## Continuum on Becoming an Anti-Biased, Multicultural Institution

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### Differences Seen as Defects
- 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.

### Tolerant of Differences
- 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.”

### Differences Seen as Assets
- 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

**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

**But . . .**
- Institutional structures and culture that maintain power and privilege intact and relatively untouched
- Anti-biased multicultural diversity becomes an institutionalized asset
- Redefines and rebuilds all relationships and activities in society, based on anti-biased commitments

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