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Reflections from Domestic and Global Practices**

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Scrutinizing United States from Diversity Perspective: Reflections from Domestic and Global Practices

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Abstract

Management of diversity presents significant challenges for both developed and developing world. If properly handled, it creates opportunities for the society by utilizing skills and abilities of diverse groups, while in case of mismanagement it creates considerable problems. The current study investigates the local and global ethnic diversity management practices of the United States and tries to answer the question that can United States be the role model for global community in ethnic diversity management practices? By analyzing secondary data and surveying various forms of existing literature relevant to the ethnic diversity practices of United States from its independence till today, the study analyzes different events and reaches on the conclusion that United States does not qualify as a leader for the rest of the world in ethnic diversity management practices. The results are validated both in local and global contexts. Finally, the present study recommends that United States should pursue multicultural policies with positive discrimination aimed at removing blockade that limit a particular group entry into key managerial positions and into money-spinning professions. Internationally, United States must abide by the laws laid by human rights organizations towards respecting otherness of global nations.

Key words: Diversity, Diversity management, minorities, ethnic diversity, U.S., racism, white supremacy.

Introduction

The United States (U.S.) has considerably changed from the 13 little-known colonies at the time of independence in 1776 to the current geographic division of 50 states and one federal district. U.S. the Earth's fourth largest nation state by territory and ranked third in heavily populated

countries hosts 320 million people. Almost every national and ethnic group on the globe gets its representation in the U.S. population. U.S. citizens live in an interdependent, interconnected world. With ties to all regions of the world, U.S. ethnic/racial minorities can give U.S. businesses a competitive advantage by correctly identifying the needs and preferences of diverse population across the planet.

U.S. enjoys distinct standing among global nations because of its history and its stated belief in welcoming diversity from all regions of the world. Indeed, people seeking opportunities and refuge from racial, ethnic, religious, and other persecution often turn to the U.S. Owing to this fact and due to ever growing connectedness of the world community, the U.S. is positioned quite uniquely and precariously --- unique in a sense that its history, experience, and experimentation with diversity is markedly different from other nations, and precarious in that if its' diverse diversity is negated the opportunities to contribute, U.S. may lose its standing in a progressively competitive world.

Diversity in the U.S. comes from extensive mix of populace with different backgrounds, castes, culture, religions, race, nationality, gender, age, marital status, educational qualification, political affiliation, and many more. All these dimensions pose challenges to the U.S. government in terms of managing differences but the greatest historical threat to the U.S. has been the management of ethnic groups. Because these are the minority ethnic groups in the U.S. which have ignited turbulence, sparked social unrest, civil wars, organized boycotts, marches, rallies, protests, and even taken shape of militant form of activism against oppression. Hence, there is a need to study that despite its continued portrayal of being ambassador of human rights why such ethnic mobilizations have been a persistent problem in the U.S. history over which considerable angst and blood has been and is being spilt over. The study is an effort towards this end. The research also incorporates data from global events to examine the diversity management practices of U.S. in a wider spectrum --- more specifically its role being a super power in creating peaceful and harmonious relationship with other nations.

Research Questions

Specifically the research revolves around these central issues:

- How U.S. has addressed the problems arising due to ethnic differences in the society?
- Can U.S. be called a role model for global community regarding the management of ethnic diversity both in domestic settings and internationally?

Significance of study

Assessment of diversity management practices and the impact of these practices on society is vitally important, so that one can evaluate how the progress is being made towards achieving harmonious relationships between societal diverse groups. Based on the findings and recommendations, rectification measures can be taken if there exists a significant disparity in the desired state and actual affairs.

Methodology

The current investigation uses survey of literature to find answers to the research questions presented in the earlier section. The literature includes published research papers in various journals, books, and media reports etc. A variety of other sources for gathering secondary data such as U.S. policy manuals, official documents, and official websites were also considered. Reports of international agencies on U.S. diversity program were also reviewed. The paper uses both electronic and print media for identification and discussion of different events of ethnic diversity beginning from U.S. independence till today. In the first place, major events related to ethnic diversity are identified in the literature and then different discussions on these events are analyzed and synthesized to present findings. Both local and global situation of ethnic diversity is critically evaluated by the research. The documents analysis has provided rich additional data to concentrate upon and draw valuable conclusions.

The study tests the following hypotheses by using above-mentioned methodology.

Ho: U.S. is not a role model for global community in the management of ethnic diversity.

H1: U.S. is a role model for global community in the management of ethnic diversity.

Discussion and Analysis

U.S. ethnic landscape includes a rapidly growing Arab population, a sizeable Jewish population, and other ethnic groups. But in the 1990s, the term “minority” was modified to refer to four major racial and ethnic groups: African Americans/Blacks, Latinos/Hispanics, American Indians, Alaska Natives, and Multiracial Group Members, Asians and Asian Americans (Pollard & O’Hare, 1999). Our discussion in the national contest will revolve around these ethnic groups.

The first challenge in the history of U.S. regarding diversity management emerged on the issue of slavery of African Americans. Historical records indicate that Africans were first sold in what is now the U.S. in about 1619. Slavery remained an important chapter in the U.S. history for more than two centuries. Even after independence in 1776, the first framework of 1787 constitution premised primarily on the equality of all the people designed three clauses which reinforced the already entrenched slavery (Jordan, 1962):

1. The slave-trade clause allowed importation of slaves until 1808.
2. The Fugitive-slave clause shielded slavery further even in free states i.e. status of slave will remain of a slave, even if he escapes to a free state. This law required the Northerners to capture and return of escaped Black slaves.
3. The three-fifth clause required the Blacks to be counted as “three-fifths of free person” towards determining the representation in congress.

This ideological racism (a form of societal prejudice) not only justified the continuation of slavery in Southern States but also formed the basis for institutional discrimination, a consistent pattern permeated into the routine operations of society. The phenomenon was so visible and overt that for nearly a century following these clauses, Southern electoral offices remained limited to whites only and Blacks were not allowed to vote.

Such long stretches of minority suppression with its majoritarian compulsions exacerbates the problems of managing ethnic differences and pose great threat to the political stability of a nation. The fundamental motive behind this blatant exercise of institutional discrimination was widely recognized by both Black and white Southerners alike that it was meant to disenfranchise the Black people to keep them politically powerless.

The same goes well with its revisionist strategy towards other nations after 9/11 attacks. As can be seen that behind the security blind, U.S. has expanded its power to regions that it previously

had failed to influence (Jervis, 2003). In its relentless pursuit of power, it has committed countless atrocities against innocent civilians of other nations. Whether it is the cruel massacre of over 200,000 Iraqis in 1991 Gulf war (Heidenrich, 1993) or it is the insidious strategy of embargo on Cuba (Katz, 2005), U.S. power has operated as a mechanism to exercise its imperial rule.

This philosophy of maintaining dominance and the “might is right” approach stands in stark opposition to acknowledging and valuing diversity.

Another challenge regarding ethnic diversity U.S. faced was the rise in “Abolitionism Movement” about ending slavery during 1777 and 1804 in Northern States (Polgar, 2011). Growing antipathy over the issue from Southern States pushed seven states down the road to secession, with the emergence of a separate state “the Confederate States of America”, on February 8, 1861. The resistance ignited the war on Lincoln calling for military forces to suppress the Confederacy and inflamed with heightened venom when four more states joined the Confederacy. A horrific bloody combat of four years from 1861 to 1865 leaving 600,000 North and Confederacy soldiers dead, with destruction of the South’s infrastructure, slavery finally was abolished (Polgar, 2011). The formal institution of slavery though ended here but how this milestone was achieved is a clear show of the fact that subjugation of diverse others and violence is the norm of the U.S. society rather than an exception.

The Reconstruction era after the end of Civil War in 1865, granted the Blacks, the rights of freedom and citizenship and the right to vote through 13, 14, and 15th amendments to U.S. Constitution (W.J.F, 1948). But this diversity recognition could not enjoy a long period of optimism. Because the Southerners passed “Jim Crow laws” during 1865 to 1964 which endorsed “separate but equal” adjustments for Blacks and Whites in transportation, accommodation, education and even in burial arrangements (Folmsbee, 1949). This unjust segregation severely hampered the progress of Blacks in all the spheres of life because “separate” actually was intended to create unequal, inferior, and disappointing facilities for Blacks. This segregation and discrimination found its route to the armed forces as well. Blacks have contributed in the American Revolution (1765-1783), the 1812 War of U.S. and the U.K, the Civil War (1861-1865), and the World War 1 (1914-1918) but they fought in segregated units without access to same arms which Whites were using. Even in World War 2(1939-1945), the

Black airmen of 332nd Fighter Group with above 200 successful escort missions, not losing an airliner even once, were subjected to extremely hostile attitude of White military and nonmilitary personnel alike. It was the most successful group of World War 2 but with least chances of promotion upon return (Sandler, 1992). So, the “Jim Crow Laws” formed the basis of a system of inequality institutionalized by the U.S. society and culture, and approved by the organizational policies and practices. Such a form of social injustice was even internalized by societal members, as is evident by the denial of sales agents to sell or rent property in white dominant areas. In this way, sales agents helped the formation of ghettos --- a run-down section of a town or city with substandard facilities populated mainly by minorities. Ghettos are also crime ridden societies as the residents here do not enjoy the chances of prospering.

The extreme racist factions of “Jim Crow Laws” also deprived black people of the right to vote. Although the “15th Amendment to U.S. Constitution” bestowed U.S. citizens with the right to vote irrespective of their race, but Southerners designed indirect tactics continued to oppress Blacks. Property and literacy restrictions, poll taxes, and grandfather clauses (Riser, 2006) all were the measures to suppress illiterate and poor Black voters and hence to suppress diversity. The mentality behind such measures was that Blacks were born to serve; they should not hold higher political offices where they can govern Whites who are superior to Blacks.

This belief in white supremacy as opposed to racial/ethnic equality also manifests itself in the 3 year horrific crash of Philippine independence movement after 1898 U.S. seizure of Cuba, Philippine and Puerto Rico. U.S. Senator Calhoun during U.S. – Mexico War (1848) express the same belief of majority of his countrymen towards Mexicans designated as inferior others;

“We have conquered many of the . . . tribes of Indians, but we never thought of . . . incorporating them into our Union. They have either been left as an independent people amongst us, or been driven into the forests. . . . We have never dreamt of incorporating into our Union any but the Caucasian race---the free white race. To incorporate Mexico, would be . . . incorporating an Indian race; for more than half of the Mexicans are Indians, and the other is composed chiefly of mixed tribes. I protest against such a union as that! Ours . . . is the Government of a white race. The greatest misfortunes of Spanish America are to be traced to the fatal error of placing these colored races on an equality basis with the white race. That error destroyed the social arrangement which formed the basis of society.” (Calhoun & Hemphill, 1999)

Indeed from its genesis, U.S. and U.S. expansionism progresses to the tunes of fundamentalist proposition --- “*exceptionalism*”, “*white supremacy*”, “*divine mission*” and the like. U.S. gives no respect to diversity whether domestic or global. A crusading spirit to overpower , govern , eliminate, or control ‘*barbarous*’ and ‘*savage groups*’ (like Al-Qaeda in U.S. view) and ‘*hostile nations*’ (like Iraq, Afghanistan, North Korea again in U.S. view) runs like a red thread all through U.S. foreign policy. Whether it be the George Washington’s strategy of the extinction of the “*Native Americans’ right of occupancy*”, by any means necessary, or the *invasion of Mexico* in 1848 to acquire California, or the 1890’s *Caribbean military interventions* to satisfy U.S. imperialist craving, or the 1983 Reagan’s stance of beating the “*Evil Empire*” strategic and military assets, or it be the 2000’s ‘*Saddam Hussein syndrome*’ of President Bush, U.S. has always been intolerant to diversity. It is guilty of political repression within the country and an absolute monarchy, dictator, and imperialist outside its geographic bounds.

“*The Tuskegee Syphilis Experiment --- 1932-1972*” is another dreadful example of extremely racist U.S. society and the white attributed inferiority of subjugated Blacks. For 40 years, the infected blacks were made to believe that they were being treated for “bad blood” when actually they were not. They were only being used as guinea pigs to determine the effects of “untreated syphilis” by the U.S. “Public Health Service”. Even after the penicillin was widely known to remedy the disease in 1947, it was withheld to examine the effects of non-treatment. This evidence is sufficient to conclude that how health care ‘a basic human right’ which as diversity management requires should be equitably provided to all, has been denied to ethnic minorities in U.S. Not only this, but the Black patients were treated as “*laboratory animals*” towards whom the doctors’ concern was expressed by “*we have no further interest in these patients until they die*” (Jones, 1981). Such cruel dehumanization and voluntary extermination of minority groups is no way near to the inclusion principle of diversity, it is rather elimination of diversity through genocide. Further, such a deception under the disguise of treatment deepens ethnic/racial divisions in the society, sowing the seeds for mistrust and hence racial conflict. Outside its geographical boundaries, U.S. human rights violations extend even farther. In all the U.S. led wars, it has left innocent victims and refugees unattended. It has never given a second thought that how U.S. heavily employed toxic weapons have posed serious health threats to the survivors

of war. Skyrocketing birth defects and soaring cancer rates in Iraq since the U.S. assault is the clear indicator of heavy use of munitions with depleted uranium against common civilians.

Though, many wars U.S. has initiated in the name of defending Human Rights, yet while bombarding no distinction has ever been made between fighters and civilians. And U.S. has always justified such mass level “civilian deaths” as “unavoidable” or “accidental”. The harsh reality is that U.S. has never felt accountability for civilian casualties. As when the “U.S. Ambassador to the United Nations, Madeleine Albright” in 1996 T.V show was asked, “*We have heard that a half million children in Iraq have died since 1990. I mean that’s more children than died in Hiroshima. And you know, is the price worth it?*”? Albright replied, “*I think this is a very hard choice, but the price we think is worth it*” (Iadicola & Shupe, 2012, p.335). Such a flawed justice system with its inability to hold tyrant and powerful accountable for merciless killings is definitely not founded upon equality principle of diversity of nations.

This practice of international injustice has its roots in the U.S. domestic violence against ethnic minorities. The blatant historical injustices against Blacks have deprived them virtually all of their basic rights and human dignity. The practice is still rampant in the U.S. society. Still, the U.S. prisons are flooded with greater number of Blacks (3.1%) and Latinos (1.3%) than whites (0.5%) (Human Rights Watch, 2013). Not only this, but the Blacks are three times more likely to receive death sentence as compared to white defendants while pursuing cases against white victims. From accusation decisions to copping a plea to jury sentencing, the study finds that the Blacks as defendants receive heavier penalties and as victims their lives are bestowed with extremely inferior status and low value (<http://www.amnestyusa.org/our-work/issues/death-penalty/us-death-penalty-facts/death-penalty-and-race>). Such a flawed “U.S. criminal justice system” inclined to favor whites only jeopardizes the ability of law and constitution to protect the rights of marginalized groups on equal footing with white majority. The Blacks right to life in U.S. is even abused for nothing, as in Ferguson, the barbarous killing of unarmed Michael Brown on 9th August, 2014 took place with impunity. Such savage murders stratify the U.S. nation further. The events following Brown’s death in Ferguson raise grave concerns about diversity management program of U.S. which is still a dystopia even after 50 years of enactment of Civil Rights Act and affirmative action policies.

When Black protesters are forcibly dispersed, and 132 of 172 unnecessary arrests are made only on refusal to scatter (<http://www.amnestyusa.org/research/reports/on-the-streets-of-america-human-rights-abuses-in-ferguson>), when protesters are not allowed to record their anger over unjust brutal killing, and when excessive usage of lethal force by custodians of lives endangers the lives of black citizens, this means that the legacy of “*Jim Crow laws*” still exist in the U.S. society. Such ruthless treatment curtails the Black citizens’ freedom of “*assembly and expression*” and denies them the fundamental right to “*freedom from discrimination*”. This civil unrest is evidently a reminiscent of ‘1992 Los Angeles Riots’ pointing to the failure of U.S. Government to bless all the U.S. citizens with a better life irrespective of their classes, race, and origin. U.S. presents itself as a hopeless diverse civilization with profound racial disparities, where the dominant white group seems unwilling to accommodate ethnic differences. It strains the majority-minority relationships more than ever.

The focus of U.S. strategy has always been the elimination of differences through domination, suppression, exclusion, “mass annihilation”, and/or “forced displacement”, for example, the 1930’s Depression of U.S. causing “forced repatriation of Mexican Americans” seems to be allegedly an attempt towards “ethnic cleansing”. U.S. restriction policy on Chinese immigration from 1882 to 1943 through “*The Chinese Exclusion Act*” (Calavita, 2000) is also an instance of excluding diversity from U.S. community. Still another illustration of U.S. use of violence against ethnic minorities is forced expulsion of Native Americans to Arkansas and Oklahoma in 1830 resulting from the President Jackson’s approval of “*Indian Removal Act*”. It can be equated with the mass annihilation of Indian tribes as great many (approximately 6000 of 16,542 Indians) died during relocation (Davis, 2010).

In a similar vein, U.S. led wars have stripped many societies of the basic services like shelter, access to food, health facilities etc. Targeting military assets of other nations makes little or no distinction between warfare stations and civilian infrastructure, destroying them both. The mass displacement following 2001 Afghanistan War has caused 1.8 million people to seek refuge in Pakistan and around a million have moved to Iran (<http://www.unhcr.org/pages/4f9016576.html>). These refugees are socially and economically deprived towards whom U.S. government seems so alienated that it has not designed any effective support strategy to compensate for their sufferings. The refugees seem reluctant to

return to their countries due to unavailability of viable livelihood and society's inability to provide basic services on account of mass level destruction. These displacements also bring reconfiguration to the ethnic composition of the war stricken societies. The departure of war victims from once plural communities like Diyala and Baghdad have ripped them off their diversity leaving behind ethnically homogenous neighborhoods. These cities seem not to regain their lost diverse population in the nearby future because refugees don't intend to return.

Denying basic facilities at home, even snatching basic rights (homes, possessions) and freedom from minorities, who are forced to migrate by U.S. government and turning a blind eye to the problems associated with displacements due to its militarist interventions speak of the bankruptcy of diversity vision in the U.S. agenda.

The U.S. 'exterminationist' mentality legitimizing the cruel mass murder of soldiers as well as innocent civilians --- both in domestic bounds or on global scale --- is bound to eradicate diversity from the planet --- especially, the diverse others towards whom U.S. has developed racial hostility. The Japanese internment during World War 2 is an evident illustration of this fact where the U.S. federal government staged the largest mass exodus ever in the U.S. history. The event was only an addition to the already prevalent racial hatred directed at Asian immigrants dating back to the late 1800's. By law, U.S. citizenship was denied to Issei (Japanese immigrants), discriminatory laws prohibited them to own land, or to marry American citizens, or to work in well paying jobs decades before World War 2 (Inada, 2000).

The internment orders by Roosevelt in Feb, 1942, rounded up Japanese Americans like cattle and forced them to move in animal pens and converted stables (Inada, 2000). Executive order 9066 authorized the evacuation of all Japanese Americans from entire Pacific coast, including California, Oregon, Arizona, and Washington. Of these 120,000 Japanese Americans, two third were the Nisei (Japanese Americans born in the U.S.). A grave injustice in terms of robbing Japanese Americans off their civil liberties and possessions and putting them to detention camps without any evidence of crime speak much of the U.S. ideology of liberalism. The damage to Japanese Americans (in 1995 dollars) was estimated to be \$3.7 billion during the internment period because of the urgency to sell the assets at a fraction of their true cost (Hosokawa, 1969). Besides, the hardships of Japanese Americans in the detention camps can only be imagined who in any attempt to flee were to be shot dead ruthlessly by the armed sentries. Despite all this,

33000 Niseis took part in World War 2 with their family members being detained in the camps (Commission on Wartime Relocation and Internment of Civilians, 1997; Nakansihi, 1993). They proved their loyalty to the U.S. government by extraordinary performance in the battlefield e.g. the 100th Battalion serving in the Italian and North African campaigns earned 900 “Purple Heart Medals” (p. 256). Japanese Americans’ loyalty which was cast serious doubts by U.S. government on ground of mere Japanese ancestry proved to be with U.S. --- as none of the detainees was ever convicted of treason or espionage (McClain, 1994). Hence, researchers argue that the event was solely motivated by “*racial prejudice*” and “*wartime hysteria*” rather than grown out of “*military necessity*” and “*nation’s security*” (Rostow, 1945). This act of racism was fully legalized with judiciary supporting every challenge, though the internment contravened almost every provision of the “Bill of Rights” of the “U.S. Constitution”. This racial hostility against Japanese was also one of the causes behind dropping atomic bomb on Japan (Ambrose & Villa, 1997).

U.S. even today has kept the tradition of committing terrible injustices in the detention camps alive. For the sake of security, the U.S. led war on terror post 9/11 presents a somber scene for the rights of citizenship of the invaded people. The U.S. presidents’ stance while assuming the moral high ground in global affairs that “*we --- the civilized world*” becomes nude when one looks at the ongoing violence and torture inflicted upon terror suspects in the Guantanamo, Abu Ghraib and CIA detention centers. Torture includes beatings, spraying of pepper spray in detainees’ chambers, dislocating detainees’ limbs, application of pepper spray on toilet rolls, force feeding hunger strikers with nasal tubes (Baker, 2009), shackling and indefinite captivity, keeping detainees in wire cages, feed and sleep disallowed or controlled, forced to make bowel movements in public, and sexual abuse to name only a few (Uthman, 2009).

The news of torture, abusive treatment, and detainees’ summarily execution and murder by U.S. intelligence and military personnel generated widespread public outrage when CBS’s 60 minutes 2 (May, 2004) and Hersh’s articles in the New Yorker started showing images of detainees in ‘Abu Ghraib’ for the first time. The most emblematic photo was a hooded detainee on a cardboard box, fully clad in a blanket, wires attached to the outstretched arms, who was told that he would get electrocuted if his arms fall down (Hersh, 2004).

Perlmutter (2005) argues that the images *'have become the symbols in the Arab world of American imperialism'*. When President Bush (2004) in an attempt to explain in the U.S. nation about this abuse says that *'this is not America, --- the America I know cares about every individual Sent troops into Iraq to promote freedom (p.1)'*, it means that he separates himself and the rest of the U.S. from the likes of soldiers involved in torturing detainees, painting a truly heroic picture of U.S.

Torture at U.S. hands in the detention facilities contradicts the U.S. citizens' perception of a moral U.S. better than other nations. It is precisely this feeling of superiority that U.S. uses to subjugate the world rather than respecting the human diversity of the globe. In U.S. soldiers, an image of liberators is presented who are engaged in torture, an image of democracy exercising totalitarianism. Zizek (2004) argues that *"in the photos of the humiliated Iraqi prisoners, what we get is, precisely, an insight into 'American values', a 'flipside to public morality', premised in the absence"*.

The U.S. mentality of 'othering' the nations upon whom it has imposed wars and rendering them barbarous and savage is obvious from the official language of the War on Terror (Jackson, 2007). The sentiment of racial hatred in the verbal exchange between U.S. security guards and military police at a detention centre is evident from the Saar's recollection of a military policeman beating him: *"What the fuck is wrong with you; are you one of them detainee lovers?"* (Saar & Novak, 2005, p. 73). The expression is analogous to the 'Nigger Lover' or 'Indian Lover' from the U.S. past, indicating that the detainees are no less than slaves for U.S. The captives' differences in terms of race, religion, language or nationality from the U.S. captors have authorized the captors to abuse and deny the captives basic human rights. The captives are portrayed not only as mere enemy, but as uncivilized, evil savages --- not altogether humans. Even the right for a fair trial through writ of Habeas Corpus was denied to these detainees until June 12, 2008 (*"Obama Bows on Settling Detainees: Administration Gives up on Bringing Cleared Inmates to U.S. Officials Say"*, 2009, June 11). The purpose of this denial was to put detainees beyond the rule of law, beyond any court protection, and at the sheer mercy of captors. Ethnic/racial prejudice again finds its way to the U.S. detention centers when British detainees are not subjected to execution (Steyn, 2004) in comparison with Iraqis or Afghans particularly

Muslims who are summarily executed. Prisoners from countries holding less power than UK are held indefinitely and are victims of greater magnitude of torture (Steyn, 2004).

The presence of children with age range of 13-16 and very old people in the detainees also casts serious doubts about the fairness and veracity of arrests made and convictions against them (Amnesty International, 2003).

Hence, U.S. holds no right to call itself a civilized nation, if one reflects upon the complicity in the brutal slaughter of innocent souls and the torture inflicted upon their physical and psychic integrity in the war stricken societies. Also, U.S. led war on terror is actually a war on freedom and rights of other nations dissimilar from U.S. in their beliefs, values, race, language, religion, ethnicity, and practices. Shashikumar (2001) argues that the Bush administration wanted to gain more from the war against terrorism than the mere destruction of "Al Qaeda" and "Taliban". According to the author, U.S. wanted to control the gas and oil reserves of 200 billion barrels (1/3rd of the quantity in the Persian Gulf) in Turkmenistan, Kazakhstan, and Uzbekistan, 'through Afghanistan and Pakistan , to the Indian Ocean'. Hence, after 9/11 attacks, (under the guise of security and based upon false fear-mongering excuses of possible terrorist attacks on U.S. with the fake plot of availability of weapons of mass destruction) Afghanistan and Iraq both were invaded to maintain the U.S. imperialist power by ensuring cheap supply of oil from these regions.

All the above discussion is sufficient to infer that U.S. has misused its power on several fronts. It has suppressed diversity within its territory and has always tried to exercise hegemonic control over other nations by whatever means necessary. Internally, U.S. ineffective strategies of diversity management have increased racial hatred and have brought chaos to the society. Globally, U.S. led wars have destabilized the world. By undermining the rule of law --- whether constitutional or international, and by curtailing civilian liberties of diverse others, U.S. has made world a dangerous place to live. It has worsened the disparities among citizens of different origins and faiths. U.S. foreign policies deprived of diversity vision have deepened inequalities between powerful and powerless and aggravated poverty conditions around the globe. Hence, there exists insufficient evidence to reject null hypothesis in favor of alternate i.e. the findings contradict the proposition that U.S. is a role model for global community in ethnic diversity management.

Conclusion

To the world, U.S. presents itself as a grand and daring experiment of successful assimilation --- a melting pot --- blending a large number of people of diverse backgrounds, races, ethnicity, cultures, and religions. But a deep analysis of the U.S. politics from diversity perspective reveals that significant ethnic/ racial disparities exist within the U.S. society because of the failure of the government to manage the differences properly. U.S. society has collapsed under the oppressive treatment of minorities at the hands of U.S. government as is evident by persistent racial/ethnic gaps on well-being measures, wealth concentrated among whites, declining living standards of minorities, and widening income disparities among groups (Human Rights Watch, 2013; Mather & Jarosz, 2014). Appendices A1, A2, A3 in the Annexure section show these facts graphically. This is because the minorities don't receive fair treatment in U.S. The fact that U.S. governments neglect and even many a times have tried to eradicate the existence of minorities through legalized and institutional discrimination, is a product of belief in white supremacy. Hence, U.S. in recent times has emerged out to be a multiethnic dystopia where endemic chronic disease of racial divide favored by the government keeps tearing the society apart, the recent Missouri riots being the latest manifestation.

Based on the evidence presented in this study, the international role of U.S. towards making this globe a worthy living planet is also not much admirable. U.S. has committed several crimes against peace through its unilateral decisions of imposing wars on other nations. Rather than empowering other states, it has always tried to curtail their powers in order to maintain its global dominance. The reckless and criminal actions of U.S. government against global values of humanity in its blind pursuit of a return to imperial enterprise stand in stark contrast to its preached values. The reason can easily be located in the U.S. culture where 'racial superiority' shapes the U.S. consciousness and behavior towards other nations. In racial superiority, racism, religion, and politics all interact with each other to define U.S. role in the world which finally justifies conquest, expansion, and enslavement of other communities. Invasion of Mexico for

territorial expansion and riches is in no way different from invading Middle East or Afghanistan for oil. U.S. has always used wars as means to gain materialistic advantage destroying the inalienable and equal rights of all members of the human family regardless of their nationalities. Hence, today's world recognizes U.S. not by its successes but by its' failures to respect the diversity of the globe.

The U.S. government practice of institutional racism has lent disadvantage to ethnic minorities on several fronts. But now time has come to undo the harm done to these groups. Because, racial/ethnic minorities are projected to account for 99 percent of U.S. population growth between 2015 and 2030 (Mather & Jarosz, 2014), and minority youth and young adults will make up a rapidly growing share of students and workers.

Hence, the U.S. can't afford to ignore, exclude, devalue, fail to adequately educate, and segregate minority ethnic groups into ghettos. It needs Blacks, Latinos, and American Indians as scientists, engineers, programmers, managers, and entrepreneurs, not just in the low-wage positions they currently disproportionately occupy, or, worse still, unemployed at twice the rate of Whites and many having given up looking for work.

The playing field is not level—indeed there has been significant retrenchment in recent years. The education, employment, opportunities, and earning power of many non-dominant groups have actually declined through resistance to diversity measures. Hence, leaders should assume the responsibility of educating the population about merits of embracing and respecting diversity. By pursuing quality education, and by creating fairness, equity and equal opportunities for all, U.S. government can generate an infinite set of possibilities with the contributions of 320 million potential contributors. U.S. government should pursue multicultural policies with affirmative action plan aimed at removing blockades that limit a particular group's entry into key managerial positions and into money-spinning professions. U.S. should respect the international laws regarding peacekeeping so that its' power can be checked overseas as well. Rather than twisting the law to use state-sponsored torture against other nations, it should bind itself to the moral compass of United Nations and follow the procedures laid by this institution. United Nations should also exercise control over U.S. by imposing sanctions whenever it violates the domestic or global values of human rights and hence of diversity. Because the powerful, by no means can be allowed to live and abide by different standards than those who are weak. Only by compelling

U.S. to adhere to the international and domestic fair justice standards, it can be made to act opposite to the totalitarian empires, which currently is the U.S. practice in its foreign policy. The responsibility lies with the international agencies like United Nations, Amnesty International, Human Rights Watch, World Peace Council, University for Peace, Geneva Humanitarian Forum, G-15 Summit, International Peace Bureau, and other antiwar organizations to develop and make U.S. to follow practices of constitutional and political accommodation of diversity across both regional and transborder dimensions. Because no effort at nation-building and amassing power as a province of homogenization can succeed in this era of human diversity recognition.

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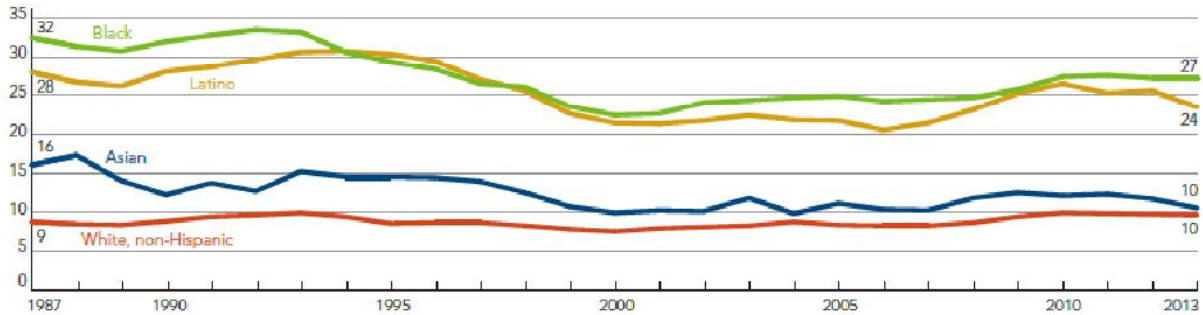
Annexures

A1

Persistent Racial/Ethnic Gaps

There is a Persistent Racial/Ethnic Gap in U.S. Poverty Rates.

Poverty Rates by Race/Ethnicity

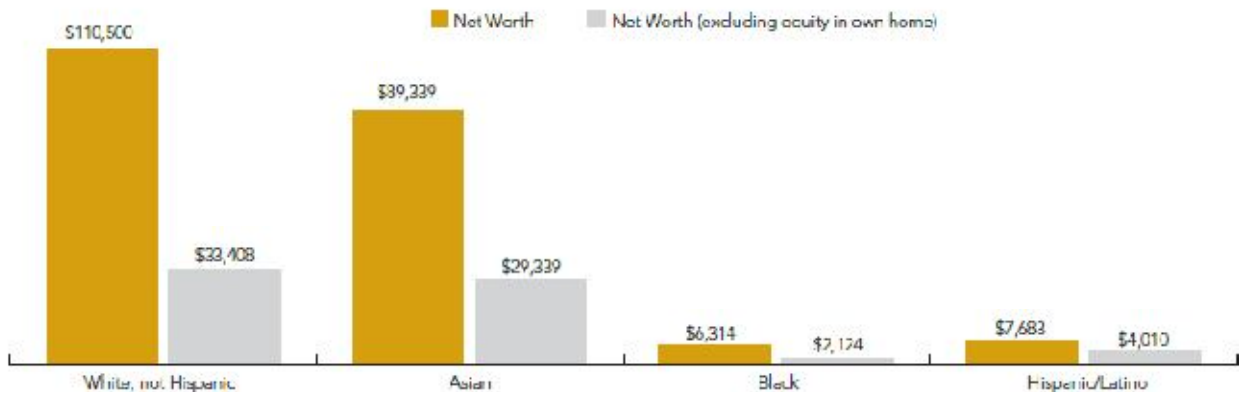


Note: Data for American Indians are not shown because of sampling error, but the poverty rate for American Indians/Alaska Natives was estimated to be 27 percent in 2013.
Source: U.S. Census Bureau, Current Population Survey. Starting in 2000, racial categories reflect those who selected only one race.

A2

Wealth is Nearly 18 Times Higher Among White Households Compared With Black Households.

Median Net Worth, by Race/Ethnicity, 2011



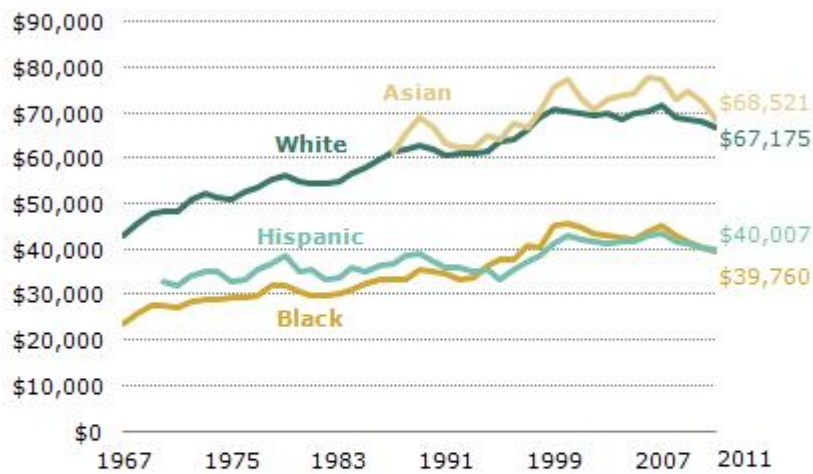
Note: Households headed by Other Races had a net worth of \$19,023 (or \$7,113 excluding home equity).
Source: U.S. Census Bureau, Survey of Income and Program Participation, 2008 Panel, Wave 10.

A3

The black-white income gap in the U.S. has persisted.

Median Adjusted Household Income by Race/Ethnicity of Householder, 1967-2011

in 2012 dollars



Note: White, black and Asian householders include only those who reported a single race. Native Americans and mixed-race groups not shown. Data for whites, blacks and Asians from 1971 to 2011 include only non-Hispanics. Data for whites and blacks prior to 1970 include Hispanics. Comparable data for Hispanics not available prior to 1970. Data for Asians not available prior to 1987. Asians include Pacific Islanders. Income standardized to a household size of three. For details, see <http://www.pewsocialtrends.org/2011/11/07/the-rising-age-gap-in-economic-well-being/4/#appendix-a-data-sources-and-methodologyappendix>.

Source: Pew Research Center tabulations of the Current Population Survey Annual Social and Economic Supplement (IPUMS)

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