Instructor Information:
Instructor: Channelle D. James PhD
Email: cdjames2@uncg.edu
Phone: 336.334.4473

Office Hours:
Tuesdays from 2pm - 5pm. Students can also make possible arrangements to meet with Dr. James at other times. Please contact Dr. James through email for an appointment. Students can also have online appointment through Webex which is an application provided to students through the Canvas Course Management System.

Required Text:

Additional readings:
Additional readings and current articles may be identified and posted into Canvas

Course Description:
Students will study the leadership theories, skills and practices related to the role of cultural diversity in public management including: the foundation of diversity as an issue in public management; the legal case for diversity; diversity and public service delivery; and diversity assessment and planning strategies.

Student Learning Outcomes:
1. Define cultural competency
2. Describe the need for cultural competency in public administration
3. Identify challenges of an increasingly diverse workforce
4. Discuss the importance of cultural competency in service delivery
5. Understand cultural competency and diversity legislation
6. Understand how to assess cultural competency
7. Create a cultural competency organization plan that reflects the student’s awareness of a diverse workforce, cultural competency legislation, service delivery, and assessment.
Teaching Strategies:
Content is delivered through readings, online videos, and online discussions (maybe both written and oral).

Evaluation Methods and Guidelines for Assignments:

<table>
<thead>
<tr>
<th>Method</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Roundtable (Discussion Board)</td>
<td>20 (5 weeks of participation 4 points each week)</td>
</tr>
<tr>
<td>Due at the end of weeks 2,3,4,5,6</td>
<td></td>
</tr>
<tr>
<td>Milestone Activities</td>
<td>40</td>
</tr>
<tr>
<td>Final Cultural Competence and Diversity Action Plan with</td>
<td>40</td>
</tr>
<tr>
<td>Presentation</td>
<td></td>
</tr>
</tbody>
</table>

Evaluation and Grading:
Each student will be graded on posts on the discussion forum, weekly assignments (power points presentations and writing assignment) and the final project.

Learning Objectives Evaluated:
1. Identify the reasons to investigate both diversity and cultural competency and public administration.
2. Describe the changes in the demographic changes and increasing diversity of the United States workforce.
3. Evaluate the importance of cultural competency and service delivery
4. Justify the legal case for cultural competency
5. Identify the steps needed to conduct a cultural competency assessment
6. Create an organizational cultural competency plan

Schedule:

**Week 1 (October 19 - October 23) Introduction Week – Living in a multicultural society**

Assignments and Activities:

_____Reading:
Southphommasane, T. (2012). The virtuous citizen: Patriotism in a multicultural society. Cambridge University Press. (this reading can be found in module one. Read chapter 3).

Lenard, P. T. (2012). Trust, Democracy, and Multicultural Challenges. Penn State Press. (this reading can be found in module one. Read chapter 1).

_____Milestone 1 - (5 points) “Who Am I?” - For this milestone you will write a one-page description of yourself. In that description you should tell the reader what you want them to know about your cultural background, your past education experience, your work history including what industry in which you have the most experience, and how you see yourself in the nonprofit world in
the future. Tell what your dream position is, in the nonprofit world. Due October 23, 2016 by 11:59pm

---

**Week 2 (October 24 - October 30) What is Workforce Diversity?**

**Reading:**
Rice, M. F. (2010). Diversity and public administration: Theory, issues, and perspectives. ME Sharpe. (Chapter 3, 4, 6. Find this reading in the week 2 module)

**Assignments and Activities:**
- Weekly Roundtable (Discussion Board)
- Milestone 2 - (8.5 points)

You currently work in or volunteer for an organization. In many cases we are in groups where there are identifiable groups of people who are different than us. Please identify that group. Ask a few people from that identified group if they will talk to you over coffee. Ask the individuals how they feel about the mission of the organization. Ask them to discuss how they fit in as a part of the organization. Ask them to reflect on diversity in the workplace and how that diversity impacts them as workers in the organization. Does diversity have a positive or challenging impact on the organization? After your conversation write a summary of the outcomes. This reflection should be 2 pages. On the third page you should write your feelings regarding the impact of diversity on your workplace or environment and if you agree or disagree with the outcomes from the group discussion. If you use supporting materials from readings make sure to use APA citations for your work along with a works cited page. Due October 30, 2016 by 11:59pm

---

**Week 3 (October 31 - November 6) What is the Impact of Cultural Competency?**

**Reading:**
Rice, M. F. (2010). Diversity and public administration: Theory, issues, and perspectives. ME Sharpe. (Chapter 8. Find this reading in the week 3 module)

**Assignments and Activities:**
- Weekly Roundtable (Discussion Board)
- Milestone 3 - (8.5 points)

Who works in your organization? Diversity and culture has an impact on all organizations. However, to understand diversity you must know who is in your organization. Based on the organization you identified in week two write a description of your organization from a diversity standpoint. Include the following in your description:
- What does your organization do?
- What is the makeup of the organization in terms of diversity?
- Why is Cultural Competence important to your organization?

If you use supporting materials from readings make sure to use APA citations for your work along with a works cited page. Due November 6, 2016 by 11:59pm
### Week 4 (November 7 - November 13) The Legal Case for Cultural Competency

**Reading:**
- Understanding Affirmative Action - J. Edward Kellough (Chapters 1,4,7) (Find this book at the UNCG Library website as an ebook)

**Assignments and Activities:**
- Weekly Roundtable (Discussion Board)
- **Milestone 4** - (9 points)

Below you will find a list of cases. Choose one of the cases to review. Reviews of the cases can be found on the site [www.oyez.org](http://www.oyez.org). Once you develop an understanding of the cases write a review of the case highlighting the lessons you believe should be learned for Diversity Managers in the Public Sector.

- United Steelworkers of America v. Weber (1979)
- Johnson v. Transportation Agency (1987)
- Metro Broadcasting Inc. v. FCC (1990)
- Regents of the University of California v. Bakke (1978)
- Hopwood v. Texas (2001)
- Fisher v. Texas (2016)

**Due November 13, 2016 by 11:59pm**

### Week 5 (November 14 - November 20) Assessing Diversity Management and Cultural Competency

**Reading:**
Rice, M. F. (2010). Diversity and public administration: Theory, issues, and perspectives. ME Sharpe. (Chapter 10. Find this reading in the week 5 module)

**Assignments and Activities:**
- **Weekly Roundtable (Discussion Board)**
- **Milestone 5** - (9 points)

Based on information presented in the course complete a diversity management/cultural competency assessment for your organization. This can be the same organization you used for milestone 2. You will follow the assessment provided for you in the learning area for this course on canvas. Once your assessment is complete write a summary report that highlights the beat
practices of your organization and the challenges for your organization concerning diversity management and cultural competency. **Due November 20, 2016 by 11:59pm**

---

**Week 6 (November 21 – November 27) Managing Diversity and Planning for Cultural Competency Development**

**Reading:**
Rice, M. F. (2010). Diversity and public administration: Theory, issues, and perspectives. ME Sharpe. (Chapter 11, 12, 13. Find this reading in the week 6 module)

**Assignments and Activities:**
- Weekly Roundtable (Discussion Board)
- Make plans to work with the Writing Center or other sources to edit and revise sections of your milestones so they can be used to create your Cultural Competence and Diversity Action Plan.

---

**Week 7 (November 28 – December 5) My Plan For Diversity**

**Assignments and Activities:**
- Final Cultural Competence and Diversity Action Plan with Presentation – **Due on December 5, 2016 by 11:59pm.**