

Institutional Levels for Analysis

<i>Levels</i>	<i>Characterized by</i>	<i>Questions to ask</i>
Physical Structure	Symbols of identity, purpose and intent.	Does it look friendly, accessible to all, and interculturally interesting?
Personnel	Those authorized to speak and implement programs for the institution; gatekeepers for the constituency and general public; those using assigned authority and responsibility.	Is diversity visible? Are positions of authority occupied proportionally by people not seen as white and by women? Are members/clients treated well, regardless of race/class/gender? Are developmental opportunities equal for all employees?
Policies, Programs, Procedures, Practices	Policies prescribe programs and practices, facility allocation/use and budget, how to serve base.	Do policies address issues of race and promote inclusivity in all aspects of institutional life? Are programs culturally inclusive?
Constituency	Present and potential members, clients, customers or others defined by identity documents and policies as objects of service.	Do policies and programs clearly reflect an inclusive view of the constituency? Does constituent participation reflect this aim? Are "outreach" efforts culturally informed?
Communication	Processes and media designed to inform personnel and constituencies on institutional goals, programs, practices of interest to them.	Is the institution intentionally open in its communication practices? Do media contain a wide breadth of cultural perspectives and information? Are communication personnel a culturally diverse group?
Organizational Structure; Assignment of Authority; Decision-Making	Lines of organizational relationships and exercise of authority; defined boundaries and accountability	Do structure and policies encourage diverse participation and outreach to a diverse constituency? Are lines of authority respected without racial variance? Are inclusive programs supported in the budget?
Mission Purpose Identity	The institution and its purpose are defined by its identity documents including constitution, by-laws and mission statement.	Do identity documents make clear a racially inclusive institutional intent? Is this supported with specific, promotable language in the mission statement?
Ethos: Values & Attitudes; Priority For Justice	Ideology, assumptions, belief system, history, tradition may or may not be apparent in identity documents or mission statement; observable only tentatively or speculatively in programs, structure, practices.	Are inclusive belief statements strongly, visibly affirmed? Are contrary elements of history and tradition addressed honestly, as references for a transformed vision? Does action support such a vision?

Institutional Assessment

When investigating an institution, consider at least all of the following organizational elements

- Organizational Mission and Goals

- Ethos: Values and Attitudes

- Program and Resource Development

- Budget and Resource Allocation

- Personnel Policies and Procedures

- Decision Making, Power and Authority

- Priority given to anti-oppression work

- Intentional focus on inclusion