



FORD FOUNDATION

The Charles B. Rangel
Center for Public Service



INTERNATIONAL COMPARATIVE POLICY ANALYSIS FORUM
affiliated with JOURNAL OF COMPARATIVE POLICY ANALYSIS

**Identifying Best Practices to Increase the Number of Students from
Underrepresented Populations in Programs of
Public Administration/Public Affairs/Public Policy**

Aims and Scope of the Bibliography

The aim of this bibliographic collection is to bring together in a comprehensive fashion the scholarly work on the key facets regarding opportunities, challenges, means of involvement, and advancement of underserved populations in the public service. Currently, by underserved populations this refers to African-Americans, Hispanics, Asians, Immigrants, Women, among others. Working towards the advancement of underserved populations requires a deeper understanding of not only the state of affairs in the public service, but also the environment, institutional challenges and training considerations that confront the advancement and growth of these groups. To this end, the bibliography includes lists of published **Books** along with links, **Journal Articles** along with abstracts, and study **Reports** abstracts that highlight the following seven areas and related issues: Workforce Diversity, Leadership in Public Administration, Race/Ethnicity and Politics, Women in the Public Sector, Affirmative Action Programs, Graduate Public Policy and Administration Education, Trends in Minority Involvement in Higher Education:

- 1) **Workforce Diversity:** This section highlights studies that present the state of affairs in the American public service workforce today. A clear picture that emerges is that this workforce is more diverse than it has ever been with increase in numbers of minority population. Over 30 percent of the United States population is non-white, and it is predicted that by 2050 one in three Americans will be of Hispanic origin (29%), Asians will be close to 10% and blacks at about 13% of the population. With changing demographics comes the challenge of managing a diverse workforce. Thus, this section of the bibliography compiles research on issues of training, recruitment, promotion, and representation of underrepresented populations in top-level positions of the government. The reader also will find literature that point to the barriers confronted by underrepresented minorities in a new era of cultural competency.
- 2) **Leadership in Public Administration:** This section in the bibliography specifically focuses on research that examines the importance of leadership for and within representation in the public and non-profit sectors of the workforce in the public service. Scholalry works that examine leadership from administrative and policymaking stand point are highlighted in this section. Decentralization, public-private partenerships, comptetition from the private sector, and changing

demographics have all lead to changes in the governance structure and functions. These shifts call for a renewed approach towards leadership in the public sector, and the studies cited in this section highlights the challenges and opportunities leaders in public organizations are presented with, and thus the leadership skills required, in the case of under represented populations, for representation advancement. In addition, the changing demographics demands newer approaches to the management of organizations and the practice of leadership: an understanding of leadership skills and considerations is paramount for the advancement of underserved populations in the public sector. The future of these institutions relies on the leadership and representation of minorities in positions of authority.

- 3) **Race/Ethnicity and Politics:** This category provides the reader with a comprehensive list of existent scholarly articles and books which reflect studies performed on the intersection of race, ethnicity, and politics. They provide the wider picture on the reasons for the state of affairs regarding underserved populations involvement in the public service. An understanding of these factors allows for the comprehensive picture that should be accounted for in order to address the issue of the involvement of underserved populations in the public service. The works highlighted in this section examine the issues of representation and interests of underrepresented minorities in the political realm. Some of the works listed in this section provide the historical roots and political ideologies of various ethnic groups in the U.S. history leading to the state of affairs today. They allow for an understanding of both the core that triggered this state of affairs as well as what can be done to rectify underserved populations representation in the public service.
- 4) **Women in the Public Sector:** Despite the rising numbers of women in public sector organizations throughout the United States, studies have documented the barriers that confront this segment of the population and their involvement in the public service. Issues of underrepresentation of women in leadership positions are of paramount interest to a number of scholars engaged in this aspect in studies on diversity and public service representation. The bibliographical listing provided in this section presents the reader with the current state of representation of women in public organizations, as well as highlights scholarly work, which explores the reasons for the lower representation of women and minorities in public agencies.
- 5) **Issues in Affirmative Action Programs:** Racial and ethnic inequalities leading to the state of affairs regarding the involvement of underrepresented populations, are inextricably linked with important legislations like Affirmative Action and Equal Employment Opportunity. This section is thus important in providing the reader with studies that help better the understanding of race and

affirmative action from a legal perspective as affecting representation and representation possibilities in the public service. The impact of affirmative action on various institutions of the society is also highlighted in this section.

- 6) **Graduate Public Policy and Administration Education:** To meet the demands of the expanding federal/state/local workforce in the United States requires talented and qualified individuals. Representation is not only a matter of race or ethnicity, but also one of having the required skills to address the challenges of the public service. Public administration/public policy/public management/public affairs programs throughout the United States provide the much needed human capital by recruiting and training professionals to work for the government. This section not only provides the reader with scholarly work that examines the current state of graduate education in public administration/policy which is a key component in granting the toolbox required to get over the skill threshold, but also examines the challenges of recruiting and retaining individuals from underrepresented populations.
- 7) **Minority Involvement in Higher Education:** Issues of under-representation are nowhere as prominent and as thoroughly examined as in the fields of higher education. An understanding of the situation, and the wider picture, can allow for an understanding of the “why’s” asked about under-representation of underserved populations in to the public service. This section provides bibliographical listings of scholarly works that examine the issues of minority student enrollment, involvement, representation, and achievement in educational institutions throughout the United States.

NOTE: The works cited are arranged in alphabetical order. We hope that the reader can utilize this extensive bibliography as a reference guide for issues related to underserved populations in the public sector. We will continue to update these lists and add to the wealth of information. Please check back for an additional set of listings that will solely focus on **Reports** published by various governmental agencies, think tanks, and research institutes in the aforementioned areas. We hope to enhance the dialogue on these issues. If you can suggest any other readings, either written by yourself or others that you recommend, please let us know and we will be happy to include it here.