

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

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

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