

	<b>All White Club</b>	<b>Token or Affirmative Action Organization</b>	<b>Multi-Cultural Organization</b>	<b>Anti-Racist Organization</b>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>▪ made by white people (often men)</li> <li>▪ made in private in ways that people can't see or really know</li> </ul>	<ul style="list-style-type: none"> <li>▪ made by white people</li> <li>▪ decisions made in private and often in unclear ways</li> </ul>	<ul style="list-style-type: none"> <li>▪ made by diverse group of board and staff</li> <li>▪ token attempts to involve those targeted by mission in decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ made by diverse group</li> <li>▪ people of color are in significant leadership positions</li> <li>▪ everyone in the organization understands how power is distributed and how decisions are made</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>▪ developed, controlled, and understood by (one or two) white people (often men)</li> </ul>	<ul style="list-style-type: none"> <li>▪ developed, controlled, and understood by (one or two) white people</li> </ul>	<ul style="list-style-type: none"> <li>▪ developed, controlled, and understood by (one or two) white people</li> </ul>	<ul style="list-style-type: none"> <li>▪ developed, controlled and understood by people of color and white people at all levels of the organization</li> </ul>
<b>Money From</b>	<ul style="list-style-type: none"> <li>▪ select foundations</li> <li>▪ wealthy or middle-class college-educated white donors</li> <li>▪ often a small number of very large donors</li> </ul>	<ul style="list-style-type: none"> <li>▪ foundations</li> <li>▪ wealthy or middle-class college-educated donors</li> </ul>	<ul style="list-style-type: none"> <li>▪ foundations</li> <li>▪ wealthy or middle-class college-educated donors</li> <li>▪ some donations from people of color and lower-income people</li> </ul>	<ul style="list-style-type: none"> <li>▪ comes from the community most affected by the problem(s) being addressed</li> <li>▪ supplemented by foundation grants and donations from allies (those concerned but not directly affected)</li> </ul>
<b>Accountable to</b>	<ul style="list-style-type: none"> <li>▪ funders</li> <li>▪ a few white people on board or staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ funders</li> <li>▪ board</li> <li>▪ staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ funders</li> <li>▪ board and staff</li> <li>▪ token attempts to report to those targeted by mission</li> </ul>	<ul style="list-style-type: none"> <li>▪ communities targeted in mission</li> </ul>

	<b>All White Club</b>	<b>Token or Affirmative Action Organization</b>	<b>Multi-Cultural Organization</b>	<b>Anti-Racist Organization</b>
<b>Power and Pay</b>	<ul style="list-style-type: none"> <li>▪ white people in decision-making positions, paid very well</li> <li>▪ people of color (and/or women) in administrative or service positions paying low wages</li> <li>▪ few if any benefits, and little job security</li> <li>▪ people at bottom have very little power</li> </ul>	<ul style="list-style-type: none"> <li>▪ white people in decision-making positions, paid relatively well</li> <li>▪ people of color (and/or women) in administrative or service positions that pay less well</li> <li>▪ few, if any benefits for anyone</li> <li>▪ sometimes 1 or 2 people of color in token positions of power, with high turnover or low levels of real authority</li> <li>▪ people at bottom have very little power</li> </ul>	<ul style="list-style-type: none"> <li>▪ white people in decision-making positions, paid relatively well</li> <li>▪ people of color in administrative or service positions that pay less well</li> <li>▪ 1 or 2 people in positions of power, particularly if their work style emulates those of white people in power</li> <li>▪ training to upgrade skills is offered</li> <li>▪ people of color may not be at equal levels of power with white people, but a level of respect is present</li> </ul>	<ul style="list-style-type: none"> <li>▪ people of color in decision-making position that pay a decent wage comparable to the wages of white people in the organization</li> <li>▪ administrative and service positions perceived as stepping stone to positions of more power (if desired) and those positions reflect some decision-making power and authority</li> <li>▪ training and other mentoring help provided</li> </ul>
<b>Located</b>	<ul style="list-style-type: none"> <li>▪ in white community</li> <li>▪ decorations reflect a predominantly white culture</li> </ul>	<ul style="list-style-type: none"> <li>▪ in white community</li> <li>▪ decorations reflect some cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>▪ physically accessible to people of color</li> <li>▪ decorations reflect a commitment to multi-culturalism</li> </ul>	<ul style="list-style-type: none"> <li>▪ physically accessible to community served</li> <li>▪ decorations reflect a commitment to multi-culturalism and power sharing</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>▪ white people, with token number of people of color (if any)</li> <li>▪ members have no real decision-making power</li> </ul>	<ul style="list-style-type: none"> <li>▪ white people and people of color, with only a token ability to participate in decision-making</li> <li>▪ people of color are only aware of the organization because it is providing a direct service</li> </ul>	<ul style="list-style-type: none"> <li>▪ from diverse communities</li> <li>▪ token encouragement to participate in decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ from range of communities targeted by mission</li> <li>▪ encouraged to participate in decision-making</li> <li>▪ provided training to enhance skills and abilities to be successful in the organization and their communities</li> </ul>

	<b>All White Club</b>	<b>Token or Affirmative Action Organization</b>	<b>Multi-Cultural Organization</b>	<b>Anti-Racist Organization</b>
<b>Culture</b>	<ul style="list-style-type: none"> <li>▪ top down, paternalistic</li> <li>▪ often secretive</li> <li>▪ success measured by how much is accomplished</li> <li>▪ little if any attention paid to process, or how work gets done</li> <li>▪ little if any leadership or staff development</li> <li>▪ no discussion of power analysis or oppression issues</li> <li>▪ conflict is avoided at all costs</li> <li>▪ people who raise issues that make people uncomfortable are considered troublemakers or hard to work with</li> <li>▪ leaders assume “ we are all the same”</li> </ul>	<ul style="list-style-type: none"> <li>▪ still top down although inclusivity is stressed</li> <li>▪ those in power assume their standards and ways of doing things are neutral, most desirable and form the basis for what is considered “qualified”</li> <li>▪ people expected to be highly motivated self-starters requiring little supervision</li> <li>▪ some training may be provided</li> <li>▪ no power analysis</li> <li>▪ conflict avoided</li> <li>▪ emphasis on people getting along</li> <li>▪ discussion of race limited to prejudice reduction</li> </ul>	<ul style="list-style-type: none"> <li>▪ organization looks inclusive with a visibly diverse board and staff</li> <li>▪ actively celebrates diversity</li> <li>▪ focuses on reducing prejudice but is uncomfortable naming racism</li> <li>▪ continues to assume dominant culture ways of doing things most desirable</li> <li>▪ assume a level playing field</li> <li>▪ emphasize belief in equality but still no power analysis</li> <li>▪ workaholicism desired and rewarded</li> <li>▪ still uncomfortable with conflict</li> </ul>	<ul style="list-style-type: none"> <li>▪ organization actively recruits and mentors people of color</li> <li>▪ celebrates diversity</li> <li>▪ has a power analysis about racism and other oppression issues</li> <li>▪ a diversity of work styles encouraged with active reflection about balancing what gets done and how it gets done</li> <li>▪ a willingness to name racism and address conflict</li> <li>▪ resources devoted to developing shared goals, teamwork, and sharing skills and knowledge (mentoring)</li> </ul>
<b>Programs</b>	<ul style="list-style-type: none"> <li>▪ not about building power for communities of color</li> <li>▪ designed to help people who have little or no participation in decision-making</li> <li>▪ emphasis is on serving or “helping” those in need</li> </ul>	<ul style="list-style-type: none"> <li>▪ intent is to be inclusive</li> <li>▪ little analysis about root causes of issues/problems</li> <li>▪ people in programs appreciated until they speak out or organize for power</li> <li>▪ designed to help low-income people who have little or no participation in the decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ designed to build power until people speak up and out</li> <li>▪ some attempt to understand issue/problem in relation to big picture</li> <li>▪ some participation by those served in program planning</li> <li>▪ constituency may have only token representation in the organization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ designed to build and share power</li> <li>▪ designed to help people analyze and address root causes</li> <li>▪ people most affected by issues/problems centrally involved in program planning</li> <li>▪ opportunities for constituents to move into leadership roles in the organization</li> </ul>