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### Professional Experience

#### **RADFORD UNIVERSITY (<http://radford.edu>) December 2015 to to-date**

- Director of the International Studies minor and Leadership minor and Professor of Political Science at Radford University in Virginia, USA. Teaching courses in international studies, public administration, leadership, and political science; and research on sustainable development, leadership, anti-corruption, and governance. Advise students who pursue the International Studies minor and Leadership minor.
- Co-author of a book, *Anti-Corruption: Implementing Curriculum Change in Management Education*, (Greenleaf Publishing, 2015) written with international scholars in networks of the United Nations Global Compact.
- Co-editor of two books on global sustainability: *Beyond the Bottom Line: Integrating Sustainability into Business and Management Practice* (March 2016 by Greenleaf Publishing) and *Redefining Success: Integrating Sustainability into Management Education* (September 2017 by Routledge Publishing).
- Co-editor of two new books on sustainable development: *Struggles and Successes in the Pursuit of Sustainable Development* (to be published by Routledge in 2019) and *Global Champions of Sustainable Development* (Routledge Publishing in 2020).
- Principal investigator and faculty advisor to a group of four student researchers in a United Nations (UN) Principles of Responsible Management Education (PRME) project to develop an Anti-Poverty Toolkit aimed at strengthening teaching and research on poverty-related topics around the world. The Toolkit is envisioned to be a clearing house of open, online educational resources (e.g. case studies, syllabi, teaching exercises, journal articles) for scholars around the world to access, share, and update to raise standards of teaching and research in the field of anti-poverty. This project is funded by two grants by Radford University's College of Humanities and Behavioral Sciences and the Office of Undergraduate Research and Scholarship (August 2018 – December 2020).
- Principal investigator of the Strategic Investment Project "REALising Student Learning and Engagement, and Campus and Community Advocacy" at Radford University (July 1, 2021 - Present). This project aims to create a framework to link all student engagement and

community service activities to the University's Strategic Plan and the key learning outcomes of the REAL Curriculum for administrative coordination and program accountability.

- Supervisor of two Scholar-Citizen Consultancy Projects by 10 undergraduate Public Administration students in two local public and nonprofit organizations – the City of Galax Volunteer Fire and Rescue and the Radford-Fairlawn Daily Bread. These service learning and research projects are funded by the Scholar-Citizen Initiative of Radford University (August 2015 – May 2016).
- Designer of a new practice-oriented, interdisciplinary Leadership Studies minor at Radford University, include the foundation course on Leadership (POSC 180, The Art and Science of Leadership) and the Leadership capstone course (POSC 410, Demystifying Leadership), that would prepare students for leadership roles in diverse professions (July 2015 – to date). Instructor of courses of Leadership, Mistakes Leaders Make: Lessons from World Leaders and the School of Hard Knocks (2017 and 2021) and Predictions, Prognoses, and Prophecies: Forecasting the Future in Politics, the Economy, and Society (2021) at the Governor's School for the Humanities and the Visual and Performing Arts in Radford University, Virginia.
- Facilitator of the Blue Sky Commission at Radford University (RU), a cross-faculty strategic visioning group entrusted with the mission to examine “the near term and more distant challenges and opportunities before RU and to recommend one or more courses of action to more powerfully achieve RU's mission to teach students, make new knowledge, and apply knowledge to make the world a better place”. Currently member of the Radford University Strategic Planning Committee (Budget Subcommittee).
- Adviser/consultant in the areas of governance, board leadership, strategic planning, and fundraising to nonprofit organizations in Southwest Virginia, including the Community Housing Partners in Christiansburg and the Blue Mountain School in Floyd.
- Member of the United Nations Principles of Responsible Management Education (PRME). Working on grant project on “Integrity Training and Collective Action Programs” in the Anti-Corruption Working Group and an online “Anti-Poverty Toolkit” with the Anti-Poverty Working Group (2017 to to-date).
- Principal investigator of three start-up grants by Radford University's Office of High Impact Practices (HIPs), Center for Innovative Teaching and Learning, and the Scholar-Citizen Initiative to develop and implement “high impact” learning activities in courses in Political Science, International Studies, and leadership.
- Principal investigator of three research projects funded by Radford University's Center for Innovative Teaching and Learning (CITL) on “Academic Integrity in the Classrooms without Policing or Punishment” (2015-2016), “Grade Appeals: Adjustment, Accommodation or Appeasement” (2016-2017), and “Mistakes Teachers Make: What the Art and Science of Missteps and Misjudgments can tell us about Teaching and Learning” (2018-2019).
- Member of the Radford University Faculty Senate (2018) and College of Humanities and Behavioral Sciences Curriculum Committee (2016, 2018). Appointed CITL Fellow to facilitate the Faculty Innovators' Café (a network of instructors interested in innovations in teaching) in the Fall Semester 2017 and Spring Semester 2018.
- Fellow at the Institute of Policy and Governance at the Department of Public and International Affairs at Virginia Tech. Working with researchers and grant-writers on governance and integrity tools for international projects of the institute. Keynote speaker/presenter at their

*Community Voices* public education event, *Talk at the Table* radio show, and research roundtable on integrity governance in the fall of 2014.

**ASIAN DEVELOPMENT BANK (ADB, <http://adb.org/>), WORLD BANK (WB, <http://worldbank.org/>), and PARTNERSHIP FOR TRANSPARENCY FUND (<http://ptfund.org>)**

**International Consultant, June 2012 to June 2014**

- Serve as Integrity Specialist and Team Leader for Asian Development Bank's ten-month long project to evaluate and strengthen the operational capacity of the Anti-Corruption Commission of Bhutan.
- Serve as Risk Management Specialist and Team Leader for Asian Development Bank's six-month long project to review and evaluate the implementation of the Governance and Anti-corruption Action Plan.
- Develop grant proposals for Partnership for Transparency Fund anti-corruption and integrity building projects in six different countries.
- Consult for World Bank Project in Indonesia for one month. Review social accountability in basic health and education service delivery in Indonesia and design of demand-side accountability project in *PNPM Generasi*.

**INTEGRITY ACTION (IA, <http://www.integrityaction.org/>)**

**Chief Learning Officer and Director of the Public Integrity Education Program, Dec. 2009 to Dec. 2011**

- Integrity Action (IA) is an independent non-governmental organization that specializes in integrity management, public integrity education, and corruption control programs worldwide. Responsible for managing IA's flagship program, the Public Integrity Education Network (PIEN) which has 700 academic members from 300 universities in 60 countries with regional hubs in Armenia, China, Indonesia, Jordan, Kenya, and Palestine. From 2010, simultaneously director for IA's largest national integrity project in Indonesia.
- As Director of Integrity Education and Chief Learning Officer, led in the executive training of academics, administrators and researchers in good governance and anti-corruption at regional and international workshops and managed a team of 18 full-time and part-time staff across multiple time zones and languages.
- Executive Trainer at the Integrity Summer School (SUN workshops on Leadership and Managing for Integrity, and Pro-Poor Integrity) that trains public, non-profit, and corporate leaders in integrity management at the Central European University, Budapest, Hungary, 2009-2011.
- As director of the Indonesia program, supervised five-year program funded by the Netherlands and the United States to strengthen integrity/anti-corruption, including the largest national network of anti-corruption academics (200 at 80 universities); provided technical assistance to the Indonesian National Ombudsman's Office, Ministry of Finance, and Corruption Eradication Commission (KPK); created anti-corruption curriculum materials including syllabi and short films for executive training; managed *GrantCheck* website to strengthen accountability and disclosure by NGOs in Indonesia; created an integrity diagnostic tool for assessing corruption risks in organizations and for developing integrity interventions to strengthen good governance.

- In partnership with the Central European University, successfully raised \$1.6 million from the Siemens Integrity Initiative to begin a five-year project to significantly scale up the Europe and Central Asia Integrity Education Network, focusing on four priority countries—Armenia, Bulgaria, Georgia and Kyrgyzstan—and rapidly expand the network by 50-60 universities annually.

**WORLD BANK (WB, <http://www.worldbank.org>)**

**Governance and Anti-corruption Consultant and Executive Trainer, May 2008 to Dec. 2008**

- Bangladesh Social Investment Program, Sri Lanka Gemidiriya, and Tamil Nadu Vazhndhu Kaatuvom projects in India are highly successful and fast-expanding World Bank community development and livelihoods projects in the South Asia region.
- Conducted a review to determine fiduciary and accountability risk areas, and identified the strengths and weaknesses in the governance systems and anti-corruption mechanisms of these three projects.
- Trains community leaders and project manager in Bangladesh, Sri Lanka and India in the management of integrity and good governance in the implementation of rural livelihood projects.

**WILMINGTON HEALTH ACCESS FOR TEENS (WHAT, <http://www.whatswhat.org>)**

**Executive Director, 2007 to 2009**

- WHAT is a nonprofit organization providing a wide range of healthcare and health education services targeted at indigent and underserved youth in North Carolina.
- Developed and managed the organization's programs and policies, including a highly successful three-year fundraising plan that raised more than \$2.5 million in fiscal year 2008-2009.
- Introduced systems for better governance and management of the organization, including a results-monitoring framework, personnel policies, and an electronic medical record system.
- Assumed executive responsibility for the operation of clinics and offices and management of some 40 clinicians, counselors, nutritionists, health educators, consultants, and administrators.
- Strategic management activities included preparing the organization for transition from a hospital-affiliated organization to an independent stand-alone entity.

**UNIVERSITY OF NORTH CAROLINA WILMINGTON (UNCW, <http://www.uncw.edu>)**

**Executive Trainer and Adjunct Lecturer, 2008 to 2013**

- Taught Public Management Tools (PLS 507) as an adjunct professor at UNCW's Department of Public and International Affairs' Masters in Public Administration program in Fall 2013.
- Taught Ethics and Leadership in Public Life (PLS 217) as an adjunct professor at UNCW's Department of Public and International Affairs in Spring 2008.
- Executive trainer/consultant at the Quality Enhancement for Nonprofits (QENO's) Certificate in Leadership Program, targeted at nonprofit CEOs and Board Chairs in the Southeastern North Carolina.

**DEMAND FOR GOOD GOVERNANCE PROJECT (DFGG, [http://www.interior.gov.kh/wb\\_dfgg.asp](http://www.interior.gov.kh/wb_dfgg.asp))**

### **Risk Management and Anti-corruption Consultant, August 2007 to January 2008**

- The DFGG project in Cambodia is one of the World Bank's first projects devoted exclusively to promoting good governance in five selected state institutions and non-government organizations through social accountability.
- Conducted risk assessment, participatory needs assessment, and developed the Risk Assessment and Mitigation Plans for five implementing institutions and for the project as a whole.
- Prepared executive training programs to strengthen project managers' and civil society leaders in managing project finances with integrity and in compliance with grant specifications.

### **SINGAPORE INTERNATIONAL FOUNDATION (SIF, <http://www.sif.org.sg>)**

#### **Executive Director, Jan. 2004 to Dec. 2006**

- Foundation is US\$7-million organization active in 30+ countries. Flagship programs are Singapore Volunteers Overseas, placing volunteers and specialist teams in developing countries; Friends of Singapore, hosting international visitors to increase awareness of Singapore; Overseas Singaporeans, connecting Singaporeans working and living abroad; and Youth Expedition Project (placing people aged 17-25 in service learning projects, primarily in neighboring countries).
- Experience in managing large teams, ensuring their safety and welfare, and coordinating complex international programs, especially in post-conflict and post-disaster areas.
- Created new program, Singapore Executive Expeditions, to send corporate executives for corporate social responsibility and service learning in developing countries. Led the inaugural SXX team to the Himalayan kingdom of Bhutan.
- Tsunami relief and reconstruction: Multiple youth and specialist teams as well as long-term volunteers for assistance work in Sri Lanka and Aceh, Indonesia. As project director, completed, with Indonesian partner, US\$3 million orphanage construction project in Aceh.
- Achieved 95% adoption of charity best practices within 18 months. Introduced volunteer management system for engaging, training, and facilitating volunteerism among 10,000 alumni of SIF. Introduced internal financial audit. Significantly reduced operating costs from FY2005/06 to FY2006/07; overhead reduced by 12%, while program expenditure increased by 67%.

### **OFFICE OF INTERNAL OVERSIGHT OF THE UNITED NATIONS (OIOS, <http://www.un.org/Depts/oios/>)**

#### **Chief of Staff and Special Assistant to the Under-Secretary-General, 2001-2003**

- Initiated and served as Project Manager for the Organizational Integrity Initiative, the UN's first-ever organization-wide anti-corruption campaign. The Initiative included a new executive program on Organizational Integrity and Corruption Control offered by the Harvard Kennedy School to international development executives in 2003.
- Developed a risk management framework, applying the latest thinking on risk analysis and risk mitigation into work planning and resource allocation processes. First risk-based, agency-wide operations planning and performance-based management framework adopted in a UN organization.

- Managed professionals and support staff in critical policy-making and administrative positions, including the Office of the Under-Secretary-General, the Executive Office, and the Information Technology Unit. Annual budget \$22 million.
- Managed work planning, budgeting, reporting to the General Assembly and other stakeholders, project management, fundraising, and inspection missions to UN field offices, communicating with the media, human resources, and diversity issues.

**NATIONAL UNIVERSITY OF SINGAPORE (NUS, <http://www.spp.nus.edu.sg> )**

**Assistant Professor, Lee Kuan Yew School of Public Policy and Management, 1992-1993, 1998-2001, 2003-2004**

- Taught strategic management, organizational and political analysis, public sector ethics, capstone, and policy analysis to student body from around Asia. Researched public sector governance, organizational integrity, leadership, corruption control, social capital, and civil society development.
- Trained senior executives in change management, governance, corruption control, leadership, organizational learning, and ethics in international executive programs, including the National University of Singapore Business School and the Lee Kuan School of Public Policy and Management.
- As resident fellow of King Edward VII Hall of Residence, mentored and guided student leaders in their co-curricular activities as well as their academic life.

**SINGAPORE POLICE FORCE (SPF, <http://www.spf.gov.sg/>)**

**Rising to Senior Assistant Superintendent of Police, 1988-1992**

- Commanded 470 active police officers, 13 Neighborhood Police Posts and more than 2,000 reserve officers in the operational division.
- Formulated and implemented extensive human resource development reforms in the Force as Staff Officer (Career Development).
- As Investigation Officer, conducted investigations and field operations in a wide range of criminal cases.
- Served as Aide de Camp to the President of the Republic of Singapore.

**SINGAPORE PRISONS DEPARTMENT (<http://www.prisons.gov.sg/>)**

**Staff Officer (Special Projects), 1992**

- Special advisor and principal staff officer to the Director of Prisons.
- Undertook modernization initiatives in prison administration and security, and the rehabilitation of prisoners.

**Education**

**HARVARD UNIVERSITY, Graduate School of Arts and Sciences**

**Ph.D., Public Policy, 1998**

- Recipient of the prestigious National University of Singapore Overseas Graduate Scholarship, 1993-1998.
- Specialization in public management, governance, and organizational analysis with additional expertise in public sector reform and innovations.
- Dissertation: *Social Capital, Cultural Survival Strategies, and Social Control Mechanisms of the Amish in Lancaster County, Pennsylvania, USA*.

## **HARVARD UNIVERSITY, Harvard Kennedy School**

### **Master in Public Policy, 1995**

- Concentration in International Development and specialization in Public Ethics.

## **NATIONAL UNIVERSITY OF SINGAPORE**

### **Bachelor of Social Sciences (Honors), 1987**

- Recipient of the Singapore Public Service Commission Local Merit Scholarship, 1983-1987.
- Majors: Economics and Political Science.
- Additional coursework in Sociology and Statistics.

## **Academic Publications and Teaching Cases**

- Author, "Developing an Integrity Diagnostic Tool for the Kingdom of Bhutan," in *Anti-Corruption in Research, in Practice and in the Classroom*, edited by Agata Stachowicz-Stanusch and Wolfgang Amann, with Information Age Publishing Inc., U.S., 2018.
- Co-editor (with Patricia Flynn and Milenko Gudic), *Global Champions of Sustainable Development*, to be published by Routledge of the Taylor and Francis Group, U.K., upcoming spring of 2019.
- Co-editor (with Milenko Gudic and Patricia Flynn), *Struggles and Successes in the Pursuit of Sustainable Development*, to be published by Routledge of the Taylor and Francis Group, U.K., upcoming winter of 2019.
- Co-author (with Wolfgang Amann, Ronald Berenheim, et al), *Anti-Corruption: Implementing Curriculum Change in Management Education*, Leeds, UK: Greenleaf Publishing, September 2015.
- Co-editor (with Milenko Gudic and Patricia Flynn), *Beyond the Bottom Line: Integrating Sustainability into Management and Business Practice*, Leeds, UK: Greenleaf Publishing, March 2017.
- Co-editor (with Patricia Flynn and Milenko Gudic), *Redefining Success: Integrating Sustainability into Management Education*, London, UK: Routledge Publishing, upcoming June 2017.
- Author of the article, "The Ethics of Teaching Anti-Corruption and Integrity", No 4/32, December 2015, in the peer-reviewed international journal *Organization and Management* published by the Silesian University of Technology in Poland.
- Simulation Exercise: "Global Happiness!" Interactive exercise written for teaching in the International Studies Program at Radford University, Fall Semester 2015.

- Simulation Exercise: "Sustainable Development!" Interactive exercise written for teaching in the Political Science Department at Radford University, Spring Semester 2015.
- Simulation Exercise: "World Government!" Interactive exercise written for teaching in the International Studies Program at Radford University, Fall Semester 2014.
- Simulation Exercise: "Mars Colonization!" Interactive exercise written for teaching in Comparative Politics at Radford University, Spring Semester 2017.
- Simulation Exercise: "Resisting Dictatorship!" Interactive exercise written for teaching in Comparative Politics at Radford University, Spring Semester 2017.
- "With the Best of Intentions: Singapore Volunteers and Donors and the Tsunami Reconstruction," *Journal of Social Work in Disability and Rehabilitation*, Vol. 5, No. 3/4, Winter 2006 (with Paige Johnson Tan). Also published in an edited volume: Ngoh Tiong Tan, Allison Rowlands, and Francis Yuen, eds. *Asian Tsunami and Social Work Practice: Recovery and Rebuilding*, Binghamton, New York: Haworth Press, 2007.
- "Knowledge Has Many Colors: The Public Policy Management of Madrasah Education," chapter in Noor Aisha Abdul Rahman and Lai Ah Eng, eds. *Secularism and Spirituality: Seeking Integrated Knowledge and Success in Madrasah Education in Singapore*, Singapore: Institute of Policy Studies and Marshall Cavendish International, 2006.
- "Masters, Mandarins and Mortals: Constituting the Singapore National Integrity System," chapter in Simon Tay and Maria Seda, eds., *The Enemy Within: Combating Corruption in Asia*, Singapore: Eastern University Press, 2003.
- "Learning and Innovation in Public Institutions: Lessons from Singapore," (with Khoo Boon Hui), chapter in Mukul G. Asher, David Newman, and Thomas P. Snyder, eds., *Public Policy in Asia: Implications for Business and Government*, Westport, CT: Quorum Books, 2002, 175-192.
- "Teaching Old Dogs New Tricks: Implementing Organizational Learning in an Asian National Police Force," (with Loizos Heracleous) *Journal of Applied Behavioral Science*, Vol. 37 No. 3, September 2001, 361-380.
- "Mandarins, Masses and Mnemonic Devices: Combating Corruption in Singapore," Chapter 1 of Antonio C. Pedro, Jr. ed., *Combating Corruption in East Asia*, Manila: Yuchengco Center for East Asia, 2001, 1-16.
- "Social Capital and State-Civil Society Relations in Singapore," Institute of Policy Studies, IPS Working Papers Series No. 9, September 2001.
- Case Study: "Watchdogs in the Midst of Wolves: Investigating Corruption in the UNHCR Refugee Camps in Nairobi (Case A, B and C, with teaching notes)". Three-part case written for the Harvard Kennedy School's Executive Program on *Corruption Control and Organizational Integrity*, June 2003.
- Case Study: "Teaching Old Dogs New Tricks: Transforming the Singapore Police Force into a Learning Organization," Case written for teaching Public Management in the Master in Public Policy Program, National University of Singapore, Fall Semester, 1998.
- Simulation Exercise: "Speaking to the Media: Environmental Fallout from the Titan Cement Plant," interactive exercise written for teaching in the Master in Public Administration Program, University of North Carolina in Wilmington, Fall Semester 2013.
- Simulation Exercise: "Hostage! – Crisis in Mindanao", exercise on Negotiations written for teaching in the Master in Public Policy Program, National University of Singapore, Spring Semester, 2001.



- Simulation Exercise: "Blockade! – Standoff in the Taiwan Straits", on International Relations and Crisis Management written for teaching in the Master in Public Policy Program, National University of Singapore, Fall Semester, 2000.
- Simulation Exercise: "Scandal! – Political Crisis in South Korea", case on Public Ethics written with (Hilda Colet Villadolid, Achnas Geni Floribunda, Raja Nor Azwa Binti Raja Alang Petra, and Stephen Bennet Shaffer) for teaching in the Master in Public Policy Program, National University of Singapore, Fall Semester, 2000.

### **Professional Reports and Grant Proposals**

- Start-up Grant Proposal: "Mistakes Teachers Make: Acknowledgement, Recovery, & Learning from Missteps and Misjudgment," a one-year inquiry into Radford University's practice of the assessment and handing of grade appeals. Project funded by the Center for Innovative Teaching and Learning at Radford University in August 2018.
- Expression of Interest: Written with a team of five international scholars in the UN PRME Anti-Corruption Working Group and two UN staff members, to develop and submit a preliminary proposal to the Siemens Integrity Initiative: Creating fair market conditions and fighting corruption and fraud through Collective Action, education & training. The project is to develop Anticorruption Training Centers for SMEs in India, Russia, Brazil, and Egypt for a total budget of \$1,487,700 over a five-year period from 2019 to 2023.
- Grant Proposal: With Dr. Michael Buehler of London University, entitled "Integrity Diagnostics for Private Sector Hydropower Companies in Nepal" with a budget of \$176,567.00. The 18-month research proposed aims to develop and test an anti-corruption diagnostics instrument for use in Nepal's hydropower energy sector, involving a representative sample of at least 30 Independent Power Providers (IPPs) in the country's hydropower energy sector. The funder is the U.K.'s Department for International Development.
- Start-up Grant Proposal: "Grade Appeals: Accommodation, Adjustment, or Appeasement", a one-year inquiry into Radford University's practice of the assessment and handing of grade appeals. Project funded by the Center for Innovative Teaching and Learning at Radford University in August 2016.
- Grant Proposal: "Program on Leadership and Governance in Nonprofit Organizations", a three-year program to train nonprofit and public leaders and Board members in governance and leadership. Proposal prepared for the Jessie Ball DuPont Fund, September 2015.
- Start-up Grant Proposal: "Academic Integrity without Policing or Punishment", a one-year inquiry into Radford University's practice of the Honor System and its impact on academic integrity in the classrooms. Project funded by the Center for Innovative Teaching and Learning at Radford University in August 2015.
- Grant Proposal: "Program for Ethics Training and Research Abroad (PETRA)", with Avila Scientific, Inc., a two-year program to introduce ethics training to the Biological Research (CBR) in the former Soviet Union states of Georgia, Kazakhstan, Armenia and Azerbaijan, April 2015.
- Grant Proposal: "Program for Ethics Training and Reform in International Scientific Enterprises", currently funded by the Office of Sponsored Programs of Radford University, April 2015 – to-date.

- Grant Proposal: "A Center for Integrity and Governance at Radford University", August 2014. The Center is an initiative of the College of Humanities and Behavioral Sciences, designed to advance the knowledge of integrity and good governance through programs in the public, private, and nonprofit sectors in Southwest Virginia and international projects around the world. It is envisioned to offer executive training programs, management consulting services, and technical assistance to senior executives of all sectors to promote standards in leadership competence and character.
- Grant Proposal: "The Brain Sail: A New Approach to Reality-Testing, Problem-Solving, and Team-Learning in Organizations", a three-year program to develop and pilot an integrated set of strategies for collective problem-solving - where issues involved are complex, sensitive and divisive - called the Brain Sail, October 2014.
- Grant Proposal: "Governance Diagnostic Tools and Leadership Resources", a three-year program to develop diagnostic instruments for testing organizational governance practices, generate a database and set baselines for organizational self-assessment and continuous improvement, and create a set of governance reform tools and practices for organizational reforms, November 2014.
- Grant Proposal: "Integrity-Based Interviewing for Executive Selection and Promotion", a three-year program to develop a set of instruments for integrity-based interviewing (for pre-employment screening and promotion decisions), calibrated for use in diverse agencies in the public, private, and nonprofits sectors, December 2014.
- Grant Proposal: "Raising the Bar: Integrity Program for Businesses and Executives around the World," a five-year project to promote integrity and reduce corruption in the private sector in Argentina, Brazil, China, Germany, India, Kenya, Qatar, Russia, South Africa, and Turkey, for fundraising by the Partnership in Transparency Fund, Washington, DC, October 2013.
- Grant Proposal: "Innovative Diagnostic Tools, Integrity Standards and Collective Action Program for Businesses and Executives in India, proposal to the Siemens Integrity Initiative, 27 June 2013.
- Final Report on TA-6337 REG: Development Partnership Program for South Asia – 22 Strengthening the Anti-Corruption Commission of Bhutan (nine-month project funded by the Asian Development Bank) by the Consultant Team of the Partnership for Transparency Fund, dated 31 March 2013.
- Confidential evaluation report on SC 100377 REG: RSC No. C20655, "Second Governance and Anticorruption Action Plan (GACAP II) Implementation Review" to the Asian Development Bank, dated 2 January 2013.
- Report and Implementation Plan on the "Integrity Diagnostic Tool" and "Integrity Vetting Protocol," two new anti-corruption and integrity building tools developed for the Anti-Corruption Commission of Bhutan, reports dated 9 November 2012 and 4 February 2013 respectively.
- Grant Proposal: "Strengthening the Anti-Corruption Commission of Bhutan", to the Asian Development Bank to fund a ten-month technical assistance project in Bhutan, dated June 2012. Funding attained: \$380,000.
- Confidential Reports on "Integrity Measurement and Corruption Diagnosis Tools for Indonesia" and "Ethics Regime Assessment Tools for Indonesia, integrity building tools specifically developed for Integrity Action and the Ombudsman's Office of Indonesia, dated 11 April 2012 and 13 May 2012 respectively.

- Grant Proposal: "Regenerating Chinese Society through Integrity Education - Accelerating Integrity Education and Governance Reform in China by Delivering a State-Sanctioned, Large-Scale, Locally Adapted Curriculum in Applied Governance, Integrity and Reform to all Universities and Colleges in the Mainstream Higher Education and Civil Service Training System," a five-year project with the China Public Integrity Education Network and UNDP China Office to introduce integrity courses to 3,000 universities and colleges throughout China, and train 9,000 university teachers to teach integrity modules to Chinese university undergraduates, November 1, 2011.
- "Report on the Proceedings of the Brain Sail: Action Plan with Communication and Accountability Strategies to Address the Beach Erosion Problem at Bald Head Island, North Carolina," confidential report to the Mayor of the Village of Bald Head Island, 30 July 2009.
- Report on the "Evaluation of Governance, Accountability and Corruption Risks and Recommendations for Strengthening Good Governance of Three World Bank-Financed Community-Driven Livelihoods Development Projects in the South Asia Region" on Bangladesh Social Investment Program; Sri Lanka Gemidiriya and Tamil Nadu Vazhndhu Kaatuvom projects in India, August 2008.
- Governance, Accountability and Anti-Corruption plans (GAAPs) for the Bangladesh Social Investment Program; Sri Lanka Gemidiriya and Tamil Nadu Vazhndhu Kaatuvom projects in India (with Vinay Bhargava), August 2008.
- Governance Capacity Building Action Plan and Governance Training Curriculum for Community Leaders and Project Staff in three World Bank-financed community-driven livelihoods development projects in the South Asia region, 2009.
- Risk Management Manual and Good Governance Manual for the Demand for Good Governance Project by the Royal Government of Cambodia and the World Bank, June 2008.
- Risk Assessment and Mitigation Plans for the Ministry of National Assembly-Senate Relations and Inspection, Arbitration Council, Radio National of Kampuchea, Ministry of Interior's One Stop Window Services and District Ombudsman's Office, The Asia Foundation and the Demand for Good Governance Project by the Royal Government of Cambodia and the World Bank, November 2007.
- Transparency and Anti-corruption Plans for five institutions of the Cambodian government for the Demand for Good Governance Project, Royal Government of Cambodia and the World Bank, December 2007.
- Risk Assessment and Mitigation Plan for the Demand for Good Governance Project by the Royal Government of Cambodia and the World Bank, December 2007, and Good Governance Framework for the Demand for Good Governance Project by the Royal Government of Cambodia and the World Bank, December 2007.
- Confidential report on the Governance and Anti-Corruption Workshop for Senior Public Officials of the Lao People's Democratic Republic, September 2006. Workshop organized by the Lee Kuan Yew School of Public Policy, National University of Singapore and funded by Swedish International Development Agency.
- "With the Best of Intentions: Singapore Volunteers and Donors and the Tsunami Reconstruction," *Lianhe Zaobao* (Singapore Chinese-language newspaper), two-part article published December 28, 2005 and January 3, 2006.

- Grant Proposal: "The Organizational Integrity Initiative of the United Nations", proposal to member states of the United Nations for a comprehensive integrity-building program for agencies, funds and programs of the UN, March 2003. Funding obtained: \$120,000.
- With Sea-Change Partners, "Information, Indicators, Incentives, and Integrity: Overcoming Obstacles to Effective Anti-Corruption Monitoring in World Bank-financed Projects in Indonesia," Consulting report for the World Bank Office of Jakarta, December 2005.
- With Sea-Change Partners, "Monitoring Corruption in World Bank Projects," Consulting report for the World Bank Office of Jakarta, September 2004.
- "Towards an East Asian Community: A Region of Peace, Prosperity and Progress". Final Report of the East Asian Vision Group (with Eileen Bavera), report of the East Asia Vision Group to the governments of Association of South East Asian Nations, China, Japan and South Korea, 4 November 2002.

### **Conferences, Workshops and Invited Speeches**

- Contributed a paper on the Shark Tank Contest and The View Talk Show Exercises" to Panel of international scholars from the organization, LEAP, on *Developing Mindfulness in Action: Innovative Pedagogies for Engaging Students and Impacting the World*, at the 2018 Academy of Management Meeting, 10-14 August 2018 in Chicago, Illinois.
- Presented in the Professional Development Workshop titled "Creating Meaningful Organizations: Role of Values, Spirituality, Mindfulness and Leadership" at the 2017 Academy of Management Meeting, 4-8 August 2017 in Atlanta, Georgia.
- Represented the Political Science Department at the Scholar-Citizen Initiative's strategic planning workshop, "Taking SCI to Scale Workshop," facilitated by AAC&U consultant, Kate McConnell, and Dr. Jodi Fidler, Associate for Assessment Policy and Analysis, State Council of Higher Education for Virginia, 11-12 May 2017 at Radford University.
- Presented (with student Ivan Thirion) a session on the "Mistakes Leaders Make" at the Ignite Student Leadership Conference organized by Radford University on February 25, 2017.
- Presented a paper on academic integrity at Radford University, entitled "Grade Appeals: Accommodation, Adjustment, or Appeasement," at the 2017 Conference on Higher Education Pedagogy on February 15-17, 2017 at Virginia Tech.
- Presented on a Panel on Creating Meaningful Organizations: Role of Values, Spirituality, Mindfulness and Leadership on the topic "Leadership that Works: Adaptive Challenges and Contemplative Practices," (submission-10585) at the Academy of Management Annual Conference in Anaheim, California, August 5-9, 2016.
- Presented a paper on academic integrity at the Conference on Teaching Large Classes at Virginia Tech, Blacksburg, Virginia. The paper is entitled: "Honor Systems Practices in Large Classes: Herding without Hovering" (July 21, 2016).
- Presented a paper on "Integrity in Leadership Practices: Contemplative Practices in the Classroom" at the Conference on Contemplative Practices for the 21st Century University organized by a Consortium of Virginia Universities, at Virginia Tech, Blacksburg, Virginia. (March 10, 2016 - March 12, 2016).

- Presented a paper on academic integrity at Radford University, entitled "Integrity in the Classrooms without Policing or Punishment," at the 2016 Conference on Higher Education Pedagogy on February 9-12, 2016 at Virginia Tech.
- Attended the United Nations Principles of Responsible Management Education's North American Chapter Meeting, February 4 - 6, 2016 in Atlanta, Georgia and presented a paper entitled, "Introducing the Principles of Responsible Management Education and Sustainability Agenda into Teaching" at this international conference.
- Keynote speaker at Virginia Tech's Intercultural Understanding Club's 2016 Dialogue and Fundraising Dinner, on January 26, 2016, at Warm Hearth Village Center, Blacksburg. The year's Dialogue Dinner, titled "Blankets of Hope" was part of a region-wide charity campaign "Help Syrian Refugees" ([www.helpsyrianrefugees.us](http://www.helpsyrianrefugees.us)) from New River Valley. It was specifically aimed raising funds for the Syrian refugees who fled their homes in Syria seeking refuge in Turkey.
- 2015 Conference on Teaching Large Classes, organized by the Center for Instructional Development and Educational Research at Virginia Tech, July 23, 2015.
- Third Conference on Evidence-Based Anti-Corruption Policies, organized by Thailand's National Anti-Corruption Commission, the World Bank and Transparency International Thailand Chapter, in Bangkok, June 17-18, 2015. Presented a paper: "Cleaning House in Paradise – Fighting Corruption Using Integrity Diagnostics in the New Democracy in Bhutan".
- World Conference on Research Integrity (<http://wcri2015.org/index.html>) in Rio de Janeiro, Brazil from May 31 to June 3, 2015.
- 2015 Annual Conference on Higher Education Pedagogy organized by the Center for Instructional Development and Educational Research at Virginia Tech, February 4-6, 2015.
- United Nations Global Compact Principles for Responsible Management Education Working Group on Anti-Corruption meeting, 8-9 December 2014 in New York at the UN Global Compact Office. A meeting to discuss network activities and book projects.
- United Nations Global Compact 10th Principle Anniversary Event, 9-10 December 2014 in New York at the Wyndham New Yorker Hotel. A meeting attended by corporate leaders from around the world. The year 2014 marks the 10th anniversary of the UN Global Compact's 10th Principle against Corruption.
- Radio interviews on "Trustees without Borders," with host Andy Morikawa, WUVT - FM 90.7, on "Issues of Nonprofit Governance" and "Tackling Corruption in Bhutan and Lessons for Governance and Integrity in the New River Valley" in August and November 2014 respectively.
- Speaker in "Community Voices" – a public education seminar to community leaders for the Institute of Policy and Governance (IPG), College of Architecture and Urban Studies at Virginia Polytechnic Institute and State University. Research roundtable presenter on "Promoting Integrity in Bhutan and Lessons for Governance in Nonprofits in the New River Valley" at the IPG (November, 17, 2014).
- Expert Workshop on Methodology Development for the Anti-Corruption Agency (ACA) Index, Transparency International Asia Pacific, Kuala Lumpur, Malaysia, 18-19 June 2013.
- "Building Integrity in Bhutan," presentation and public discussion at the Partnership for Transparency Fund, Results in Development Offices in Washington, DC, 28 February 2013.
- "What is Integrity in Leadership?" and "Integrity Diagnostic Tool," presentations at the Integrity in Leadership conference for senior public leaders in the Kingdom of Bhutan, at the Anti-Corruption Commission, in Thimphu, Bhutan, 23 January 2013.

- “The Integrity Diagnostic Tool”, a series of training workshops for organizations in Bhutan: Royal Civil Service Commission, National Council, The Kuensel Corporation, Royal Insurance Corporation of Bhutan, and Ministry of Agriculture, in Thimphu, Bhutan, December 2012 - February 2013.
- “Leading with Integrity,” capacity building workshop for the staff of the Anti-Corruption Commission, in Babesa, Bhutan, October 2012.
- Keynote Address, “Principles of Integrity Education” and “Teaching Methods” at the Integrity Education Workshop in Tsaghadzor, Armenia, attended by educators and researchers, 27-30 August 2011.
- “How Do You Teach Integrity?” and “From Corruption to Integrity,” workshops/lectures at the Integrity Summer School, at the Central European University, Budapest, Hungary, on 25 June 2011.
- “Societies Educated for Integrity,” Lecture to academics, researchers and university administrators in the Bulgarian Integrity Education Network, at the Political Science Department of Sofia State University in Bulgaria 23-24 June 2011.
- “Establishing a Supportive Community to Promote Integrity,” Public Talk given at the Institut Des Finances Basil Fuleihan, Beirut, Lebanon, 25 May 2011.
- “Indonesia Integrity Dialogues,” presentation at Bandung, Indonesia to the Indonesian academics, civil society leaders and government officials, 30 November 2010.
- “Regenerating Chinese Society through Integrity Education,” presentation to Chinese academics and researchers at Tsinghua University, Beijing, China on 15 November 2010.
- “Integrity and Higher Education,” academic seminar given at the Faculty of Political Science, Hasanuddin University, Makassar, Indonesia on 29 July 2010.
- “Integrity and Development,” seminar given at the Integrity Summer School, at the Central European University in Budapest, Hungary, 13 July, 2010.
- “Soft Power Strategies of Small States” and “The National Integrity System in Singapore,” invited addresses to Tel Aviv University, Israel, November 2005.
- “Social Responsibility: International Perspectives and Practices,” Confederation of Indian Industry, 6th Social Summit, at the Conference on Social Responsibility: Building Good Business Practices, Delhi, India, December 2004.
- Chair of Asian Opinion Leaders Consultation, IDA 14 Replenishment Meeting, Consultative Group for Vietnam/World Bank, Hanoi, Vietnam, July 2004.
- Keynote address, Connexions 2004 (Conference of Singapore Student Associations and Clubs of Australia), Monash University, Melbourne, Australia, August 2004.
- “Public Sector Governance and Reform in Singapore,” International Symposium on Public Service Reform and Good Governance, Hainan, China, November 2003.
- “The United Nations: Mission, Mandates, and Myths,” Address to the Distinguished University Alumni League, Singapore, November 2003.
- Keynote address on “Building Social Capital,” Research Seminar 2003, Ministry of Community Development and Sports, Singapore, September 2003.
- “A New Perspective on Singapore’s National Integrity System” and “Corruption and Integrity in the United Nations,” 11th International Anti-Corruption Conference, Seoul, Korea, May 2003.

- “Strengthening the United Nations’ Organizational Integrity System”, presentation at Fordham University, International Workshop on Corruption, August 2002.
- “Institutionalizing International Integrity Systems: The Experience of the United Nations,” International Institute of Public Ethics Biennial Conference, Brisbane, Australia, October 2002.
- “Masters, Mandarins, and Mortals: The Constitution of Singapore’s National Integrity System, “presented to the Conference on Fighting Corruption: Common Challenges and Shared Experiences, Singapore, May 2001. Organizer of the international conference.
- “Social Capital and State-Civil Society Relations in Singapore,” International Research Symposium on Public Management V, Barcelona, Spain, April 2001.
- “Corruption: Mafia, Monopolies, and Misguided Oligarchies” presented at the 6th Regional Ethics in Leadership Conference, Hanoi, Vietnam, February 2001.
- “Social Capital and the Travailing of Civil Society in Singapore,” a paper presented to the Conference on Globalization and Development, Lund University, Sweden, May 2000.
- “Identity, Initiatives, and Institutions: Building Blocks of an East Asian Community” presented to the ASEAN + 3 Young Leaders Forum in Bandar Seri Begawan, Brunei, August 2000.
- “Learning and Innovations in the Singapore Police Force an Era of Rapid Change” presented to the Conference on Perspectives on Public Policy in the 21st Century, Singapore, September 1999. Also organized and chaired a panel on “Innovations in Government” at the conference.

### **Public Service and Volunteer Work**

#### **Volunteer, Blacksburg Refugee Partnership, Blacksburg, Virginia**

Work with the local nonprofit included collecting donations to help incoming Syrian refugee families, providing English language lessons for a newly-arrived Syrian refugee family, and most recently serving in the Finance and Fundraising Committee Member of the Partnership. August 2016 to to-date.

#### **Advisor to the City of Galax Volunteer Fire and Rescue, Galax, Virginia**

Sponsored by the Scholar Citizens Initiative and Department of Political Science of Radford University, supervise a team of student consultants to evaluate the public value created by the volunteer-run department of 48 fire-fighters through emergency response, public education and community assistance services. Aug-Dec 2015.

#### **Advisor to the Radford-Fairlawn Daily Bread, Radford, Virginia**

Sponsored by the Scholar Citizens Initiative and Department of Political Science of Radford University, supervise a team of student consultants to analyze the causes, options and solutions to the issues of flooding and leaking dining hall serving meals to low-income families and individuals the Radford-Fairlawn community. August-December 2015.

#### **Volunteer Advisor to the Board of Directors, Blue Mountain School, Floyd, Virginia**

([www.bluemountainsschool.net/](http://www.bluemountainsschool.net/)), 2014. Working with the Board Chairperson to strengthen governance practices and develop a strategic fundraising plan for the school. Advising the Governance Committee of the Board on the annual strategic planning retreat and facilitator in the retreat.

**Volunteer & Executive Trainer, Community Foundation of the New River Valley, (<https://www.cfnrv.org/>), 2014.** Develop an Advanced Executive Leadership Academy for the leadership training of nonprofit CEOs and Board Presidents in the New River Valley Region.

**Advisor and Consultant to the Board of Directors, Community Housing Partners, Christiansburg, Virginia (<https://www.communityhousingpartners.org/>), 2014.** Working with the Board and executive leadership of the nonprofit to manage the founder's transition and strategic planning in the organization. Facilitator of the annual board strategic planning retreat in September 2014.

**Senior Knowledge Advisor, Partnership for Transparency Fund, (<http://ptfund.org/>), 2012-to-date**  
Advisor and grant writer on integrity building programs and tools to the international NGO (based in Washington, DC) with a mission to help citizens to fight corruption and promote demand for good governance.

**Member (co-editor and co-author) of The Principles for Responsible Management Education's network of scholars (<http://actoolkit.unprme.org/>), United Nations Global Compact, 2014-to-date.**  
This network of academics and practitioners promote ethics research and training and responsible management education worldwide.