

Multicultural Organizational Development (MCOD):

Exploring Best Practices to Create Socially Just, Inclusive Campus Communities

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Session Outcomes

- Assess (begin to) your department, division, overall campus....
- Review a model to achieve social justice and social diversity (Jackson & Hardiman; Jackson & Holvino)
- Share best practices and lessons learned
- Consider your next steps

A Common Language



A Multicultural Organization

Jackson, Hardiman, and Holvino

1. Values the contributions and interests of all employees
2. Employees reflect diverse social and cultural groups throughout all levels of the organization
3. Acts on commitment to eliminate all forms of oppression within the organization, including racism, sexism, heterosexism, ageism, classism, ableism, religious oppression, etc.
4. Includes all members as full participants in decisions that shape the organization
5. Follows through on broader social and environmental responsibilities

Getting Started

1. Introduce yourself **AND** Why you chose to come to this session?
- 2a. What **focus** will you have today: overall institution? A specific division? students, staff, and/or faculty?
- 2b. Describe the **CURRENT STATE** of your organization with respect to creating an inclusive, socially just campus environment for all students, staff, faculty and administrators: Scale of 0-10

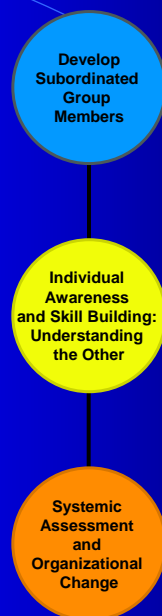


Our Assumptions

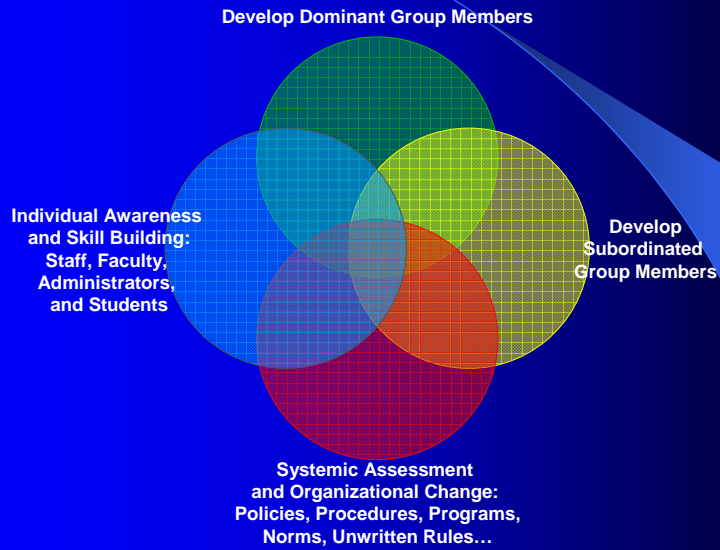
- People already have a solid foundation in diversity/inclusion concepts, models and tools before they engage in MCOB work.
- All of us have multiple group memberships.
- Society ascribes value/power to these group memberships ~ resulting in dominant and subordinated groups.
- Social justice ~ create an inclusive, oppression-free environment for all identity groups.
- All of us have prejudice and bias ~ resulting in internalized domination and internalized subordination.
- Prejudice is NOT INNATE ~ we believe people are inherently good.
- There is no hierarchy of oppression.
- There are some differences with respect to how oppression impacts, what it looks like...all dynamics of oppression come from the same fabric.

Our Assumptions, continued

- All of us have Dominant and Subordinated group memberships, or we will...
- It is critical to own and explore the privilege of your Dominant group memberships.
- And to explore and heal from the oppression of Subordinated group memberships.
- We must acknowledge and “own” all of who we are... and engage in continuous learning to deepen our self-awareness and skill development.
- It is critical to form partnerships within groups and across dominant/subordinated groups to create social justice on campus
- It is critical to build authentic relationships within and across group memberships.
- It is critical to “speak your truth to power” and engage in honest authentic dialogue (also critical to recognize there are choices and consequences about the timing and level of honesty)
- It is critical to *stay in the process* ~ just don’t leave! Stay engaged and in relationship with others.



Creating Inclusive, Socially Just Campus Environments



Multicultural Organizational Development

Theory and Practice

Dr. Bailey Jackson

Dr. Rita Hardiman

Dr. Evangelina Holvino

MCOD Goals*

- Both eliminate social injustices **AND**
- Recognize, value and maximize the benefits of social diversity
- **MCOD = Social Justice + Diversity**

* Jackson & Hardiman (1994)

MCOD Development Stage Model

- Stage 1: The Exclusionary Organization
- Stage 2: The Club
- Stage 3: The Compliance Organization
- Stage 4: The Affirming Organization
- Stage 5: The Redefining Organization
- Stage 6: The Multicultural Organization

MCOD Development Stage Model **(Jackson & Holvino)**

Stage 1: The Exclusionary Organization

- Openly maintains the dominant group's power and privilege
- Deliberately restricts membership
- Intentionally designed to maintain dominance of one group over others
- Overt discriminatory, exclusionary, and harassing actions go unaddressed
- Unsafe and dangerous environment for subordinated group members
- Monocultural organization

Small Group Task:

What does an organization look like at your assigned MCOD Stage?

1. What are examples of the organizational policies, practices, norms, unwritten rules, and overall culture?
2. What are the demographics of the student population? and administrators, staff and faculty overall, and by hierarchical level?
3. What are common patterns of behaviors, attitudes, and feelings of members of dominant and subordinated groups on campus?
4. What is the impact on administrators, staff and faculty: morale, productivity, innovation, team work, recruitment, retention/turnover, development of next generation of leadership, career pathing, compensation, service to students, budget, resources (time, focus, \$...), reputation/image, grievances/litigation, inter-group/department conflict, etc.
5. What is the impact on students: recruitment, retention, academic success, student engagement, cross-cultural learning, developing leaders, etc.

MCOD Development Stage Model (Jackson & Holvino)

Stage 2: "The Club"

- Maintains privilege of those who have traditionally held power and influence
- Monocultural norms, policies, and procedures of dominant culture viewed as the only "right" way: "business as usual"
- Dominant culture institutionalized in policies, procedures, services, etc.
- Limited number of "token" members from other social identity groups allowed in IF they have the "right" credentials, attitudes, behaviors, etc.
- Engages issues of diversity and social justice only on club member's terms and within their comfort zone

MCOD Development Stage Model (Jackson & Holvino)

Stage 3: The Compliance Organization

- Committed to removing some of the discrimination inherent in the Club organization
- Provides some access to some members of previously excluded groups
- No change in organizational culture, mission, or structure
- Focus: Do not make waves, or offend/challenge dominant group members
- Efforts to change profile of workforce (at bottom of organization)
- Token placements in staff positions: Must be "team players" and "qualified"
 - * Must assimilate into organizational culture
 - * Must not challenge the system or "rock the boat"
 - * Must not raise issues of sexism, racism, classism, ableism, heterosexism, religious oppression, ageism...

MCOD Development Stage

Model

(Jackson & Holvino)

Stage 4: The Affirming Organization

- Committed to eliminating discriminatory practices and inherent advantages
- Actively recruits and promotes members of groups that have been historically denied access and opportunity
- Provides support and career development opportunities to increase success and mobility
- Employees encouraged to be non-oppressive ~ awareness trainings
- Employees must assimilate to organizational culture

MCOD Development Stage Model

(Jackson & Holvino)

Stage 5: Redefining Organization

- In transition
- Moving beyond “nondiscriminatory,” “non-oppressive”
- Working to create environment that “values and capitalizes on diversity”
- Working to ensure full inclusion of multicultural workforce to enhance growth and success of organization
- Begins to question limitations of organizational culture: mission, policies, structures, operations, services, management practices, climate, etc.
- Actively works towards developing a multicultural organization
- Committed to redesigning and implementing policies and practices to redistribute power, and ensure the inclusion, participation, and empowerment of all members

MCOD Development Stage Model (Jackson & Holvino)

Stage 6: The Multicultural Organization

- Mission, values, operations, and services reflect the contributions and interests of the wide diversity of cultural and social identity groups
- Leaders and members act on the organizational commitment to eradicate all forms of oppression within the organization
- Members across all identity groups are full participants in decision-making
- Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations

MCOD Development Stage Model

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Steps to Strategic Organizational Change

1. Gain leadership commitment and support
2. Form an Inclusion Change Team
3. Clarify the vision and end state of an inclusive, socially just organization
4. Conduct a Comprehensive Cultural Audit to assess the current dynamics and organizational readiness for systems change
 - * Develop a deep understanding of the dynamics of dominant and subordinated groups in the organization and in the community
 - * “Map out” and assess the current dynamics, climate, and structures
5. Identify the “Best Practices” used by other organizations
(www.diversityweb.org)
6. Top leaders and Inclusion Change Team analyze data from Cultural Audit and develop Strategic Plan
7. Implement strategic activities
8. Evaluate progress and revise Strategic Plan and activities as needed

Targets for Organizational Change

- **Stage 1:** Increase safety; Decrease exclusionary and discriminatory practices; Ensure staff, administrators, and faculty understand and abide by expectations for behavior
- **Stage 2:** Continue to eliminate harassment and exclusionary practices; Institutionalize policies and procedures to ensure safety; Assess current state; Shift practices to increase recruitment and retention across identity groups
- **Stage 3:** Build and implement a data-based Strategic Plan to create an inclusive campus environment for all identity groups; Increase hiring and retention of subordinated groups; Create infrastructure to ensure subordinated group members feel welcomed and embraced
- **Stage 4:** Increase attention to access and ensuring the success of all students, faculty, staff, and administrators; Increase skills and competencies to increase engagement and success of increasingly diverse campus population
- **Stage 5:** Engage the entire campus in open dialogue about what it means to create and maintain a truly inclusive, socially just campus; Continually innovate, assess, and redesign

Next Steps

Directions: Start at the MCOB Stage you have chosen that best reflects the current state of your organization. Review the Strategic Actions and use the following symbols:

- (✓) ~ all Strategic Actions that are **currently in process** in your organization
- (-) ~ any Strategic Actions that are **in planning stage**
- (?) ~ any Strategic Actions that seem possible and useful in the **short-term**
- (??) ~ any Strategic Actions that seem useful, possibly in the **medium term**

*Then **review the Stages before and after** using the same symbols.

ACTION PLANNING: ***Moving Beyond the Illusion of Inclusion***

- Note 3-5 specific action steps you will take to create greater social justice in your organization
- Identify support and resources needed; and timelines
- Share with an Accountability Partner; set a date to reconnect and report on progress

Diverse Community Foundations

- Communities are built through building relationships of trust and commitment.
- We all are doing the best we can (most of the time).
- We don't know all there is to know.
- Just because you are, doesn't mean you understand.
- Oppression is pervasive and impacts us all.
- Not our faults, but we must accept responsibility.
- Conflict and discomfort are often part of growth.
- Seek first, understand, then to be understood.
- Practice some forgiveness and letting go.
- Self-work, healing and self love are necessary for acceptance of others.
- Acknowledge, appreciate, and celebrate progress.
- There are no quick fixes.
- Individuals and communities do grow and change.
- There is HOPE!

Be the change you wish to see
in the world.

~ Gandhi