<table>
<thead>
<tr>
<th>Racial &amp; cultural differences seen as deficits</th>
<th>Tolerant of racial and cultural differences</th>
<th>Racial &amp; cultural differences seen as assets</th>
</tr>
</thead>
</table>
| **1. Exclusive Segregated 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 | | **5. Structurally Changing Organization** | • Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity  
• Audits and restructures organizational culture to ensure full participation of BIPOC, including their worldview, culture and working styles  
• BIPOC are included in all levels of the organization from board to staff (including leadership positions) 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 BIPOC communities for all programming, not just the racially specific ones  
• Anti-racist multicultural diversity becomes an institutionalized asset  
• Examines and disrupts anti-Blackness  
• Works in solidarity with other racial communities  
• 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  
• Space and resources for BIPOC staff to transform Internalized Racial Oppression  
• BIPOC 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 and compensates BIPOC-led groups in an equitable way, centering their voices, leadership, ideas, and needs in the process | **6. Inclusive Transformed Organization** | • Full participation and shared power with people across all races and social spectrums in creating, deciding and implementing its vision, mission, values, structure, constituency, policies and practices  
• Those who have been most impacted by systemic oppression lead and are centered  
• Transformational Relational Culture rather than Transactional Individualistic one  
• Collaborative org structure  
• 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, audiences) 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 care within the organization and its broader community where everyone has each other’s back & respect  
• Multi-cultural Audiences see themselves reflected in the work & staff and feel humanized by the depiction  
• Artistic work involves those being depicted in a creation and a decision-making level  
• 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 |

Framework created by © Crossroads Ministry, Chicago, IL; Adapted for arts & cultural organizations by Kathy Hsieh for the Racial Equity Arts Lab Forum (REAL Forum). *BIPOC (Black, Indigenous, and other People of Color)