

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

# State and Local Governments' Role in Social Equity





**August 2024**

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

# **State and Local Government Actions to Advance Social Equity**

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## About the Academy

The National Academy of Public Administration is an independent, 501(c)(3) nonprofit, non-partisan organization established in 1967 and chartered by Congress in 1984. To carry out this mission, the Academy draws on the knowledge and experience of its over 1,000 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and non-profit and business executives. Supported by a full-time professional staff, our Fellows bring their insights, experience, successes, and lessons learned straight to our clients through independent thought leadership, in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and stakeholder engagement. Learn more about the Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org).

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

# Table of Contents

<b>About the Academy</b> .....	<b>3</b>
<b>Foreword</b> .....	<b>4</b>
<b>Principles of Social Equity in Government</b> .....	<b>7</b>
<b>Promising Practices for Advancing Social Equity</b> .....	<b>7</b>
Advancing Equity Through the Budget .....	8
Advancing Equity Through Workforce Policies .....	9
Other Government Actions to Advance Equity .....	10
<b>Concluding Comments</b> .....	<b>10</b>
<b>Appendices</b> .....	<b>11</b>
Appendix A: References and Additional Resources .....	11
Appendix B: Author Biographies .....	13
Appendix C: Standing Panel on Social Equity in Governance Steering Committee Biographies     15	
Appendix D: Study Team Member Biographies .....	21

During Presidential election years, there is a tendency to focus almost exclusively on the federal government, but state and local elections are also extremely important, especially when it comes to advancing social equity. Whether policies and funding come from the federal government or from lower levels of government, state and local governments are generally responsible for the execution necessary to ensure that these governments deliver services equitably and effectively. This brief identifies actions that state and local governments can take to advance equity goals for all residents.

## Principles of Social Equity in Government

Social movements, such as Black Lives Matter, and the global COVID-19 pandemic exposed previously invisible inequities in government service delivery and programming for persons and communities that are disadvantaged economically, culturally, and/or socially. Infusing government programs with an equity dimension has the potential to change these outcomes and provide a pathway to a more equitable society. Susan Gooden has provided public administrators with ten principles to guide their actions in moving along this pathway.<sup>1</sup>

They are:

- Understand how public sector institutions can contribute to structural inequities.
- Know the legal history of racism and other forms of discrimination.
- Recognize political, moral, legal, and economic motivations for the actions of elected officials and public agencies to advance social equity.
- Engage the commitment of senior leaders in establishing an organizational culture to address inequities.
- Increase the understanding of public servants on the need to recognize and eliminate behaviors that impede progress toward achieving social equity.
- Encourage government agencies to evaluate their socialization boundaries and extend them to accommodate a wider range of racial-equity work.
- Normalize discussions about race and institutional racism.
- Invest in analyzing the equality dimension of public services to demonstrate high performance and accountability.
- Examine structural inequities in public agency systems.
- Utilize successful models of government actions to advance social equity.

## Promising Practices for Advancing Social Equity

State and local practitioners looking to expand equity in their jurisdictions should consider practices that have been successfully used by other governments in their efforts to promote equal treatment for all residents. The first step in this process is to institute practices that engage the community, specifically, the residents who are to be served. These practices include:

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<sup>1</sup> Susan T. Gooden, *Race and Social Equity: A Nervousness Area of Government*, New York: Routledge, 2015.

- Prioritizing equity in all aspects of community engagement efforts by recognizing and addressing power imbalances, historical injustices, and systemic barriers that affect marginalized communities.
- Fostering cultural competence among facilitators and participants to understand and respect diverse perspectives, values, and experiences within the community.
- Empowering community members with the skills, knowledge, and resources needed to actively participate in decision making processes. Provide training, workshops, and educational opportunities to build community capacity.
- Forging partnerships among community organizations, local government agencies, businesses, and other stakeholders to leverage resources, expertise, and networks for advancing social equity goals.
- Conducting research within and with the community to gather data, insights, and lived experiences that inform decision making processes and policy development. Involve community members in all stages of the research process.
- Establishing mechanisms for ongoing feedback and evaluation to assess the effectiveness of community engagement efforts, adapt strategies as needed, and ensure accountability.
- Recognizing that advancing social equity requires sustained effort and long-term commitment.
- Investing in building relationships, trust, and capacity within the community over time.

## **Advancing Equity Through the Budget**

Budgeting in government is often a critical but under-appreciated task that seeks to balance expected revenues with the spending required to meet the needs of residents. Budgets also articulate government priorities that can contribute to, or impede, equitable outcomes. Once community voices are expressed and the government uses this input to modify programs to achieve public objectives, state and local governments should:

- Incorporate equity into budgeting laws so that it becomes integral to the administrative routines of government.
- Embed equity throughout the budget process. Specifically:
  - The chief executive's budget should discuss how it addresses equity related to race, color, national origin, gender, and other protected classes. The tone and priorities that are set in the budget can influence the actions of public servants and convey a set of aspirations to the public.
  - The central budget office should provide guidance and instructions to agencies regarding how to include an equity dimension in their budget requests.
  - Agencies should discuss how equity is reflected in their budget requests. By requiring agencies to include equity considerations and relate them to measurable results in their requests, decision makers can have the ability to look at individual and cross-agency requests through an equity lens.
  - Evaluators should assess whether agencies/programs are making progress towards equity benchmarks articulated in their budget requests or in prior budget cycles.

- Establish a cross-agency equity data working group. Many state and local organizations are investing in new technologies that bring together data from multiple government and non-governmental sources to better understand the needs of constituencies and to assess progress toward desired equity outcomes.
- Develop data files disaggregated by race, gender, and other demographic characteristics, along with geographic data, that are essential to measure and assess the equity of taxes, expenditures, and services.
- Provide continual feedback and training to agencies regarding consideration and measurement of equity for continuous improvement in advancing budgeting for equity.
- Ensure that the legislative branch is sensitized to the need to include equity in making funding decisions.
- Obtain support from organizations outside the government.

## **Advancing Equity Through Workforce Policies**

An agency's workforce executes the organization's mission and plays a unique role in how the agency promotes or undermines social equity principles. Strategic workforce management can help state and local government agencies prevent discrimination before it occurs and increase an agency's capacity to identify - and engage with - all parties potentially affected by the agency's operations. The activities necessary to create an effective and equitable work environment include:

- **Demonstrate Leadership Commitment:** Agency leaders should communicate their commitment to equal employment opportunity and a discrimination-free workplace. Standard practices include an annual statement declaring the agency's position against discrimination, conducting an annual employee viewpoint survey, and acting on the results.
- **Integrate Equity into the Strategic Mission:** Agency leaders should integrate principles of social equity into their agency's strategic mission. This helps ensure that workforce managers and employees view equity as an integral part of the agency's operations. Maintaining a discrimination free workplace requires proactive direction, guidance, and monitoring of key activities aligned with each agency's mission, as reflected in an agency's strategic plan.
- **Emphasize Accountability:** Agency leaders should conduct regular internal audits to identify equity program deficiencies, assess steps to remove barriers, and establish a comprehensive anti-harassment policy to prevent and address harassment on all protected bases.
- **Prevent and Deter Discrimination:** Agency leaders should develop implementation plans to eliminate barriers and consider how equity groups could be impacted prior to making human resource decisions, such as reorganizations and realignments. Providing exit interviews or surveys as part of an agency's strategic workforce management process can improve overall recruitment, hiring, inclusion, and advancement goals.
- **Promote Efficiency:** Agency leaders should ensure they have effective and accurate data systems to accurately collect, monitor, and analyze complaint data, employee demographic data, applicant flow data, recruitment activities, reasonable accommodation requests, and allegations of harassment. Comparing equity process performance across agencies of similar



size and work function can provide insight and a foundation for effective performance management.

## **Other Government Actions to Advance Equity**

While budget and workforce policies are critical to advancing equity, state and local governments have other tools available to move them along the pathway to a more equitable society. For example, some states and localities have experimented with Social Impact Bonds or the Putting Assets to Work initiative sponsored by the Government Finance Officers Association (GFOA).

- A social impact bond (SIB) is an innovative financial tool that enables government agencies to pay for programs that deliver results. In a SIB agreement, the government sets a specific, measurable outcome that it wants to achieve in a population and promises to pay an external organization—sometimes called an intermediary—if, and only if, the organization accomplishes the outcome.
- The Putting Assets to Work Initiative is a program proposed by GFOA and its partners to help local governments recognize all the physical assets they have at their disposal and use these assets to generate new, ongoing revenues without giving up public ownership and control.<sup>2</sup>

## **Concluding Comments**

A single government department or agency can affect change but only within its statutory or budgetary limits. Similarly, state and local governments face statutory and budgetary constraints. Just as integrated data platforms can help administrators understand the needs of their constituents, collaborative governments can learn from and leverage each other's knowledge and assets to achieve broader results. Moving governments to a new level of awareness and competencies on equity will require them to plan for and develop mechanisms and frameworks. We have outlined some steps that state and local governments can take to advance social equity and have provided additional resources and references that can be used to deepen understanding and begin or advance their actions.

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<sup>2</sup> Government Finance Officers Association. "Putting Assets to Work," <https://www.gfoa.org/paw>.

## Appendices

### Appendix A: References and Additional Resources

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## **Appendix B: Author Biographies**

**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.

**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).

**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 the 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.

**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.

**Margaret Simms\*:** 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.

\*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 more than 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 from 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, and 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](http://www.thomasstanton.com). Mr. Stanton holds degrees from the University of California at Davis, Yale University, and 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 in 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 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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