



RUTGERS-NEWARK

School of Public Affairs and Administration

Leadership and Diversity (20:834:507) [3 credits]

Course Description

This course explores the leadership opportunities, challenges, and complexities of managing diversity in public and nonprofit organizations. Starting with a rigorous examination of the values of diversity, inclusion, and equity (DEI) and their intricate links to critical facets such as management, ethical leadership, social justice, and representative bureaucracy, the course then introduces public policies relevant to DEI with a specific focus on gender, racial, and ethnic relations. The overarching objective of this course is to equip students with the skills necessary to foster equitable and inclusive working environments for professionals in the public and nonprofit sectors.

Learning Objectives

After completing this course, students will be able to:

- Understand strategies for leading in a diverse environment.
- Understand the need for cultural competency in public and nonprofit administration.
- Review, discuss and evaluate the future of diversity, equity, and inclusion initiatives.

Requirements

Requirements will vary by instructor and may include:

- *Class sessions and discussions:* Students will actively engage in class discussions, based on required readings.
- *Student participation will be judged on involvement in Discussion Boards, exercises, and cases.* Participation must be relevant to the topic, demonstrate evidence of critical thinking, and help to expand new ideas, factual information, or resources.

Schedule / Outline of Topics

- Week 1: Introduction and Overview
- Week 2: Contemporary Social and Organizational Issues
- Week 3: Identity & Difference
- Week 4: Stereotyping, Prejudice, and Bias
- Week 5: Discrimination
- Week 6: Legal Protections
- Week 7: Diversity of Physical and Mental Abilities
- Week 8: Religion and Diversity
- Week 9: Sexual Orientation and Gender Identity
- Week 11: The Aging Workforce
- Week 12: Building Inclusive Cultures
- Week 13: DEI Initiatives in the Workplace
- Week 14: Final



RUTGERS-NEWARK

School of Public Affairs and Administration

Texts / Materials / Resources

The selection of textbooks and readings will vary by instructor. Listed below are some of the possible textbooks, materials, and resources an instructor may select for this course:

- Disarming Racial Microaggressions: Microintervention Strategies for Targets, White Allies, and Bystanders, Derald Wing Sue et al, American Psychologist, Vol. 74, No. 1, 2019
- Kimberle Crenshaw's TED Talk:
https://www.ted.com/talks/kimberle_crenshaw_the_urgency_of_intersectionality?language=en
- "This is How Everyday Sexism Could Stop You From Getting That Promotion." NYTimes, 10/14/2021.
<https://www.nytimes.com/interactive/2021/10/14/opinion/gender-bias.html>
- Wyatt-Nichol, H. and Naylor, L. (2012). Human Resource Management Practices that Facilitate Cultural Competency. In Cultural Competency for Public Administrators.

Other Resources

Website: Project Implicit

URL: <https://www.projectimplicit.net/>

Website: Society for Human Resource Management (SHRM)
Inclusion, Equity & Diversity

URL: <https://www.shrm.org/topics-tools/topics/inclusion-equity-diversity#sortCriteria=relevancy%2C%40ytlikecount%20descending&f-topicfiltertag=Inclusion%2C%20Equity%20and%20Diversity>

Website: The Institute for Diversity Certification (IDC)

URL: <https://www.diversitycertification.org/>

Website: The U.S. Office of Personnel Management (OPM)

URL: <https://www.opm.gov/about-us/>