

A Policy Brief by the Standing Panel on Social Equity in Governance for the
NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

The Business Case for Improving Diversity, Equity, and Inclusion (DEI) in the Public Sector





August 2024

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The views expressed in this policy brief are those of the authors. They do not necessarily reflect the views of the Academy as an institution.

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Foreword

In the year 2000, the National Academy of Public Administration (the Academy) created the Standing Panel on Social Equity, and in 2005 included equity as one of its four pillars of public administration along with economy, effectiveness, and efficiency. The Academy defines equity as “the fair, just, and equitable management of all institutions serving the public directly or by contract; the fair, just and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy.” The Academy’s ongoing commitment to equity is highlighted by the inclusion of equity as one of the organization’s 12 Grand Challenges set forth in 2019. Today, the Standing Panel on Social Equity in Governance is made up of researchers, practitioners, and academics in the field of public administration, diversity, equity, and inclusion.

As outlined in its Congressional charter, the Academy seeks to advance government practices through studies and projects held to the highest standards of efficiency and excellence. From its founding, the Academy’s commitment to good governance drives the organization forward and inspires its work. As part of the Election 2024 Good Government series, this paper by the Standing Panel on Social Equity in Governance provides actionable recommendations that, when implemented, will serve to further foster an environment of equity and inclusion for state and local governments and the citizens they serve.

As a congressionally chartered, independent, non-partisan, and non-profit organization with over 1000 distinguished Fellows, the Academy has a unique ability to bring nationally recognized public administration experts together to help government agencies address challenges. I am deeply appreciative of the work of the authors, Standing Panel, and Study Team for their work on this project. I hope this policy brief encourages state and local public administrators to adopt the many good approaches highlighted here that are already in practice. It should also serve as an actionable guide to putting necessary policy, procedural, and structural elements in place to further develop social equity for all.

Teresa W. Gerton

President and Chief Executive Officer

National Academy of Public Administration

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Acronyms and Abbreviations

Acronym or Abbreviation	Definition
Academy or NAPA	National Academy of Public Administration
DEI	Diversity, Equity, and Inclusion
GFOA	Government Finance Officers Association
NYPD	New York Police Department
SIB	Social Impact Bond

The Justice Case for Improving Diversity, Equity, and Inclusion

The justice case begins with evidence of how many Americans continue to face discrimination, for example, based on gender or race. A recent survey of adult women found that significant numbers reported experiencing discrimination and harassment, including 41% with respect to equal pay and promotions, 20% with respect to higher education, and 18% in health care.¹ Numbers reported by Black respondents were even more concerning: 57% reported experiencing discrimination in obtaining equal pay or promotions, 60% reported being stopped or otherwise being treated unfairly by police, 51% reported hearing racial slurs, and 32% reported discrimination in health care encounters.²

Discrimination can be shown empirically using so-called “testers” to conduct controlled experiments. The Equal Employment Opportunity Commission defines the use of “testers” as follows:

“Testers’ are persons who apply for employment for the sole purpose of detecting whether discriminatory hiring practices exist, but who do not intend to accept any offer of employment. They are matched to appear equally qualified for the job with respect to employment history, education, references, grooming, and any other relevant criteria.³

To test an employer’s propensity to discriminate in hiring decisions, for example, researchers can reply to job announcements. The classic 2004 study, “Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination,” found significant discrimination, with White-sounding names receiving significantly more call-backs than identical resumes with Black-sounding names.⁴ That pattern continues today.⁵ A discriminatory pattern

¹ SteelFisher, G. K., Findling, M. G., Bleich, S. N., Casey, L. S., Blendon, R. J., Benson, J. M., Sayde, J.M., and Miller, C. (2019). Gender Discrimination in the United States: Experiences of Women. *Health Serv Res, 54 Suppl 2*(Suppl 2): 1442-1453.

² Bleich, S. N., Findling, M. G., Casey, L. S., Blendon, R. J., Benson, J. M., SteelFisher, G. K., Sayde, J.M., and Miller, C. (2019). Discrimination in the United States: Experiences of Black Americans. *Health Serv Res, 54 Suppl 2*(Suppl 2): 1399-1408.

³ Equal Employment Opportunity Commission. (1996). *EEOC Issues New Guidance on Legal Standing of “Testers,”* Press Release 05-24-1996. Retrieved from <https://tinyurl.com/2w6kzhk7> on May 27, 2024.

⁴ Bertrand, M., and Mullainathan, S. (2004). Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination. *American Economic Review, 94*(4): 991-1013.

⁵ Kline, P. M., Rose, E. K., & Walters, C. R. (2022). Systemic Discrimination Among Large U.S. Employers. *The Quarterly Journal of Economics.*

also exists when Blacks apply for credit⁶, seek to engage in real estate transactions^{7,8,9,10}, or seek to access some government programs.^{11,12}

There is substantial evidence that long-term racial discrimination has been a root cause of disparities in economic wealth, health, and general well-being between Blacks and Whites. That can be seen not only in numerous historical studies,^{13,14,15,16} but also in statistical evidence about substantial disparities in wealth, health, and other indicators of well-being between Blacks and Whites reflecting the cumulative consequences of many years of discrimination. Statistical indicators include:

1. Median household wealth: In 2022, the median Black household possessed a wealth of \$44,900; the median White household held a wealth of \$285,000, or over six times that amount.¹⁷
2. Unemployment: In 2021, the jobless rate for Blacks was 8.6%; for Whites, it was 4.7%. 28% of the Black labor force was in management, professional, or related occupations; for Whites, the figure was 39%.¹⁸

⁶ Lederer, A., & Asante-Muhammad, D. (2020). *Racial and Gender Mystery Shopping for Entrepreneurial Loans: Preliminary Overview*. National Community Reinvestment Coalition, 2020. Retrieved from https://ncrc.org/mystery_shopping/ on May 27, 2024.

⁷ Langowski, J., Berman, W., Brittan, G., LaRaia, C., Lehmann, J.-Y., & Woods, J. (2020). Qualified Renters Need Not Apply: Race and Housing Voucher Discrimination in the Metro Boston Rental Housing Market. *Georgetown Journal on Poverty Law and Policy*, 28(1), Fall 2020.

⁸ Freddie Mac. (2021). Racial and Ethnic Valuation Gaps in Home Purchase Appraisals, September 20, 2021. Retrieved from <https://www.freddiemac.com/research/insight/20210920-home-appraisals> on May 27, 2024.

⁹ Turner, M. A., Santos, R., Levy, D. K., Wissoker, D., Aranda, C., and Pitingolo, R. (2013). *Housing Discrimination Against Racial and Ethnic Minorities* 2012. HUD Office of Policy Development and Research, June 2013.

¹⁰ Quillian, L., Pager, D., Midtbøen, A. H., & Hexel, O. (2017). Hiring Discrimination Against Black Americans Hasn't Declined in 25 Years. *Harvard Business Review*, October 11, 2017. Retrieved from <https://hbr.org/2017/10/hiring-discrimination-against-black-americans-hasnt-declined-in-25-years> on May 27, 2024.

¹¹ Langowski, et al., "Qualified Renters Need Not Apply"

¹² Lederer, A., & Oros, S. (2020). *Lending Discrimination within the Paycheck Protection Program*. National Community Reinvestment Coalition, July 2020. Retrieved from <https://ncrc.org/lending-discrimination-within-the-paycheck-protection-program/> on May 27, 2024.

¹³ Katznelson, I. (2005). *When Affirmative Action was White: An Untold History of Racial Inequality in Twentieth Century America*. W.W. Norton.

¹⁴ Massey, D. S., & Denton, N. A. (1993). *American Apartheid: Segregation and the Making of the Underclass*. Harvard University Press.

¹⁵ Rothstein, R. (2017). *The Color of Law: A Forgotten History of How Our Government Segregated America*. Liveright.

¹⁶ Porter, E. (2020). *American Poison: How Racial Hostility Destroyed Our Promise*. Knopf.

¹⁷ Aladangady, A., Chang, A. C., and Krimmel, J. (2023). *Greater Wealth, Greater Uncertainty: Changes in Racial Inequality in the Survey of Consumer Finances*. *FEDS Notes*, Federal Reserve Board, October 18, 2023.

¹⁸ Bureau of Labor Statistics. (2023). *Labor force characteristics by race and ethnicity, 2021*, January 2023. Retrieved from <https://www.bls.gov/opub/reports/race-and-ethnicity/2021/home.htm> on May 27, 2024.

3. Incarceration: “The lifetime likelihood of imprisonment among Black men born in 2001, although decreased from those born in 1981, remains four times that of their White counterparts.”¹⁹
4. Policing: “African Americans are far more likely than Whites and other groups to be the victims of use of force by the police, even when racial disparities in crime are taken into account.”²⁰
5. Life expectancy: As of 2021, Blacks had a shorter life expectancy (70.8 years) at birth than Whites (76.4 years).²¹

Other statistics show the effects of these disparities on quality of life. Thus, Taylor reported that,

African American women are three times more likely to die of pregnancy-related causes than White women...The African American infant mortality rate is twice the rate for White infants...African Americans are more likely to die from cancer and heart disease than Whites and are at greater risk for the onset of diabetes...Homicides are also a leading cause of death for African Americans. In fact, African American children are ten times more likely to die by gun violence than White children...²²

Wealth and income disparities are often correlated with race and create effects across generations. A Harvard Kennedy School report finds that:

Even by kindergarten, meritocracy has been undermined. Rich kids enter kindergarten over a full year ahead of bottom-third kids, having had almost 1400 more hours of developmental time with their parents...having experienced more personalized daycare or the presence of stay-at-home moms, having received \$5,700 more of annual parental expenditures on categories like musical instruments or books or summer camp...and having heard 30 million more words than their poorer counterparts.²³

In summary, there has been such widespread and painful discrimination against Black Americans, women, and other groups that there is a justice case for efforts to increase diversity,

¹⁹ Ghandnoosh, N. (2023). *One In Five: Ending Racial Inequity in Incarceration*. The Sentencing Project, October 11, 2023. Retrieved from <https://www.sentencingproject.org/reports/one-in-five-ending-racial-inequity-in-incarceration/> on May 27, 2024.

²⁰ Williams, T. (2016). Study Supports Suspicion That Police Are More Likely to Use Force on Blacks. *New York Times*, July 7, 2016. Retrieved from <https://www.nytimes.com/2016/07/08/us/study-supports-suspicion-that-police-use-of-force-is-more-likely-for-blacks.html> on May 27, 2024.

²¹ Hill, L., Ndugga, N., and Artiga, S. (2023). *Key Data on Health and Healthcare by Race and Ethnicity*, Kaiser Family Foundation, March 15, 2023. Retrieved from <https://www.kff.org/racial-equity-and-health-policy/report/key-data-on-health-and-health-care-by-race-and-ethnicity/> on May 27, 2024.

²² Taylor, J. (2019). *Racism, Inequality, and Health Care for African Americans*. Century Foundation, December 19, 2019. Retrieved from <https://tcf.org/content/report/racism-inequality-health-care-african-americans/> on May 27, 2024.

²³ Harvard Kennedy School. (2016). *Closing the Opportunity Gap*, project of the Saguaro Seminar 2016. Boston, MA: Harvard Kennedy School. Retrieved from <https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://cfon.org/assets/2020/02/2016-Opportunity-Gap-Working-Group-Report.pdf&ved=2ahUKEwjvq964m66GAxXFlkFHVvsC7sQFnoECA8QAQ&usq=AOvVaw2cl tPM4-iST1lfdR6wHf7> on May 27, 2024.

equity, and inclusion. In addition, there is a business case, which is the focus of this Academy policy brief. Making a business case is not meant to substitute for a justice case. The business and justice cases complement each other. Public administrators, as they implement laws, regulations, and programs, are in a unique position to help improve equity and fair treatment of individuals in both the private and the public sectors. A model in this regard is the Biden Administration’s Justice40 Initiative, which seeks to ensure that 40% of the overall benefits of certain federal investments flow to disadvantaged communities that have been historically marginalized and overburdened.²⁴ By assuring an equitable distribution of program services a public administrator can help offset salient aspects of the justice case.

The Business Case for Diversity, Equity, and Inclusion

The business case for DEI is best addressed by separating its three components, diversity, equity, and inclusion. While each of these provides benefits to public and private organizations, they do so in distinct ways. A focus on diversity and inclusion can help public administrators to strengthen their own organizations and their decision making. A focus on equity can help public administrators not only to ensure that their organizations address justice issues but also that they are contributing in ways that strengthen the American economy and the people the government serves.

A. The Business Case for Diversity

1. There is a strong case that diversity improves the quality of decision making.

Diversity in the public sector includes a range of perspectives and lived experiences including differences in race, ethnicity, gender, age, religion, and culture. There is empirical evidence to the point that the organizational benefits of diversity are now widely accepted. In one leading study, researchers tapped into actual jury pools to select samples, some homogeneously White and others consisting of four Whites and two Blacks, to act as mock juries to follow a video summary of the trial of a Black defendant.²⁵ The researchers found that the diverse juries deliberated longer, considered a wider range of information, and made fewer factual mistakes, before coming to a verdict. The researchers also found that White participants raised more case facts, made fewer factual errors, and were more open to discussing race-related issues, when they were part of a diverse group, compared to all White juries. The authors concluded that, in many cases, racially diverse groups may be more thorough and competent than homogeneous ones. This has implications for how both private and public sector organizations and their decision making can be strengthened through increased attention to diversity.

Business school literature contains extensive and sophisticated discussions of the benefits of diversity. One analysis concludes, similar to Sommers, that “working on diverse teams produces

²⁴ U.S. Government Accountability Office (2024). *JUSTICE40: Use of Leading Practices Would Strengthen Efforts to Guide Environmental Justice Initiative*. January 2024, Retrieved from <https://www.gao.gov/products/gao-24-105869> on May 29, 2024.

²⁵ Sommers, S. R. (2006). On Racial Diversity and Group Decision Making: Identifying Multiple Effects of Racial Composition on Jury Deliberations. *Journal of Personality and Social Psychology*, 90(4): 597–612.

better outcomes precisely because it's harder."²⁶ While homogeneous teams may feel more at ease in making decisions, that sense of easy collaboration reduces the quality of those decisions. Another analysis notes obstacles to diverse groups making decisions that improve a company's bottom line and concludes that leadership is required to build a sense of trust and inclusion so that diverse decision making in fact leads to better organizational performance: "[T]here is a business case for diversity – one that rests on sound evidence, and expansive definition of what makes a business successful, and the presence of facilitating conditions..."²⁷

2. Diversity also improves the ability of companies and government agencies to understand the people and purposes they serve.

Especially as the United States becomes increasingly a diverse society, diverse representation in decision making is needed to understand those whom the private company or government agency seeks to serve. A McKinsey study of over a thousand large companies in 15 countries concludes that "in the case of ethnic and cultural diversity, the findings are...compelling. We found that companies in the top quartile [in diversity] outperformed those in the fourth by 36% in terms of profitability in 2019."²⁸

Specific examples suggest how diversity can help serve a diverse population. Frame et al. studied disparities in mortgage lending and found that minority loan applicants are less likely than Whites to complete loan applications, have their applications approved, and take out a loan.²⁹ They conclude that "These disparities are significantly reduced when minority borrowers work with minority loan officers. Minority borrowers working with minority loan officers also have lower default rates."

Harvard Business School offers several instructional cases that highlight the benefits of increased diversity. One case, "Managing Diversity and Inclusion at Yelp," highlights the need for companies to attract skilled people from a larger and more diverse labor pool, in this case, in the tech industry.³⁰

In summary, there is a significant business case to be made that diversity improves both the quality of decision making and the ability of public and private sector organizations to serve their constituencies and customers more effectively.

²⁶ Rock, D., & Grant, H. (2016). Why Diverse Teams Are Smarter. *Harvard Business Review*, November 4, 2016. Retrieved from <https://hbr.org/2016/11/why-diverse-teams-are-smarter> on May 27, 2024.

²⁷ Ely, R. J., and Thomas, D. A. (2020). Getting Serious About Diversity: Enough Already with the Business Case. *Harvard Business Review*, November-December 2020. Retrieved from <https://hbr.org/2020/11/getting-serious-about-diversity-enough-already-with-the-business-case> on May 27, 2024.

²⁸ Hunt, V., Dixon-Fyle, S., Prince, S., and Dolan, K. (2020). *Diversity Wins: How Inclusion Matters*. McKinsey & Company, May 2020. Retrieved from <https://www.mckinsey.com/~media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf> on May 27, 2024.

²⁹ Frame, W. S., Huang, R., Mayer, E. J., and Sunderam, A. (2022). *The Impact of Minority Representation at Mortgage Lenders* (NBER Working Paper No. 30125, June 2022).

³⁰ Harvard Business School Publishing (2023), *Managing Diversity and Inclusion at Yelp, Teaching Note*. Boston, MA: Harvard Business School. Retrieved from <https://hbsp.harvard.edu/product/918009-PDF-ENG> on July 7, 2024.

B. The Business Case for Equity

Government programs vary in their equitable effects. Some such programs, including Medicare and Social Security, provide all beneficiaries with the same opportunity to take advantage of benefits, although these benefits may have varying degrees of impact on recipients' monthly incomes. Other programs help incentivize investment such as the mortgage interest deduction and tax-exempt retirement accounts. The benefits of these policies are less widely shared as they are only used by people who can afford to invest in homes with large mortgages and retirement funds. Yet other government programs are directed at promoting equity. These include multifamily housing vouchers, food stamps through the Department of Agriculture, Pell Grants for low-income students, Medicaid, and many other programs that seek to assist those in need rather than supporting everyone equally regardless of income. Such programs may be popular regardless of the party of state or local leaders. In some counties in West Virginia, where Republicans have a supermajority in the legislature, for instance, government assistance supports more than half of the population.³¹

The business case for equitable programs is based on their quantifiable contribution to the overall US economy. While there may be a justice case for these programs in areas such as health, housing, and education, for example, the business case depends on the extent to which they produce tangible net benefits for the economy or society as a whole. Healthier residents are more likely to be productive in the economy, earn income, pay taxes, be less dependent on government programs, and spend money in the economic cycle. Many programs, therefore, can be supported both by a justice case and by a business case.

In recent years, we have become increasingly aware of the interconnected nature of public interventions. A change in housing conditions could impact education performance and equity, public health, employment, and other policy areas. A person's health is dependent on the stability and quality of their housing, and these affect their employability and whether they need to draw on social services or be financially more productive.

In this section, we focus on three specific policy areas: health, education, and incarceration. Removing today's severe racial and ethnic disparities in outcomes could substantially benefit each of these.

1. Reducing health disparities

Health disparities affect underserved families and communities and cost the economy through lost productivity due to illness or early death. Disparities start at birth: Black babies have twice the mortality rate of White babies. Health disparities then continue through different stages of life. Blacks are half as likely as Whites to have health insurance and Latinos are one-fourth as likely to have health insurance as Whites.³²

³¹ U.S. Census (2020). *The U.S. Census of Population and Housing*. Retrieved from www.census.gov on March 10, 2024.

³² HCTTF (2023). *Building the Business Case for Health Equity Investment: Strategies to Secure Sustainable Support*. Washington, DC: Health Care Transformation Task Force.

The financial and economic effects of health disparities are difficult to exaggerate. Unhealthy individuals cost money when healthcare is delivered after a crisis and not in a preventative manner. Race and ethnic disparities are projected to cost the US approximately \$363 billion by 2050, including the cost of medical care and lost productivity.³³ Premature deaths that result from these disparities cost the US an average of \$250 billion annually, according to a 2009 estimate, and the total economic costs exceed \$600 billion.³⁴ These costs are part of the inefficient healthcare system of the US. The US spends more money on healthcare than any other developed nation. Yet, it has the least healthy population with disparities that plague the system.³⁵ Cost-effective policy interventions that could address health disparities include community-based planning and interventions, home visiting programs for at-risk children, youth, and adults, universal health care access, and improved health education of the public as well as medical professionals.

2. Education outcomes and investment in early education

Early education is another area with substantial economic costs of disparities. In the United States, all children have access to education in elementary and secondary institutions. However, the quality of K-12 education varies significantly across racial and ethnic groups. Today, we have a multi-tier public education system whereby schools in middle- and upper-middle-class neighborhoods demonstrate a much higher student achievement and college readiness than schools in poor communities. A recent report on high school graduation in the State of Connecticut shows “56% of White students in 11th or 12th grade meeting at least one benchmark for post-secondary readiness, as compared to 23.2% of Black students, and 25.7% of Latino students.”³⁶

Although the education sector was among the first sectors to benefit from formal legal desegregation, de facto segregation persists in public schools. Turner finds that “half of all Black and Hispanic students attend schools where 75% of all students are poor.³⁷ Only 5% of Whites attend such schools.”³⁸ Orfield finds similar disparities among Whites and non-Whites and Hispanics.³⁹ Greater segregation is also associated with lower high school graduation rates and income potential.⁴⁰

³³ Turner, A. (2018). *The Business Case for Racial Equity: A Strategy for Growth*. Washington, DC: W.K. Kellogg Foundation.

³⁴ Turner, *The Business Case for Racial Equity*

³⁵ OECD (2023). *Health at a Glance 2023 Country Note: United States of America*. Washington, DC: OECD. Retrieved from <https://www.oecd.org/unitedstates/health-at-a-glance-United-States-EN.pdf> on May 28, 2024.

³⁶ Putterman, A. (2023). Connecticut's high school graduation rate has dropped for the first time in recent memory. *CT Insider*, November 1, 2023. Retrieved from <https://www.ctinsider.com/news/education/article/ct-high-school-graduation-rate-2022-23-18461616.php> on May 28, 2024.

³⁷ Turner, A. (2016). The Business Case for Racial Equity. *National Civic Review*. Spring 2016: 21-29.

³⁸ Turner, “The Case for Business Equity”, p.25

³⁹ Orfield, G. (2022). *The Walls Around Opportunity: The Failure of Colorblind Policy for Higher Education*. Princeton University Press.

⁴⁰ Cutler, D. and Glaeser, E. (2021). *Survival of the City: Living and Thriving in an Age of Isolation*. Penguin Press.

Addressing disparities in educational outcomes can improve income equity, increase consumer spending by trillions of dollars, and eliminate many needs for public assistance in housing, healthcare, or other areas. It can also improve the lives of many people and their families and communities.

One approach to reducing income disparities is to reduce school segregation by creating school boundaries that cover both affluent and poor neighborhoods. Another option is to invest in schools in poorer neighborhoods to reduce disparities in educational outcomes. The cost of these options and other options will likely be much lower than the resulting benefits of education equity and improved economic mobility opportunities. Disparities can also be addressed by providing equal opportunities for early childhood education and health, leading to better educational outcomes that help to equip all children with the same opportunities for economic mobility. Thus, Heckman et al. (see also Heckman, n.d.)⁴¹ evaluated a comprehensive childhood program and reported:

This paper estimates the large array of life-cycle benefits of an influential early childhood program targeted at disadvantaged children. The program has substantial impacts on the lives of its participants. Monetizing benefits and costs across multiple domains, we estimate a rate of return of 13.7% per annum and a benefit/cost ratio of 7.3.⁴²

3. Criminal justice and sentencing reform

Members of different ethnic and racial groups face different outcomes in the US criminal justice system. Hispanic and Latino men are twice as likely to be incarcerated as White men, and Blacks are six times more likely to be incarcerated than Whites.⁴³ People of color are more likely than Whites to be stopped by police.⁴⁴ They are more likely to be arrested resulting in more prosecution and incarceration. Incarceration's impact on individuals is immense. Incarcerated individuals are taken away from families and communities, their productivity is stripped away, and their ability to obtain housing and employment after they are released from prison is seriously compromised. Incarceration for even a few years can lead to a life of unemployment or underemployment.⁴⁵ An individual's incarceration can also affect their entire family, who often experience loss of income and need emotional and physical support.

Besides the individual impact, there is also a public financial cost. A Kellogg Foundation study estimates that "if incarceration rates for Blacks and Hispanics/Latinos were the same as for Whites, the U.S. prison population would be cut roughly in half, translating to a potential reduction in annual state and federal prison costs of nearly \$30 billion."⁴⁶ While estimates vary,

⁴¹ Heckman, J.J. (n.d.). Early Childhood Education: Quality and Access Pay Off. Retrieved from <https://heckmanequation.org/resource/early-childhood-education-quality-and-access-pay-off/> on May 27, 2024.

⁴² Heckman, J. J., J. L. Garcia, D. E. Leaf, and M. J. Prados. (2017). Quantifying the Life-cycle Benefits of a Prototypical Early Childhood Program, *Journal of Political Economy* (2017).

⁴³ Turner, *The Business case for Social Equity*

⁴⁴ McLaughlin, M., Pettis-Davis, C., Brown, D., Veeh, C. and Renn, T. (2016). *The Economic Burden of Incarceration in the United States*. Tallahassee, FL: Institute for Justice Research and Development.

⁴⁵ McLaughlin, et al., *The Economic Burden of Incarceration in the United States*

⁴⁶ Turner, *The Business Case for Social Equity*, p.25

there is agreement that incarceration results in lost productivity of hundreds of billions of dollars a year.^{47,48}

Policy makers and public leaders can reduce the human, social, economic, and financial costs of incarceration through a variety of approaches. First, policies such as Stop and Frisk or the Arizona Senate Bill 1070 law, which enhances the power of local law enforcement in handling immigrants, tend to increase the probability of arresting individuals for small and nonviolent crimes such as possession of drugs. For instance, in 2006, the New York Police Department (NYPD) stopped 506,491 individuals. 53% of these were Black and 29% were Latino/a. and, 90% were ultimately deemed innocent.⁴⁹ By contrast, in 2023, after the stop-and-frisk policy was ended, the NYPD stopped only 15,102 people. Although there were still disparities, with 90% of them being either Black or Latino/a, 65% of those stopped were not arrested or given a summons.⁵⁰ Policies like stop-and-frisk tend to rely on racial profiling and, therefore, affect residents of color at a higher rate. Yet, there is no evidence that such policies reduce crime. In fact, the Brennan Center for Justice found that the crime rate continued to decline even after the end of stop-and-frisk policies.⁵¹

Reform of sentencing, post-arrest, and post-incarceration policies can have enormous returns in terms of human, social, economic, and financial benefits. The State of Connecticut is one of the success stories in effectively reducing the number of incarcerated individuals to half in the period of 25 years. Even with that reduction, the State is still only the 9th lowest state in the nation in terms of incarcerated people per 100,000 residents. Even at 9th lowest in the nation, Connecticut has 155 incarcerated people per 100,000 residents while the national average stands at 350 per 100,000 residents. However, the State's efforts to reduce the number of incarcerated people did not change the percentage of prisoners of color in the system. For instance, 42% of the incarcerated people are Black, which is a percentage that seems to persist throughout these changes. Black residents make up about 13% of the state's residents. Black residents are still 9.4 times as likely to be incarcerated than White residents – a figure that is twice the national average and the fifth highest among all states.⁵² So, while the overall prison population was cut to half, Connecticut still must work on the systems that are resulting in over-incarceration of the Black population compared to the White population in the State.

⁴⁷ McLaughlin, et al., *The Economic Burden of Incarceration in the United States*

⁴⁸ Turner, *The Business Case for Social Equity*

⁴⁹ NYACLU (2019). *Stop-and-Frisk in the de Blasio Era*. Retrieved from <https://www.nyclu.org/report/stop-and-frisk-de-blasio-era-2019> on May 27, 2024.

⁵⁰ NYACLU, *Stop-and-Frisk in the de Blasio Era*

⁵¹ Cullen, J. (2016). *Ending New York's Stop-and-Frisk Did Not Increase Crime*. Brennan Center for Justice at NYU Law. Retrieved from <https://www.brennancenter.org/our-work/analysis-opinion/ending-new-yorks-stop-and-frisk-did-not-increase-crime> on May 28, 2024.

⁵² D'Orio, W. (2023). Connecticut Has Done Something Remarkable with Crime: The State Cut Incarceration in Half, While Crime Plummeted. *Slate*. Hartford, CT. July 27, 2023. Retrieved from <https://slate.com/news-and-politics/2023/07/mass-incarceration-reduction-crime-rates-connecticut.html> on May 27, 2024.

C. The Business Case for Inclusion

Systemic barriers bolster inequities in society and limit full participation in public sector organizations.⁵³ More recently, shifting political and public values have affected DEI efforts across the United States. Smith notes that the Supreme Court's decision to strike down affirmative action in higher education may cause employers to shift the attention of DEI strategies to focus more on inclusion.⁵⁴ While the Supreme Court ruling does not apply to all public and private sector employers, employers are evaluating their DEI strategies to ensure that decisions are made “based on legitimate, nondiscriminatory factors and avoid the use of race in the employment decisions.”⁵⁵ Instead of diversity being a means to improve inclusion, inclusion may be a means to improve diversity. This section aims to move beyond the normative application of inclusion and offer a business case for inclusive practices in public sector organizations. The business case emphasizes the broader social and economic outcomes that can be achieved through inclusive practices.

The term “inclusion” varies in definition and application,^{56,57} and the following definition is used here:

Inclusive organizations are those that have “structures and practices that provide the following: equitable access to information and resources, a culture where all employees have influence in decision making, and a sense of belonging and acceptance for all individuals within the organization.”⁵⁸

As defined, inclusion refers to all individuals in the organization; when inclusive practices are in place all have more equitable opportunities and access. Note that a diverse workplace does not necessarily constitute an inclusive one; each management practice is important in its own right.

Inclusive practices have implications for organizational outcomes, operations, and performance. Benefits are evident across public and private sector workplaces. A 2023 report from the Harvard Business Review finds that “inclusive organizations are 73% more likely to reap innovation revenue, 70% more likely to capture new markets, up to 50% more likely to make better decisions, and up to 36% more likely to have above-average profitability”.⁵⁹ Additionally, Nishii finds that a culture of inclusion can also improve the overall work environment.⁶⁰ A highly inclusive work

⁵³ Husar Holmes, M., Elias, N. M., and D’Agostino, M. J. (2023). Inclusion in Public- Sector Workplaces: Charting a Path for Theory and Practice. *Public Personnel Management*, 52(4). DOI: 10.1177/00910260231191273.

⁵⁴ Smith, A. (2023). *Comprehensive DE&I Strategies May Result from Supreme Court Ruling*. Retrieved from <https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/affirmative-action-diversity-programs.aspx> on November 16, 2023.

⁵⁵ Smith, *Comprehensive DE&I Strategies May Result from Supreme Court Ruling*

⁵⁶ Ashikali, T. (2023). Unraveling Determinants of Inclusive Leadership in Public Organizations. *Public Personnel Management*, 52(4):650-681. DOI: 10.1177/00910260231180286.

⁵⁷ Sweeting, K. D. (2023). Executive Orders: Mandating Inclusion in the Federal Workplace: Insights from Federal Executive Departments’ Strategic Plans. *Public Personnel Management*, 54 (4). DOI: 10.1177/00910260231187542

⁵⁸ Hussar Holmes, et al., Inclusion in Public-Sector Workplaces, pg. 492

⁵⁹ Zheng, W., Kim, J., Kark, R., and Mascolo, L. (2023). *What Makes an Inclusive Leader?* Retrieved from <https://hbr.org/2023/09/what-makes-an-inclusive-leader> on January 01, 2024.

⁶⁰ Nishii, L. (2013). The Benefits of Climate for Inclusion for Gender-diverse Groups. *The Academy of Management Journal*, 56 (6): 1754-1774.

environment reduces relationship and task conflict for gender-diverse groups compared to organizations whose environments are not as inclusive.⁶¹

In addition to the tangible benefits outlined above, inclusive practices also aid in resolving the public sector vacancy crisis by making workplaces more attractive places to work. A “welcoming and inclusive work environment can be appealing to a diverse workforce and applicant pool”.⁶² In addition, Trochmann et al. find that implementing inclusive practices increases workplace happiness (a combined measure of engagement and job satisfaction).⁶³ Satzger and Vogel analyze how employee referrals relate to inclusive workplace practices and find that current employees are more likely to recommend their employers to others when there are inclusive workplace policies in place.⁶⁴ Three dimensions of inclusion were tested: inclusion of women, elderly, and disabled. The effect is stronger in public sector organizations than in private sector organizations, but there were no sector differences between public and nonprofit sectors. In addition to impacting employee recruitment, inclusive human resources practices have a positive effect on employee retention.⁶⁵

Inclusive practices benefit organizations in many ways. Sabharwal finds that inclusive approaches such as taking viewpoints into account, encouraging the expression of opinions, and seeking “input prior to making important organizational decisions” relate to productive workplaces.⁶⁶ These practices are a function of supportive leadership and empowering practices providing the necessary resources that employees need to provide their input and help them make decisions about their jobs. In addition to its benefits on employee retention, inclusionary human resources practices yield benefits in terms of the development and quality of services.⁶⁷ Chung et al. find that inclusionary human resources practices play a more important role when human capital (individuals’ knowledge and skills) and social capital (“ability to share and leverage knowledge among and between internal and external networks”) are lower or lacking in an organization.⁶⁸ This means that inclusive human resources practices further encourage employees’ cohesion, teamwork, and the sharing of information to achieve organizational outcomes to “make up for lower levels” of social and human capital”.⁶⁹

In summary, while inclusion has its normative foundations, it has clear social and economic benefits for public and private sector workplaces. Inclusive practices support agencies’

⁶¹ Nishii, The Benefits of Climate for Inclusion

⁶² Smith, *Comprehensive DE&I Strategies May Result from Supreme Court Ruling*.

⁶³ Trochmann, M., Stewart, K., and Ragusa, J. (2023). The Impact of Employee Perceptions of Inclusion in a Racially Diverse Agency: Lessons from a State Government Survey. *Public Personnel Management*, 52(4). DOI: [10.1177/00910260231187544](https://doi.org/10.1177/00910260231187544).

⁶⁴ Satzger, M., and Vogel, R. (2023). Do Inclusive Workplace Policies Foster Employer Attractiveness? Comparative Evidence from an Online Employer Review Platform. *Public Personnel Management*, 52 (4): 566-589. DOI: [10.1177/00910260231187536](https://doi.org/10.1177/00910260231187536).

⁶⁵ Chung, B., Dean, M., and Ehrhart, K. (2020). Inclusion Values, Practices, and Intellectual Capital Predicting Organizational Outcomes. *Personnel Review*, 50 (2): 709-730.

⁶⁶ Sabharwal, M. (2014). Is Diversity Management Sufficient? Organizational Inclusion to Further Performance. *Public Personnel Management*, 43(2): 197-217. DOI: [10.1177/0091026014522202](https://doi.org/10.1177/0091026014522202).

⁶⁷ Chung, et al., Inclusion Values, Practices, and Intellectual Capital Predicting Organizational Outcomes

⁶⁸ Chung, et al., Inclusion Values, Practices, and Intellectual Capital Predicting Organizational Outcomes, pg. 717

⁶⁹ Chung, et al., Inclusion Values, Practices, and Intellectual Capital Predicting Organizational Outcomes, pg. 723

recruitment and retention efforts.^{70,71,72} It also relates to happier employees in the workplace and a better work environment.^{73,74} Inclusive practices also relate to increased profitability,⁷⁵ productivity in the workplace,⁷⁶ and improved development and quality of products/services.⁷⁷ It is a win-win for employees and the organization.

Conclusion

Given the justice case and the organizational and economic benefits of diversity, equity, and inclusion, the federal government has made a systematic effort to implement all three management approaches. Executive Order 14035 aims to advance DEI and calls for a “whole-of-government approach.”⁷⁸ The Executive Order supports underrepresented and disadvantaged individuals by calling for policies and practices that eliminate barriers, offer opportunities, eliminate hostile environments, and promote a culture of respect and inclusion. As this policy brief seeks to show, these policies represent improved management practices that can benefit everyone in a public organization and generate economic value for the nation as a whole. These improved practices will yield increasing benefits as the United States, and likely the government workforce as well, become ethnically and racially more diverse in the years to come.^{79, 80}

⁷⁰ Chung, et al., Inclusion Values, Practices, and Intellectual Capital Predicting Organizational Outcomes

⁷¹ Satzger, M., and Vogel, R. Do Inclusive Workplace Policies Foster Employer Attractiveness?

⁷² Smith, *Comprehensive DE&I Strategies May Result from Supreme Court Ruling*.

⁷³ Trochman, et al., The Impact of Employee Perceptions of Inclusion in a Racially Diverse Agency

⁷⁴ Nishii, The Benefits of Climate for Inclusion

⁷⁵ Zheng, et al., *What Makes an Inclusive Leader?*

⁷⁶ Sabharwal, M. Is Diversity Management Sufficient?

⁷⁷ Chung, et al., Inclusion Values, Practices, and Intellectual Capital Predicting Organizational Outcomes

⁷⁸ The White House. (2021). *Fact Sheet: President Biden Signs Executive Order Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Government*. Retrieved from

<https://www.whitehouse.gov/briefing-room/statements-releases/2021/06/25/fact-sheet-biden-signs-executive-order-advancing-diversity-equity-inclusion-and-accessibility-in-the-federal-government/> on November 16, 2023.

⁷⁹ Frey, W.H. (2020). *The Nation Is Diversifying Even Faster Than Predicted, According to New Census Data*. Brookings Institution, July 1, 2020. Retrieved from <https://www.brookings.edu/articles/new-census-data-shows-the-nation-is-diversifying-even-faster-than-predicted/> on May 27, 2024.

⁸⁰ Jensen, E., Jones, N., Rabe, M., Pratt, B., Medina, L., Orozco, K., and Spell, L. (2021). *2020 U.S. Population More Racially and Ethnically Diverse Than Measured in 2010; The Chance That Two People Chosen at Random Are of Different Race or Ethnicity Groups Has Increased Since 2010*. United States Census Bureau, August 12, 2021. Retrieved from <https://www.census.gov/library/stories/2021/08/2020-united-states-population-more-racially-ethnically-diverse-than-2010.html> on May 27, 2024.

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Appendices

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Appendix B: Author Biographies

Mohamad Alkadry*: Mohamad G. Alkadry is a Professor of Public Policy at the University of Connecticut. He received his Ph.D. from Florida Atlantic University (2000) and his Master of Public Policy and Public Administration from Concordia University in Quebec (1996). His undergraduate work was done at Carleton University in Canada (2002, 2004) and the American University of Beirut in Lebanon. Dr. Alkadry has dozens of peer-reviewed articles, peer-reviewed book chapters, and journal symposia. He is also co-author of *Women and Public Service: Barriers, Challenges and Opportunities* (2013, 2014). His peer-reviewed work appears in *Review of Public Personnel Administration*, *International Journal of Organizational Theory and Behavior*, *Public Administration Review*, *Administration and Society*, *Public Integrity*, *Journal of Education Finance*, *Social Work in Health Care*, *Public Productivity and Management Review*, *Public Administration and Management*, and *Administrative Theory and Praxis*, among other journals. His research interests include social equity and disparate outcomes of policies on individuals and communities of color. He also publishes in the areas of sustainable public procurement and gender equity. Dr. Alkadry served in the past as a senior research associate at the Center for Urban Redevelopment and Empowerment (Florida Atlantic University) and as a value for money auditor with the Office of the Auditor General of Canada. Dr. Alkadry has authored in excess of fifty community and professional studies primarily addressing inequity or development issues in communities of color. Dr. Alkadry is a Fellow of the National Academy of Public Administration.

Evelyn Rodriguez-Plesa: Dr. Evelyn Rodriguez-Plesa is an Assistant Professor in the Department of Public Administration at North Carolina Central University (NCCU). She is a public management scholar whose research focuses on government contracting, social and economic equity, and local government administration. Her most recent research has been published in the *Public Administration Review*, *Review of Public Personnel Administration*, *International Journal of Public Administration*, and the *Journal of Cleaner Production*. She currently serves as the Faculty Advisor for the International City/County Management Association Student Chapter at NCCU. She also serves as an Associate Editor for *Public Administration Quarterly*. Prior to her role at NCCU, she served in local government for over 10 years with the City of Sunny Isles Beach (FL) and the U.S. Army Reserves for 8 years.

Thomas H. Stanton*: Thomas H. Stanton is an attorney who has dedicated his career to strengthening the design and management of government programs, especially federal financial programs. In 2017 the Academy awarded him its George Graham Award for Exceptional Service. He is a member of the ASPA National Council, a former member of the federal Senior Executive Service, and a former President of the Association for Federal Enterprise Risk Management (AFERM). In 2018 AFERM awarded him its Hall of Fame Award. Mr. Stanton's books include *A State of Risk: Will Government-Sponsored Enterprises be the Next Financial Crisis?* (HarperCollins, 1991), *Why Some Firms Thrive While Others Fail: Governance and Management Lessons from the Crisis* (Oxford, 2012), and *American Race Relations and the Legacy of British Colonialism* (Routledge, 2020). Many of his writings are at www.thomas-stanton.com. Mr. Stanton holds degrees from the University of California at Davis, Yale University, and Harvard Law School.

*Academy Fellow

Appendix C: Standing Panel on Social Equity in Governance Steering Committee Biographies

RaJade M. Berry-James*, *Chair*: RaJade M. Berry-James is the Senior Associate Dean of Faculty and Academic Affairs at the L. Douglas Wilder School at Virginia Commonwealth University. Berry-James has spent more than 30 years in higher education, serving as Chair of the Faculty, MPA Program Coordinator, Ph.D. Program Coordinator, Graduate Assistantship Coordinator, and Director of Graduate Programs for small, large, and research-intensive graduate programs. She is also a consultant, specializing in diversity, equity, and inclusion as well as assessment and accreditation in higher education. Berry-James' research, teaching, and community engagement focus on the theory of change and the applied practice of public administration. She is currently Chair of the Standing Panel on Social Equity in Governance and President of NASPAA.

Margaret Simms*, *Vice Chair*: Margaret C. Simms is a Nonresident Fellow at the Urban Institute in Washington, D.C. Until March 2017, she directed the Low Income Working Families project at Urban. Prior to joining the Urban Institute in July 2007, she was Vice President for Governance and Economic Analysis at the Joint Center for Political and Economic Studies. From May 1 through December 31, 2006, she served as Interim President. Prior to joining the staff of the Joint Center, she was a program director at the Urban Institute. She began her career in academia, with appointments at the University of California at Santa Cruz and at Atlanta University. A nationally recognized expert on the economic well-being of African Americans, her current work focuses on low-income families and on issues of race and economic well-being. She has been a NAPA fellow since 2019 and is Vice Chair of the Social Equity in Governance Standing Panel.

Mohamad Alkadry*: Mohamad G. Alkadry is a Professor of Public Policy at the University of Connecticut. He received his Ph.D. from Florida Atlantic University (2000) and his Master of Public Policy and Public Administration from Concordia University in Quebec (1996). His undergraduate work was done at Carleton University in Canada (2002, 2004) and the American University of Beirut in Lebanon. Dr. Alkadry has dozens of peer-reviewed articles, peer-reviewed book chapters, and journal symposia. He is also co-author of *Women and Public Service: Barriers, Challenges and Opportunities* (2013, 2014). His peer-reviewed work appears in *Review of Public Personnel Administration*, *International Journal of Organizational Theory and Behavior*, *Public Administration Review*, *Administration and Society*, *Public Integrity*, *Journal of Education Finance*, *Social Work in Health Care*, *Public Productivity and Management Review*, *Public Administration and Management*, and *Administrative Theory and Praxis*, among other journals. His research interests include social equity and disparate outcomes of policies on individuals and communities of color. He also publishes in the areas of sustainable public procurement and gender equity. Dr. Alkadry served in the past as a senior research associate at the Center for Urban Redevelopment and Empowerment (Florida Atlantic University) and as a value for money auditor with the Office of the Auditor General of Canada. Dr. Alkadry has authored in excess of fifty community and professional studies primarily addressing inequity or development issues in communities of color. Dr. Alkadry is a Fellow of the National Academy of Public Administration.

David Birdsell*: David Birdsell is the Dean of the Marxe School of Public and International Affairs at Baruch College, CUNY, where he has also served as Special Assistant to the President for Institutional Effectiveness and Interim Dean of the School of Public Affairs. He held multiple academic positions, including Professor and Associate Professor of Public Affairs and Speech. Birdsell has been Board Chair of Governance Matters, Board Member of the New York Council of Nonprofits, and Past President of NASPAA. He has consulted for organizations such as the NYC Fire Department, New York Public Library, and Congressional Management Foundation on communication and institutional research. Prior to Baruch, he was a Lecturer in Speech and Director of Forensics at the University of Virginia. Birdsell's career is marked by significant contributions to public affairs education and nonprofit governance.

Gary Glickman*: Gary Glickman is Managing Director at G2 Advisory Services, serving state, local, federal, and commercial clients. He has a distinguished career spanning multiple senior-level roles in both the public and private sectors. He served as Managing Director for Health & Public Service Innovation at Accenture and held significant positions within the U.S. government, including Senior Policy Advisor at the U.S. Department of the Treasury and Coordinator for the Partnership Fund for Program Integrity Innovation at the Office of Management and Budget where he led efforts to introduce innovative financing to improve the delivery of social services to low income populations. Glickman previously served in senior roles in several consulting firms as well as the U.S. Department of the Treasury and the Comptroller's Office of the City of New York. He is the immediate past Chair of the Standing Panel on Social Equity in Governance and serves on the Boards of several non-profit organizations.

Susan Gooden*: Susan Gooden is the Dean and a Professor of Public Administration and Policy at the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University. She previously served as Executive Director of The Grace E. Harris Leadership Institute at VCU. Prior to her tenure at VCU, Gooden held various roles at Virginia Polytechnic Institute and State University, including Associate Professor at the Center for Public Administration and Policy, Founding Director of the Race and Social Policy Research Center, and Director of the MPA Program at Virginia Tech's Richmond Center. Her career also includes positions at the University of North Carolina-Chapel Hill as a Post-Doctoral Fellow in The Carolina Minority Postdoctoral Scholars Program and Research Evaluator for the Community Social Work Program. Additionally, she has worked as a Consultant for MDRC and received a Fulbright Specialist Award to Zayed University in Abu Dhabi, UAE.

Andrea Headley: Dr. Andrea M. Headley is an Assistant Professor at the McCourt School of Public Policy at Georgetown University and an Affiliate Fellow at the Center for Innovations in Community Safety at Georgetown Law. At the heart of her research lies the question of how we can create a more effective and equitable criminal justice system. Headley's research has focused primarily on policing to understand how organizational-, managerial-, and individual-level factors affect outcomes, with a keen focus on racial inequities. She conducts quantitative and qualitative research, working actively with criminal justice agencies and community-based organizations to evaluate the efficacy of various interventions aimed at improving public safety and equity. She has been featured as a subject matter expert in news outlets such as ABC, CBS,

NPR, and PBS News. Dr. Headley is an Associate Member of the Standing Panel on Social Equity in Governance at the National Academy of Public Administration.

Michael Jacobson*: Michael Jacobson is an award-winning national leader in organizational measurement, monitoring, and performance management; Mr. Jacobson currently serves as the deputy director for performance and strategy in King County's Office of Performance, Strategy, and Budget. During his tenure, Mr. Jacobson has been responsible for establishing key elements of the county's performance management system including the first countywide strategic plan, public performance reporting, countywide employee survey, and Executive performance review sessions. He is also a leader in the county's Equity and Social Justice work, having sponsored the county's foundational Determinants of Equity report, contributed to the Equity and Social Justice Strategic Plan, and operationalizing equity analysis and measurement into the county's management systems such as business plans. From March 1, 2020, until March 2021, he worked with the county's Public Health department in supporting equitable community engagement and outreach efforts as part of the COVID-19 response and overseeing ~\$21M of Cares Act grant funds focused on digital equity, economic development, and arts/culture. Since 2021, he has been responsible for over \$120M in American Rescue Plan funds focused on equitable economic recovery and creating a new program to provide jobs and housing to people experiencing homelessness.

Calvin Johnson*: Calvin Johnson is the Deputy Assistant Secretary for Research, Evaluation, and Monitoring at the United States Department of Housing and Urban Development (HUD). He leads HUD's evidence-building and program evaluation efforts, ensuring the effectiveness of policies benefiting the nation's poorest citizens. A member of the Senior Executive Service, Dr. Johnson engages with stakeholders to further fair housing and HUD's mission to create inclusive, sustainable communities with quality affordable homes. Over the past decade, he has overseen divisions of technical staff, supported professional development, and tackled social issues affecting low-income communities. He has contributed to interagency initiatives, including youth violence prevention and the Community Violence Intervention initiative. Internationally, Dr. Johnson leads efforts on Aging in Place innovations with Japan and represents the U.S. in G7 urban development discussions. Appointed by Secretary Marcia L. Fudge, he serves on the Commission for the Social Status of Black Men and Boys, recommending policies to improve their social and economic conditions.

Luke Jones: Luke Jones is the Society of American Indian Government Employees Secretary, a U.S. EPA tribal program Senior Analyst, and a thirty-plus-year advisor to federal, state, local, and tribal governments. Luke has led many high-visibility projects to improve federal program implementation in the face of complex technical, cultural, legal, and administrative obstacles. He is the designer and administrator of intergovernmental program planning and performance management systems to achieve measurable, mission-critical results. Luke is a recognized expert on leadership, alignment, budget execution, financial and human resource accountability, performance management, program evaluation, workplace diversity, intergovernmental collaboration, consultation, public participation, meaningful involvement, and fair treatment. Recently, Luke served in the EPA OCFO Analysis Division as an Associate Director; the EPA Indian Environmental General Assistance Program, National Program Manager; and the

American Indian/Alaska Native Special Emphasis Program Advisory Committee Chair. BA Rutgers University (1991), MPA Indiana University (1996).

Christopher Koliba*: Chris Koliba is a Professor in the Community Development and Applied Economics Department at the University of Vermont (UVM), the Director of the Master of Public Administration (MPA) Program, the Co-Director of the Social Ecological Gaming and Simulation (SEGS) Lab, and a fellow at the Gund Institute on Ecological Economics. He possesses a Ph.D. and an MPA from Syracuse University's Maxwell School of Citizenship and Public Affairs. His research interests include environmental governance, governance networks, community resilience, network performance, and accountability, with applications to water quality, food systems, energy systems, emergency and disaster response, and sustainable transportation systems. He has served as PI, Co-PI, or Science Leader on grants from the National Science Foundation, the United States Department of Transportation, the United States Department of Agriculture, the Corporation for National and Community Service, the Vermont Department of Education, and the Spencer Foundation. Koliba is the science leader for the social systems team of Basin Resilience to Extreme Events (BREE) project of Vermont EPSCoR. He is the lead author of *Governance Network in Public Administration and Public Policy*, published by Taylor & Francis, and has published articles in many of the leading public administration and public policy journals. He is recent past chair of the Complexity and Network Studies section of the American Society of Public Administration. He teaches courses pertaining to public policy and public affairs, public administration, organizational theory and behavior, systems analysis and strategic management, and the intersection of science and society.

Cryshanna Jackson Leftwich: Dr. Cryshanna A. Jackson Leftwich is a Professor of Public Affairs and Politics at Youngstown State University where she also serves as the Urban Internship Coordinator of the Political Science Program. Her research interests focus on anti-racism, social equity, cultural competence, and gender equality. Dr. Jackson Leftwich currently serves as an Associate Member on the Standing Panel of Social Equity, on the Board of Directors for Dreams Academy, as a Board Member of Mahoning Valley Historical Society, and on the Ohio Faculty Council. Dr. Jackson Leftwich has published several articles in the *Journal of Public Management & Social Policy* and has also published two book chapters in edited volumes of academic books. Along with her research interests, she has worked on the evaluation of a number of federally funded grants and as a program evaluator for the city of Youngstown.

Charles Menifield*: Dr. Charles Menifield is the Dean of Public Affairs at Rutgers-Newark. Previously, he was the Associate Dean of Public Affairs at the University of Missouri-Columbia and Director of Public and Nonprofit Administration at the University of Memphis, where he also served as a Professor and Associate Professor. Dr. Menifield has been a Senior Visiting Scholar in the Financial Analysis Division of the Congressional Budget Office and held academic positions as an Associate Professor of Political Science and Public Administration at Mississippi State University and Assistant Professor of Political Science at Murray State University. His extensive experience in public and nonprofit administration and his scholarly contributions have made him a prominent figure in the field of public affairs.

Sylvester Murray*: Dr. Sylvester Murray is a Visiting Professor of Public Policy and Administration at Jackson State University and Professor Emeritus at Cleveland State University. He previously coordinated the Master of Public Administration Program at Savannah State University and served as a Professor of Public Administration at Cleveland State University. Dr. Murray's career includes significant experience in city management, having served as City Manager for San Diego, Cincinnati, Ann Arbor, and Inkster. Additionally, he managed Government Consulting Services at Coopers and Lybrand. With a distinguished career in both academia and public administration, Dr. Murray has contributed extensively to the field of public policy and management.

Marilyn Rubin*: Marilyn Rubin is a Distinguished Research Fellow at Rutgers University-Newark's School of Public Affairs and Administration (SPAA). She previously served as a Professor of Public Administration and Economics and directed the Master of Public Administration Program at John Jay College of Criminal Justice, City University of New York. Dr. Rubin was a partner at Urbanomics and a consultant for the New York City Office of Management and Budget. With a career spanning academia and practical applications in public administration and economics, Dr. Rubin has made significant contributions to urban policy and management.

Thomas H. Stanton*: Thomas H. Stanton is an attorney who has dedicated his career to strengthening the design and management of government programs, especially federal financial programs. In 2017 the Academy awarded him its George Graham Award for Exceptional Service. He is a member of the ASPA National Council, a former member of the federal Senior Executive Service, and a former President of the Association for Federal Enterprise Risk Management (AFERM). In 2018 AFERM awarded him its Hall of Fame Award. Mr. Stanton's books include *A State of Risk: Will Government-Sponsored Enterprises be the Next Financial Crisis?* (HarperCollins, 1991), *Why Some Firms Thrive While Others Fail: Governance and Management Lessons from the Crisis* (Oxford, 2012), and *American Race Relations and the Legacy of British Colonialism* (Routledge, 2020). Many of his writings are at www.thomasstanton.com. Mr. Stanton holds degrees from the University of California at Davis, Yale University, and the Harvard Law School.

Harvey White*: Dr. Harvey L. White is an Affiliated Professor at the University of Delaware Biden School of Public Policy and Administration. He is also an emeritus professor at the University of Pittsburgh. Dr. White is an accomplished scholar, experienced administrator, and distinguished public service professional. He has held a variety of high-level government and university administrative positions. Dr. White has served as a city manager, community development specialist, director of urban and regional planning, coordinator of public administration degrees, an academic dean, and as assistant university president. Dr. White is often engaged as a management consultant on public sector service delivery issues. He has consulted, lectured, and led research projects in Africa, Asia, and Caribbean countries. He has expertise in Program evaluation, performance management, Talent management, and artificial intelligence. Dr. White has authored or co-authored five books and more than 70 other publications on public sector issues. His professional activities include Director of the Gulf Coast Center for Healthy Communities, editorship of the *Journal of Public Management and Social Policy*, President of the National Conference of Minority Public Administrators (COMPA), and

President of the American Society for Public Administration. Dr. White is the Founder and Past General Chair of the Consortium for International Management, Policy, and Development. He is also a Fellow at the National Academy of Public Administration.

Blue Wooldridge*: Blue Wooldridge is a Professor Emeritus of Public Administration and Policy at Virginia Commonwealth University. He was recognized with the honorary designation in the inaugural cohort of VCU's Distinguished Career Professors. Previously, he served as a professor and a member of the Graduate Faculty, L. Douglas Wilder School of Government and Public Affairs, where he taught graduate courses in in such topics as public budgeting and financial management, Public Sector HRM, Public Policy Formulations and Implementation, Managing a Diverse Workforce, and Social Equity. He is a Fellow (elected 2005), and Past Chair (2009-2018) of the Standing Panel on Social Equity in Governance of the (US) National Academy of Public Administration (NAPA). Other responsibilities with NAPA included serving as a member of the Board of Directors and of its Executive Committee and Chair of the Membership Committee. He served on the Budget and Planning Integration Sub-panel of NAPA's FBI Transformation Study and Chair (2022) of the Philip J. Rutledge Social Equity Award Committee. He currently serves as a member of the Steering Committee of NAPA's Social Equity in Governance Standing Panel and as Chair (2021-2024) of the George Graham Award Committee.

*Academy Fellow

Appendix D: Study Team Member Biographies

Amanda Mullan, Project Director: Amanda is a Project Director for Strategic Initiatives working on the Grand Challenges in Public Administration campaign. Prior to rejoining the Academy, Amanda spent a decade in the federal government, most recently as a Program Analyst in the Office of Policy and Program Analysis at the Federal Emergency Management Agency (FEMA) overseeing a diverse portfolio of programs and making recommendations to leadership on the agency's budget priorities and tradeoffs. Prior to her work at FEMA, Amanda served as a Senior Analyst at the U.S. Government Accountability Office conducting performance reviews of programs at the National Nuclear Security Administration, the U.S. Fish and Wildlife Service, and the National Weather Service. Amanda started her career as a Research Associate at the Academy working on organizational studies for the Social Security Administration, FEMA, and the National Weather Service. Amanda holds a Master of Public Administration from Cornell University and a BA in Political Science from the State University of New York at Cortland.

Lizzie Alwan, Senior Research Associate: Ms. Alwan joined the Academy in October 2022. She serves on the funded studies team and has been involved in several studies, including engagements with the USDA Farm Production and Conservation Business Center, the U.S. Department of Health and Human Services Program Support Center, and the Department of Navy Working Capital Fund. Ms. Alwan holds a Master of Public Policy and Administration and a BA in Psychology from the University of Massachusetts, Amherst.

Erika Cintron, Senior Research Associate: Erika Cintron, Senior Research Associate. She has served on studies for the Federal Aviation Agency and the National Science Foundation. Ms. Cintron graduated from the University of Florida with a Master's in Latin American Studies and a BA in Political Science and International Studies.

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