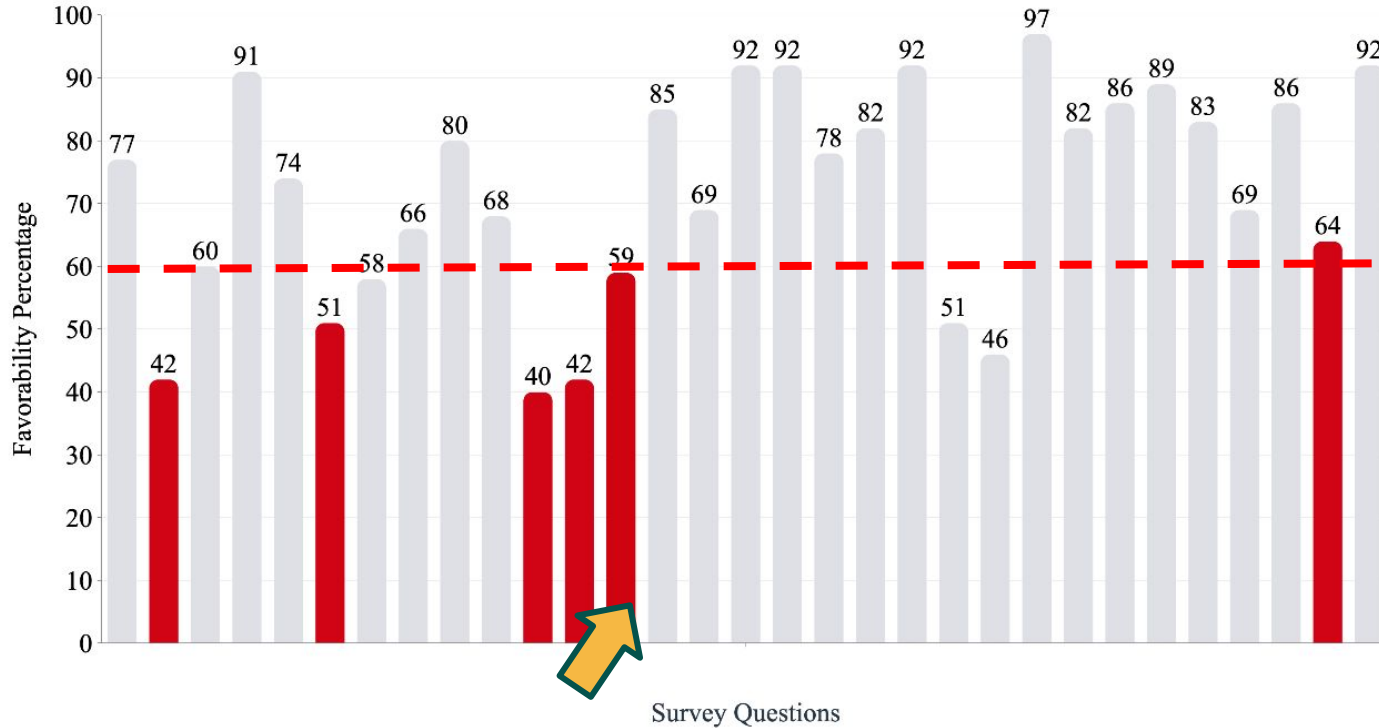


I have the resources I need to engage with the competencies.

■ Comprehension
 ■ Inclusivity
 ■ Experience
 ■ Receptability

■ Question Pertaining to Competencies

Favorability All Survey Questions



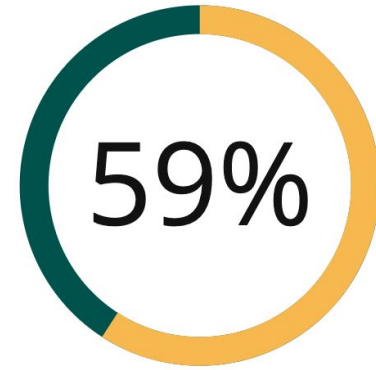
Comprehension

Inclusivity

Experience

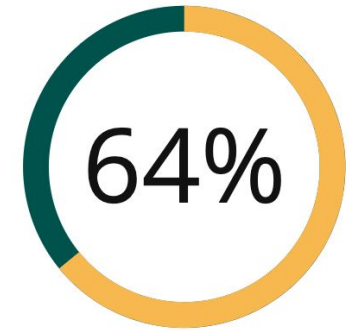
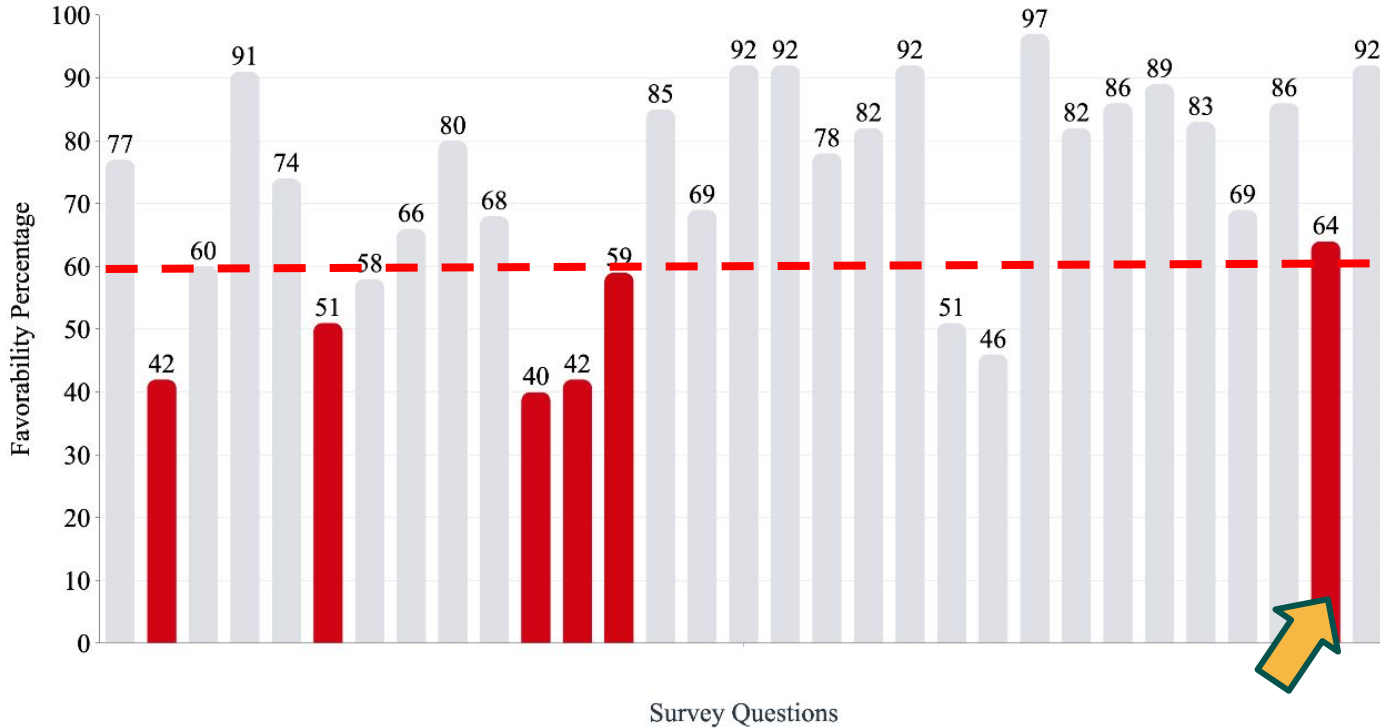
Receptability

Question Pertaining to Competencies



I am confident in FoodCorps ability to assist me with practicing the competencies.

Favorability All Survey Questions



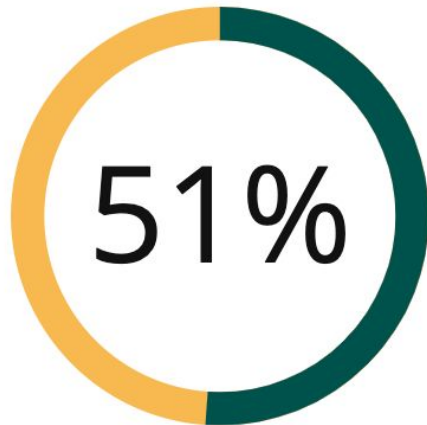
I agree with FoodCorps choice of competencies.

■ Comprehension
 ■ Inclusivity
 ■ Experience
 ■ Receptability

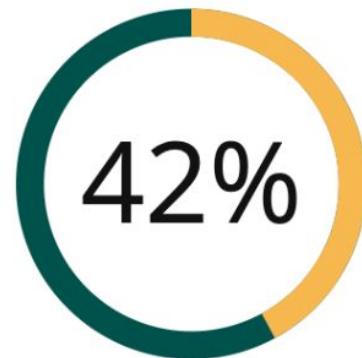
■ Question Pertaining to Competencies



I **agree** with FoodCorps choice of competencies.



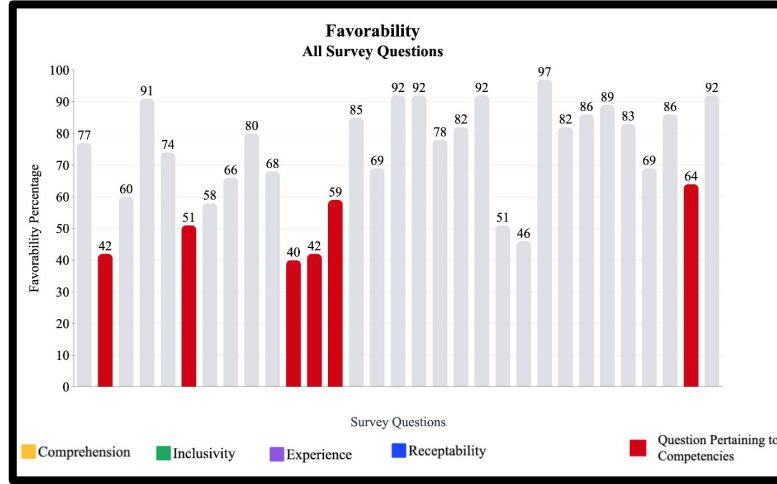
I have a clear **understanding** of our new org competencies.



I understand how FoodCorps will **implement** the competencies as a performance framework.

8

of 31 survey questions were not answered favorably.



5/8

survey questions that were answered unfavorably were related to the competencies

6

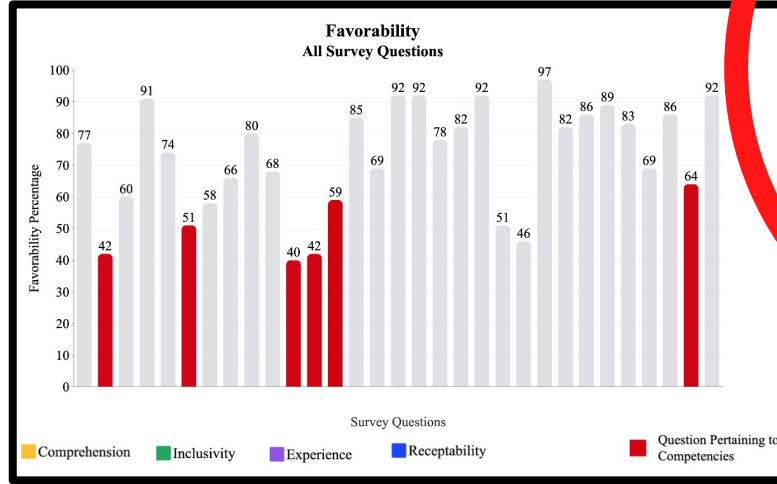
of 31 survey questions were specifically related to the competencies

5/6

survey questions about the competencies were not answered favorably

8

of 31 survey questions were not answered favorably



$\frac{5}{8}$

survey questions that were answered unfavorably were related to the competencies

6

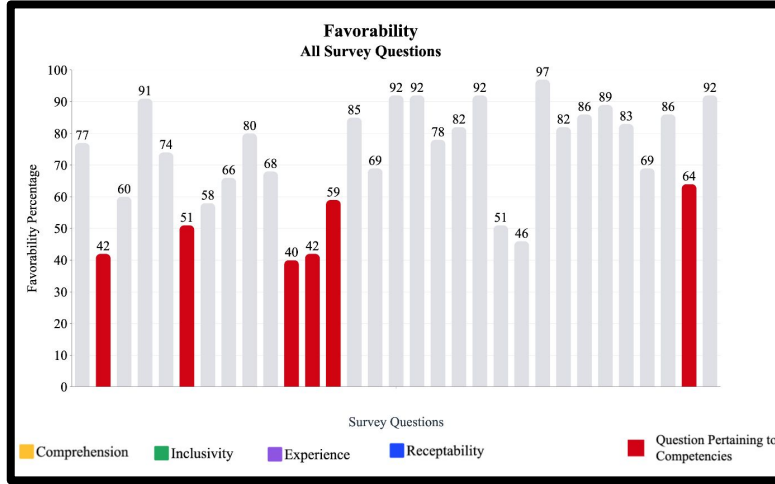
of 31 survey questions were specifically related to the competencies

$\frac{5}{6}$

survey questions about the competencies were not answered favorably

8

of 31 survey questions were not answered favorably



5/8

survey questions that were answered unfavorably were related to the competencies

6

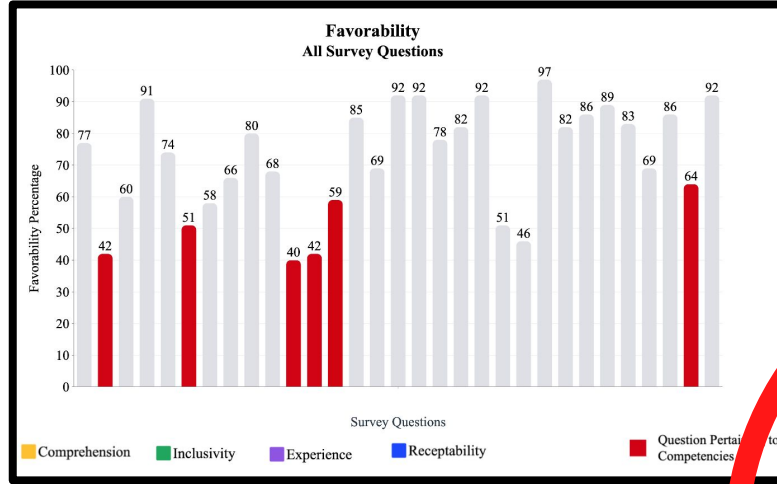
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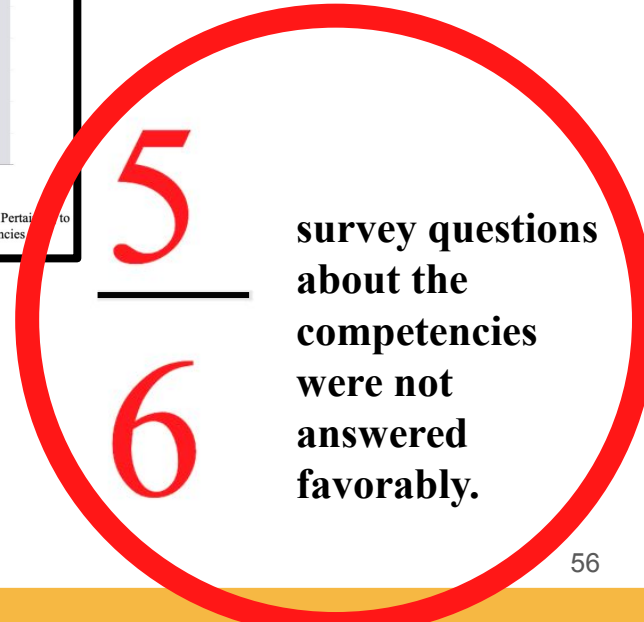


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survey questions that were answered unfavorably were related to the competencies

6

of 31 survey questions were specifically related to the competencies



5

6

5 survey questions about the competencies were not answered favorably.

Finding 1: FoodCorps staff have an understanding of the mission and vision of the company but do not yet have a comprehensive understanding of the new direction of the company or how the new core competencies impact that change on a large scale and at the individual level.

Recommendation:

Establish the competencies as a part of the lived culture of FoodCorps.



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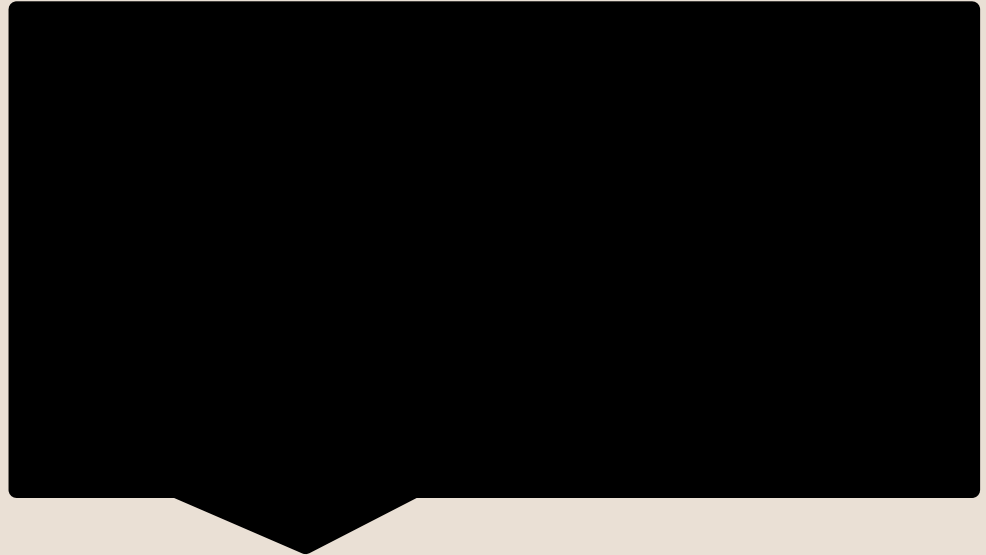
Establish the competencies as a part of the lived culture of FoodCorps.

“Grant us more time to process and apply the significant number of changes and new strategies/processes/frameworks that are all launching simultaneously.”

Finding 2: FoodCorps staff are on board for change toward a more justice oriented organization. FoodCorps staff cannot articulate how the competencies are facilitators of the change. They need concrete examples about how change will be connected to their individual roles and how they will be objectively assessed.

Recommendation:

Create an evidence based performance framework based on the competencies that is accessible to all employees, regardless of role and rank.



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Recommendation:

Create an evidence based performance framework based on the competencies that is accessible to all employees, regardless of role and rank.

“It would be great to continue to convene the people managers of this organization so we can work on this implementation together and ensure we are supporting one another and not implementing the competencies in wildly different ways, thus creating inequities across teams and departments.”

Finding 3: FoodCorps staff enjoy working at the company and feel successful about their roles on their teams. Foodcorps staff are having a hard time making space for new initiatives that impact their individual work and performance. FoodCorps staff are on their way to believing that FoodCorps will provide the tools they need to make space for the initiatives.

Recommendation:

Introduce a beta version of the performance framework on a volunteer basis, for a select number of staff, across all roles, to be assessed.



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Recommendation:

Introduce a beta version of the performance framework on a volunteer basis, for a select number of staff, across all roles, to be assessed.

“The framework needs to be very concrete and clear so we can ensure everyone interprets it in similar ways. The less subjective, the more equitable.”

Finding 4: There is not yet enough information to determine if FoodCorps employees are receptive to performance reviews based on the core competencies because the employees are still learning foundational basics about the implementation of the competencies.

Recommendation:

Use the beta testers as pioneers to reintroduce the idea of a performance framework based on the competencies.



Finding 4: There is not yet enough information to determine if FoodCorps employees are receptive to performance reviews based on the core competencies because the employees are still learning foundational basics about the implementation of the competencies.

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Use the beta testers as pioneers to reintroduce the idea of a performance framework based on the competencies.

“With all new things it just takes practice, so the more we use the language and attach actions to it, it will become easier.”

Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society

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

Allies with others in combating all forms of social oppression

A sense of restored community and mutual caring

Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression.

Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.

Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL => MULTICULTURAL => ANTI-RACIST => ANTI-RACIST MULTICULTURAL

Racial and Cultural Difference Seen as Deficit => Toleration of Racial and Cultural Difference => Racial and Cultural Difference as Norm

1. Exclusive	2. Passive	3. Symbolic Change	4. Identify Change	5. Structural Change	Anti-Racist Multicultural Organization in a Transformed Society
<p>An Exclusionary Institution</p> <ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latino, and Asian Americans Intentionally and publicly enforces the racist status quo throughout institution Institutionalization of racism includes formal policies and practices, including, and decision making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc. Openly maintains the dominant group's power and privilege 	<p>A "Club" Institution</p> <ul style="list-style-type: none"> Tolerance of a limited number of "others" People of Color and members from other social identity groups allowed in 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, including, and decision making on all levels of institutional life Often declares, "We don't have a problem" Monocultural norms, policies and procedures of dominant culture viewed as the "high way" business as usual Engages issues of diversity and social justice only on club member's terms and within their comfort zone 	<p>A Compliance Organization</p> <ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Cares on intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups <p><i>But...</i></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 Take placements in staff positions; must organizational culture 	<p>An Affirming Institution</p> <ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racist training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage Actively recruits and promotes members of groups have been historically denied access and opportunity <p><i>But...</i></p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<p>A Transforming Institution</p> <ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based up anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color 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 racism in the wider community, and builds clear lines of accountability to racial oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redeems and rebuilds all relationships and activities in society based on anti-racist commitments 	<p>Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression.</p> <ul style="list-style-type: none"> 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 Members across all identity groups are full participants in decisions that shape the institution and inclusion of diverse cultures, lifestyles, and interest A sense of restored community and mutual caring Ally with others in combating all forms of social oppression Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations

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Thank You!

It's been an honor.

