

## Rubric for applying an anti-oppressive lens

**Directions:** This rubric is intended to help both plan and assess initiatives, projects and goals through an anti-oppressive lens. This rubric articulates fundamental criteria for performance with descriptors demonstrating progressively more advanced levels of alignment with anti-oppressive practice. The rubric is intended to guide evaluation, spark discussion and inform planning.

Users can assess singular goals or entire projects by:

- 1- Identifying the item to be assessed
- 2- In each column (alignment, sustainability, innovation, collaboration, purpose) identify the box which best describes your current project/proposal/ goal/initiative.
- 3- Using the Assessment descriptor (Complying, Reflecting, Advancing, Transforming) follow the description at the bottom of the rubric to identify additional steps and/or gaps which need to be addressed in order to bring the project into better alignment with anti-oppressive principles.

Users can also **plan** projects/proposals/ goals/initiatives by:

- 1 – Identifying the desired outcome.
- 2- Using the assessment descriptor on the far-left column (Compliance, Emerging, Advancing, Transforming) to identify which category you would like your outcome to be.
- 3- Reverse engineer your plans to meet the desired outcome.
  - a. Use the descriptors to identify gaps in tools, knowledge, skills and/or resources
  - b. Create a multilayered plan with short-, mid- and long-term goals to address gaps or acquire resources prior to embarking on the final project.

This rubric was developed with the following frameworks in mind:

AAC&U VALUE Rubrics - <https://www.aacu.org/initiatives/value-initiative/value-rubrics>

Jackson, B. W (2006). Theory and practice of multicultural organization development. In Jones, B. B. & Brazzel, M. (Eds.), *The NTL Handbook of Organization Development and Change* (pps. 139-154). San Francisco, CA: Pfeiffer.

Jackson, B. W., & Hardiman, R. (1994). Multicultural organization development. In E. Y. Cross, J. H. Katz, F. A. Miller, & E. W. Seashore (Eds.), *The promise of diversity: Over 40 voices discuss strategies for eliminating discrimination in organizations* (pp. 231-239). Arlington, VA: NTL Institute

NADOHE- [A Framework for Advancing Anti-racism Strategy on Campus. www.NADOHE.org](http://www.NADOHE.org)

**Assessment Advisor:**

- ❖ **Compliance:** Proposal/Initiative needs considerable work and outside expertise. Consider coalition building, assessment, data collection, consultation, audits etc. to create sustainable, measurable and time bound goals. Build a shared understanding of the current gaps in practices and oppressive behaviors. Identify the negative impact of the status quo.
  
- ❖ **Emerging** Proposal/Initiative needs improvement. Indicates an openness to change but perhaps a lack of direction. Could benefit from increased evaluation and/or data collection and focused time bound goals. Focus on deepening cultural understanding of adverse impacts on minoritized groups for leaders and project managers in order to identify progressive action.
  
- ❖ **Advancing:** Proposal/Initiative is heading in the right direction and affecting change. Efforts are likely mostly aligned with CC mission and values and likely data driven. Projects may be heavily relying on “work-arounds” to address gaps which can have an adverse impact on well-being/workload/over-tapping resources and therefore not be sustainable long term. Consider creating/identifying new sources of funding/resources to institutionalize structures which can remove gaps in the long term.
  
- ❖ **Transforming:** Proposal/Initiative is aligned with antiracist goals and objectives in a way that will provide data-driven transformation by removing barriers and eliminating gaps. Create an iterative process to review and revise policies, practices, and norms as needed to ensure goals remain relevant as changes are made and priorities shift.

ADEI Rubric	Alignment	Sustainability	Innovation	Collaboration	Purpose
<b>Transforming</b>	<ul style="list-style-type: none"> <li>Clearly articulated alignment with institutional mission, pillars and lenses</li> <li>Mission Driven</li> </ul>	<ul style="list-style-type: none"> <li>Practices, knowledge and skills are institutionalized</li> <li>Programs/Procedures are funded/staffed for permanence</li> <li>Centers mental, physical, financial well-being of individuals</li> <li>Long term Strategy-centric</li> </ul>	<ul style="list-style-type: none"> <li>Action Data-Centered Cycles</li> <li>Building new structures and programs with a universal design lens that incorporates intersectionality</li> </ul>	<ul style="list-style-type: none"> <li>Co-creation</li> <li>All voices at the table</li> <li>Center the margins</li> </ul>	<ul style="list-style-type: none"> <li>Justice – driven</li> <li>Universal Disparity Reduction</li> <li>To be reparative</li> <li>To universally design</li> <li>To dismantle oppression (Antiracist/Anti- Oppressive)</li> </ul>
<b>Advancing</b>	<ul style="list-style-type: none"> <li>Clear expectations set.</li> <li>Mostly aligned with 2 or more pillars and lenses simultaneously</li> </ul>	<ul style="list-style-type: none"> <li>Promotes mental, physical, financial well-being of individuals</li> <li>Team driven /objectives are shared departmentally</li> <li>Culture of accountability/ assessment</li> <li>Resources are allocated with short term objectives</li> <li>Broad transfer of knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>Data-Driven changes that will increase access, decrease barriers</li> <li>Investigation of best practice and calculated risks</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative</li> <li>Feedback is welcome</li> <li>Inclusive</li> <li>Shared decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Equity-driven</li> <li>Allocating resources differentially to make up for gaps</li> <li>To address existing gaps through accommodation</li> </ul>
<b>Emerging</b>	<ul style="list-style-type: none"> <li>Loose alignment with 1 pillar and/or lens.</li> </ul>	<ul style="list-style-type: none"> <li>Objectives are Leader-driven</li> <li>Leaders transfer knowledge and skills to a small group</li> <li>Accountability is dependent on who is in charge</li> <li>Expectations vary by department/leader</li> <li>Reactionary resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Non-committal</li> <li>Inconsistent Data Collection</li> <li>Data identifies gaps and challenges but does not lead to change or solutions</li> <li>Small incremental changes</li> </ul>	<ul style="list-style-type: none"> <li>Centralized or hierarchical decision making</li> <li>Relational dependency</li> </ul>	<ul style="list-style-type: none"> <li>Equality-driven:</li> <li>Focused on all participants getting the same treatment/access</li> <li>To treat everyone the same</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>No alignment with institutional mission, pillars or lenses</li> <li>Unwritten rules</li> <li>Word-of-mouth communication and/or passive approach</li> </ul>	<ul style="list-style-type: none"> <li>No plan (financial, human or operational) for how to execute for sustainability.</li> <li>No transfer of knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>Does not investigate/ acknowledge need to make change</li> <li>“The way we’ve always done it”</li> </ul>	<ul style="list-style-type: none"> <li>Strictly top down</li> <li>Exclusive</li> <li>Ignores difference</li> <li>Driven by dominant groups/power holders</li> </ul>	<ul style="list-style-type: none"> <li>Upholding tradition</li> <li>Maintaining Status Quo</li> </ul>

