



# Continuum on Becoming an Actively Inclusive Institution

## Diversity, Equity, and Inclusion - Cultural Competence Program

### SLO County Behavioral Health

EXCLUSIVE		NON-EXCLUSIVE		INCLUSIVE		INCLUSIVE AND DIVERSE	
Differences Seen as Defects		Tolerant of Differences		Differences Seen as Assets			
<b>1. Exclusive</b> A Segregated Institution	<b>2. Passive</b> A "Club" Institution	<b>3. Symbolic Change</b> A Diverse Institution	<b>4. Identity Change</b> An Institution Against Exclusion	<b>5. Structural Change</b> A Transforming Institution	<b>6. Fully Inclusive</b> A Transformed Institution in a Transformed Society		
<ul style="list-style-type: none"> <li>Intentionally and publicly excludes or segregates people of various racial, ethnic, gender, sexual orientation, linguistic, and national identities, as well as those with different ability, socioeconomic, veteran, age, and health statuses</li> <li>Intentionally and publicly enforces an exclusive status quo throughout the institution</li> <li>Institutionalization of exclusivity includes formal policies and practices, teachings and decision - making on all levels</li> </ul>	<ul style="list-style-type: none"> <li>Tolerant of a limited number of people of various racial, ethnic, gender, sexual orientation, linguistic, and national identities, or those with different ability, socioeconomic, age, and health statuses with "proper" perspective and credentials</li> <li>May still secretly be limiting or exclusive to certain people in contradiction to public policies</li> <li>Continues to intentionally maintain systems of privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life</li> <li>Often declares, "We don't have a problem."</li> </ul>	<ul style="list-style-type: none"> <li>Makes official policy pronouncements regarding diversity</li> <li>Sees itself as a non-exclusive institution with open doors to people of various racial, ethnic, gender, sexual orientation, linguistic, and national identities, as well as those with different ability, socioeconomic, veteran, age, and health statuses</li> <li>Carries out intentional inclusiveness efforts, recruiting a variety of people for committees or office staff</li> <li>Expanding views of diversity</li> </ul> <p>But . . .</p> <ul style="list-style-type: none"> <li>"Not those who make waves"</li> <li>Little or no contextual change in culture, policies and decision-making</li> <li>Is still relatively unaware of continuing patterns of privilege, paternalism and control</li> </ul>	<ul style="list-style-type: none"> <li>Growing understanding of various forms of exclusion as barrier to effective diversity</li> <li>Develops analysis of systemic exclusion of various groups</li> <li>Sponsors programs of inclusion training</li> <li>New consciousness of institutionalized power and privilege</li> <li>Develops intentional identity as an inclusive institution</li> <li>Begins to develop accountability to oppressed communities</li> <li>Increasing commitment to dismantle exclusion and eliminate inherent privilege</li> </ul> <p>But . . .</p> <ul style="list-style-type: none"> <li>Institutional structures and culture that maintain power and privilege still intact and relatively untouched</li> </ul>	<ul style="list-style-type: none"> <li>Commits to process of intentional institutional restructuring, based on inclusion analysis and identity</li> <li>Audits and restructures all aspects of institutional life to ensure full and equitable participation of all people, including their worldview, culture and lifestyles</li> <li>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</li> <li>Commits to struggle to dismantle exclusive policies in the wider community, and builds clear lines of accountability to oppressed communities</li> <li>Diversity becomes an institutionalized asset</li> <li>Redefines and rebuilds all relationships and activities in society, based on inclusive commitments</li> </ul>	<ul style="list-style-type: none"> <li>Future vision of an institution and wider community that has overcome systemic policies and practices of exclusion</li> <li>Institution's life reflects full participation and shared power with diverse groups in determining its mission, structure, constituency, policies and practices</li> <li>Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests</li> <li>A sense of restored community and mutual caring</li> <li>Allies with others in combating all forms of social oppression</li> </ul>	<p>Adapted 7/11/22 from the following project:            © By Crossroads Ministry:            Adapted from original concept by Baily Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.</p>	