RUTGERS UNIVERSITY, CAMPUS AT NEWARK
SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION

Leadership, Equity and Diversity   Norma M. Riccucci
26:834:618   Spring 2017

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Course Description

        This courses addresses governance from the perspective of leadership, social equity and diversity.   It begins with the historical treatment of women and people of color in the U.S. and the role of government and public policy in race, ethnic and gender relations. Topics covered include ethical leadership, equity discourse, and power and privilege politics. A key theme is the responsibility of government, society and public employers to create legal, ethical and diverse work environments.

Required Texts:

Riccucci, Norma M. *Managing Diversity in Public Sector Workforces*. Boulder, CO:
        Westview Press, 2002.

Riccucci, Norma. *Unsung Heroes: Federal Execucrats Making A Difference*. Washington, D.C.:
        Georgetown University Press, 1995.

Stivers, Camilla. *Gender Images in Public Administration: Legitimacy and the administrative
        State*. Newbury Park, CA: Sage Publications, 2nd edition, 2002.

Books are available through online distributors and the library. Assigned journal articles can be found in the library or online.

Course Requirements:

Students will be evaluated on their in-class participation and paper assignments (written and oral).

Class Participation		40%
Paper		
Oral Presentation	May 1	25%
Written Version	May 1	35%

Course Topics:

January 23 - Introduction

January 30 - Racism and Sexism in the U.S.

- Historical perspectives
- Discriminatory treatment
- Role of Government

February 6 - Race, Ethnicity, Gender and Social Equity – Early Views

- What is Social Equity?
- Equality v. Equity

Readings:

Frederickson, H. George. 1974. Social equity and public administration. *Public Administration Review* 34(1): 1-2.

Frederickson, H. George. 1990. Public administration and social equity. *Public Administration Review* 50(2): 228-37.

Gooden, Susan T. and Shannon Portillo. 2011. Advancing Social Equity in the Minnowbrook Tradition. *Journal of Public Administration Research and Theory*, 21 (supplement 1): i61-i76.

Gooden, Susan T. 2015. *PAR's* Social Equity Footprint. *Public Administration Review* 75(3): 372–381.

Guy, Mary E. and McCandless, Sean A. 2012. Social Equity: Its Legacy, Its Promise. *Public Administration Review* 72 (Nov/Dec Supplement): S5-S13.

February 13 - Public Policies to Promote Racial, Ethnic and Gender Equity in Government

- Development of EEO policies
- Affirmative Action
- Tracking Progress

Readings:

Harris, G. L. A. 2009. "Revisiting Affirmative Action in Leveling the Playing Field." *Review of Public Personnel Administration*, December, Vol. 29 Issue 4: 354-372.

Guy, Mary E. 1993. Three steps forward, two steps backward: The status of women's integration into public management. *Public Administration Review* 53(4): 285-291.

Riccucci, Norma M. *Managing Diversity in Public Sector Workforces*. Boulder, CO: Westview Press, 2002, Chapter 1.

Riccucci, Norma M. 2009. "The Pursuit of Social Equity in the Federal Government: A Road Less Traveled?" *Public Administration Review*, 69 (3): 373-382.

February 20 - The Supreme Court and Equity qua Affirmative Action

        Readings:

        Riccucci, Norma M. *Managing Diversity in Public Sector Workforces*. Boulder, CO:
        Westview Press, 2002, Chapter 2.

        Gratz v. Bollinger, 539 U.S. 244 (2003)
        Grutter v. Bollinger, 539 U.S. 306 (2003)
        Ricci v. DeStefano, 557 U.S. 557 (2009)
        Fisher v. University of Texas at Austin, 579 U.S. ____ (2016).

        (Use any website to find court cases, including Westlaw at RU Library)

February 27 - Managing Diversity in Government Workforces

        Readings:

        Riccucci, Norma M. *Managing Diversity in Public Sector Workforces*. Boulder, CO:
        Westview Press, 2002, remaining chapters.

        Choi, Sungjoo. 2010.   "Diversity in the U.S. Federal Government: Antecedents and
        Correlates of Diversity in Federal Agencies." *Review of Public Personnel
        Administration*, 30(3): 301-321.

        Choi, Sungjoo and Hal G. Rainey. 2014. Organizational Fairness and Diversity
        Management in Public Organizations: Does Fairness Matter in Managing Diversity?
        Review of Public Personnel Administration 34(4): 307-331.

        Sabharwal, Meghna. 2014. Is Diversity Management Sufficient? Organizational
        Inclusion to Further Performance. *Public Personnel Management*, 43(2): 197-217.

March 6 – Leadership: How Race, Ethnicity and Gender Matter

        Readings:

Stivers, Camilla. *Gender Images in Public Administration: Legitimacy and the Administrative State*. Newbury Park, CA: Sage Publications.

Riccucci, Norma. *Unsung Heroes: Federal Execucrats Making A Difference*. Washington, D.C.: Georgetown University Press, 1995, Chapters 3, 4, 7, 8

Madinah F. Hamidullah, Norma M. Riccucci, and Sanjay K. Pandey. "Women in City Hall: Gender Dimensions of Managerial Values." *The American Review of Public Administration*, forthcoming (see ONLINE FIRST).

Ospina, Sonia and Erica Foldy. 2009. A critical review of race and ethnicity in the leadership literature: Surfacing context, power and the collective dimensions of leadership. *The Leadership Quarterly* 20(6): 876–896.

March 13 - Spring Break

March 20 – ASPA Conference

March 27 - Effective Leadership in Managing Diversity

Readings:

Charles, J. 2003. Diversity management: An exploratory assessment of minority group representation in state government. *Public Personnel Management.* 32(4): 561-577.

Ball, Carolyn and Akhlaque Haque, 2003. "Diversity in Religious Practice: Implications of Islamic Values in the Public Workplace." *Public Personnel Management*, 32 (3): 315-330.

Choi, Sungjoo and Hal G. Rainey. 2010. Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance. *Public Administration Review*, 70(1): 109–121.

Visagie, Jan, Herman Linde andWerner Havenga. 2011. Leadership Competencies for Managing Diversity. *Managing Global Transitions: International Research Journal*, 9(3): 225-247.

April 3   - The Theory of Representative Bureaucracy

            -    Active, Passive and Symbolic Representation

Readings:

Meier, Kenneth J. and Jill Nicholson-Crotty. 2006. Gender, representative bureaucracy, and law enforcement: The case of sexual assault. *Public Administration Review* 66: 850-860.

Gade, Daniel M. and Vicky M. Wilkins. 2012.   Where did you serve? Veteran identity, representative bureaucracy, and vocational rehabilitation. *Journal of Public Administration Research and Theory*, 23 (2): 267-288.

Park, Sanghee. 2013. Does Gender Matter? The Effect of Gender Representation of Public Bureaucracy on Governmental Performance**.** *The American Review of Public Administration* March, 43: 221-242.

Riccucci, Norma M., Gregg Van Ryzin and Cecilia Lavena. 2014. Representative Bureaucracy in Policing: Does It Increase Perceived Legitimacy?" *Journal of Public Administration and Theory*, 2014, vol. 24, no. 3, pp. 537-551.

Riccucci, Norma M. and Gregg Van Ryzin. 2017. Representative Bureaucracy: A Lever to Enhance Social Equity, Co-Production, and Democracy. *Public Administration Review* January/February, DOI: 10.1111/puar.12649.

April 10 – Sexual Harassment in the Workplace

Readings:

Mainiero, Lisa A. and Kevin J. Jones. 2013.   Sexual harassment versus workplace romance: social media spillover and textual harassment in the workplace. *Academy of Management Perspectives*, 27(3): 187-203.

Griend, Kristin, and DeAnne Messias 2014. Expanding the Conceptualization of Workplace Violence: Implications for Research, Policy, and Practice. *Sex Roles*, 71(1/2): 33-42.

Reese Laura A. and Karen E. Lindenberg. 2005. "Gender, Age, and Sexual Harassment." *Review of Public Personnel Administration*, 25(4): 325-352.

Jackson, Robert A.; Newman, Meredith A. 2004. "Sexual Harassment in the Federal Workplace Revisited: Influences on *Sexual* Harassment by Gender." *Public Administration Review*, 64 (6): 705-717.

April 17 –   The Glass Ceiling, Glass Walls and Sticky Floors

Readings:

Bowling, Cynthia J.; Kelleher, Christine A.; Jones, Jennifer; Wright, Deil S. (2006). "Cracked Ceilings, Firmer Floors, and Weakening Walls: Trends and Patterns in   Gender Representation among Executives Leading American State Agencies, 1970–2000," *Public Administration Review*, Nov/Dec., Vol. 66 Issue 6, pp. 823-836,

Sneed, Bethany G. (2007). "Glass Walls in State Bureaucracies: Examining the Difference Departmental Function Can Make," *Public Administration Review*, Sep2007, Vol. 67 Issue 5, pp. 880-891.

Choi Sungjoo and Chun-Oh Park. 2014. Glass Ceiling in Korean Civil Service: Analyzing Barriers to Women's Career Advancement in the Korean Government. *Public Personnel Management*, 43(1): 118-139.

Sabharwal, Meghna. 2015.   From Glass Ceiling to Glass Cliff: Women in Senior Executive Service. *Journal of Public Administration Research and Theory*, 25(2): 399-426.

April 24 -   Family-Friendly Policies and Family Responsibilities Discrimination

Readings:

Kim, Taehee and Lauren Bock Mullins. 2016. How Does Supervisor Support and Diversity Management Affect Employee Participation in Work/Family Policies? *Review of Public Personnel Administration* 36(1): 80-105.

Kim, Jungin and Wiggins, Mary Ellen. 2011. Family-Friendly Human Resource Policy: Is It Still Working in the Public Sector? *Public Administration Review*, 71(5): 728-739.

Williams, Joan C. and Stephanie Bornstein. 2006. Caregivers in the Courtroom: The Growing Trend of Family Responsibilities Discrimination. *University of San Francisco Law Review* 41: 171-190.

den Dulk, Laura and Sandra Groeneveld. 2012. Work-life Balance Support in the Public Sector in Europe. *Review of Public Personnel Administration*, 33(4): 384-405.

Von Bergen, C. W. 2008. "The Times They Are a-Changin": Family Responsibilities Discrimination and the EEOC. *Employee Responsibilities Rights Journal*, 20(3):177-194.

May 1 – Paper Presentations