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Academic Experience

8/2005-Present *Assistant Professor (tenure-track)*, School of Public Affairs, Arizona State University

Areas of Research and Teaching: comparative public administration; public policy institutions and analysis; development management; governance and public sector reform; globalism and public administration; human capital development and utilization; decision making; trust and social networks; Middle East region.

Graduate Courses Taught:

PAF 591: Globalization, Governance, and Public Management

PAF 505: Public Policy and Analysis

PAF 590: Political Economy and Development

POLS 331: Comparative Politics & Economics of the ME

Summer 2007 *Visiting Scholar*, Department of Political Science and Public Management, University of Southern Denmark, Denmark

Fall 2007 *Visiting Research Fellow*, Dubai School of Government, UAE

2004-2005 *Fellow*, Harvard University's Center for Middle Eastern Studies and Kennedy School of Government

2000-2003 *Instructor*, Department of Political Science, University of Connecticut
Courses:

POLSI 331 Comparative Politics & Economics of the Middle East

POLSI 291 Research Methods for Social Sciences

Teaching Assistant:

- Organizational Behavior & Development
- Political and Economic Development of Third World
- Introduction to Comparative Politics
- International Relations and Organizations
- Public Law and Judiciary Process

Education

- Ph.D.** Political Science (Public Administration & Comparative Politics),
University of Connecticut, USA (2004)
- Post-
doctorate** Harvard University, Center for Middle Eastern Studies and the Kennedy
School of Government (2004-2005)
- MPA** University of Hartford, Connecticut USA (1998)
MBA University of Hartford, Connecticut USA (2000)

Additional Study

Advanced Methods for Social and Political Research Certificate
University of Michigan, Ann Arbor. Inter-university Consortium for
Political and Social Research (2001, 2002)

Global Governance Studies Certificate
Dept. of Political Science & Dept. of Economics, University of
Connecticut

**United Nations Internship Program - Public Administration & Policy
Analysis.** Division for Public Administration and Public Economic - Dept.
of Economic and Social Affairs. UN, New York (1998)

Publications (referred):

“Power-Influence in Decision Making, Competence Utilization, and Organizational
Culture in Public Organizations”. (2008 forthcoming). *Journal of Public Administration
Research and Theory*

“The Impact of Culture on Management and Development: A Comparative Perspective?”
(2007). In Ali Farazmand (Ed.), *Handbook of Bureaucracy*. Marcel Dekker, N.Y. (with
Michael Lubatkin and Richard Vengroff)

“Human Capital Development and Utilization: A Comparative Perspective from
Developing Countries. (2004). *Journal of Global Development Studies* 3(4) (with Richard
Vengroff)

“The Over-educated, Under-utilized Public Professional: Why Doesn’t Human Capital
Development Bring Desired Outcomes? (2007). *Academy of Management Proceedings*
(selected as best paper at AOM Conference 2007)

“Governing by Networks: SA General Investment Authority and the Quest for National
Competitiveness”. *Kennedy School Case Study* (forthcoming, 2007)

Other Publications:

“Governing by Networks in the Arab Gulf States: Opportunities and Challenges”.
Innovations in Governance. Dubai School of Government, 13-15 November 2006.

“New Models of Innovation & Reform in Governance and Management: Implications for Government Administration and Development” *Saudi Arabian Monetary Agency’s Magazine*, Issue (6), August 2007 (in Arabic).

Manuscript Completed or Under Review

“The Nature, Causes, and Consequences of Underemployment and Underutilization in Public Sector” *Journal of Human Resources Management* (second-round review)

“Reinventing Government Role in the Market: Case of SADAD E-Payment System”,
Kennedy Case Study (conditionally accepted)

“Transitive Effects of Organizational Social Capital and Decision Making: Linking Organizational Dynamics to Civic and Economic Life Outside the Workplace” (prepared for submission to *Administration and Society*)

Work In-Progress

“Trust and Decision-making: Experimental Research in U.S. and GCC Countries. Co-authors Richard Zechauer and Iris Bohnet of Harvard University and Benedikt Herrmann of Nottingham University, UK (work in the GCC countries completed)

“The Nature, Causes, and Consequences of Under-employment and Under-utilization Among Women and Men Public Employees in the Arab World: A Six Country Study” (research grant of \$89,400.00 from DSG-Shiekh Mohammed Al Maktoum Foundation, 2007)

Comparative Public Organization & NPM Research Project (Europe, Middle East, and U.S.): Organizational Autonomy, Culture, and Performance of Public Sector Organizations. (target publications: *Governance* and *JPART*)

“Government-Family Firms Relations in the Gulf: Adaptability Challenges of a New Century”, co-author Don Babai (Harvard University)

Conference Presentations

“Transitive Effects of Organizational Social Capital and Decision Making: Linking Organizational Dynamics to Civic and Economic Life Outside the Workplace”, American Society for Public Administration (ASPA) Annual Meeting, Denver, CO., March 2007.

“Over-education and Underutilization: Why Doesn’t Human Capital Development Lead to Improved Performance”, Academy of Management Annual Meeting, August 2007.

(Selected as Best Paper, published in proceedings).

“Empowerment and Human Capital Utilization Deficit in Developing and Transitional Country”. The 15th NISPAcee Annual Conference, 2007: "Leadership and Management in the Public Sector: Values, Standards and Competencies in Central and Eastern Europe" May 17-19, 2007 Kyiv, Ukraine (paper published in proceedings).

“Trust and Decision-Making”, American Society for Public Administration (ASPA) Annual Meeting, Denver, CO., March 31-April 4, 2006:

“Determinants and Effects of Power-influence Sharing in Public Sector Organizations: Arab Gulf States in Comparative Perspective,” American Political Science Association (APSA) Annual Meeting, Washington D.C., September 1-4, 2005:

“Informal Social Capital, Socio-economic Development, and Character of Institutions in Egypt: Reconstructing the Social Capital Networks Hypothesis”, the Middle Eastern Studies Association (MESA) Annual Conference, Washington, D.C. 2004.

“Participative Organizational Culture and the Management of Knowledge in the Middle East”, the Academy of Management Annual Meeting, New Orleans, Louisiana, August 6-10, 2004:

“Empowerment in Decision-Making: The Neglected Side of Institutional Reform and Development”, the 35th Annual Meeting of the North Eastern Political Science Association (NEPSA), Philadelphia, Pennsylvania, November 6-8, 2003:

“Over-qualified, but Underutilized: The Irrelevance of Human Resource Development to Performance in Over-centralized Systems”, the Annual Meeting of the American Society for Public Administration, Chicago, Illinois, May, 2003:

Invited Presentation & Talks

“Governing by Networks: Opportunities and Challenges.” The First Arab Regional Forum on Innovations in Governance, Dubai, UAE, 13-15 November 2006 (Organized by Harvard University and Dubai School of Government) (published paper in proceedings).

“Building Trust in Government”, the UN 7th Global Forum on Reinventing Government. UN Headquarters in Vienna, 26-29 June 2007.

“The Widening Gap between Human Capital Development and Institutional Development in the Middle East”, Harvard University’s Center for Middle Eastern Studies Seminar Series, May 2005.

“Decision-Making, Competence, and Organizational Culture in Public Sector”, Department of Political Science and Public Management, University of Southern Denmark, October 2007.

“Social Adjustments and Cultural Integration among New Arab Students in the U.S.”
Lecture at ASU’s American Language and Culture Program (2006).

Professional and Academic Service Activities

University, College, and Department Service:

Member, MPA Program Committee, School of Public Affairs, Arizona State University (2005-Present)

Member, Global Engagement and Outreach Group, College of Public Programs, Arizona State University (2006-Present)

Advisor, President’s Office for Global Engagement (Middle East), ASU

Academic Advisor, Ph.D. and Master Programs (15 students), School of Public Affairs, Arizona State University (2005-Present)

Advisor & Speaker, American Language and Culture Program, ASU.

Service to the Profession:

Reviewer, the Academy of Management Annual Conference proceedings, Division of Organizational Development and Behavior and Division of Public Governance, 2005.

Organizer and Chair, Roundtable on “U.S.-Saudi Arabia Relations, Governance Reform and Social Change in Saudi Arabia”, Harvard University Faculty Club, November 9, 2005.

Media Appearances & Interviews:

Fox News, ABC News, Al-Ekhhbaryyah Channel (commenting on issues related to Middle East region)

Community Service:

Youth Career Advisor, Hartford Public Schools (1997-1999)

Co-director, Inter-faith Dialogue and Community Awareness Forum after September 11, sponsored by the University of Connecticut (2001)

Grants, Scholarships, & Awards

Research Grants:

- Harvard University’s Ash Institute of Democratic Governance and Innovation Case Research Grant (Governing by Networks as New Model for Public Service: Opportunities and Dilemmas) 2006 (\$35,000)

- Dubai School of Government-Shiek Mohammed Al Maktoum Foundation Research Grant (Under-employment and Under-utilization Among Women in the Arab Gulf States) 2007 (\$89,400.00)
- Harvard University's Ash Institute of Democratic Governance and Innovation – STC Case Research Grant (E-Governance and E-Government in Saudi Arabia) 2007 (\$39,000).
- ASU College of Public Programs Dean's Incentive Grant, 2006 (\$6,000).
- ASU College of Public Programs Dean's Research Grant, 2006 (\$ 4,000).
- Graduate School Research Foundation: Ph.D. Dissertation International Research Grant Competition 2002 (\$3,500).

Scholarships and Fellowships:

- Harvard University's CMES, Post-Doctoral Fellowship 2004-2005.
- University of Connecticut, Doctoral Scholarship 2000-2004 (\$25,000 a year).
- Graduate Studies Scholarship, Saudi Arabian Government 1997-2002.
- United Nations Internship, UN Department of Economic and Social Affairs, Division of Public Economics and Public Administration 1998.
- Graduate Studies Fellowship, Barney School of Business and Public Administration 1998.

Professional Experience (non-academic)

2005	<i>International Research Advisor</i> Harris Interactive Research Project: Government Policies and Responses to Credit Market and Financial Awareness in the Gulf. Conducted an assessment survey of top policy makers, corporate executives, and experts in the GCC countries.
1992-1997	<i>Administrative and Financial Affairs Officer</i> Ministry of Finance and National Economy- Customs, Saudi Arabia
6-8/1998	<i>Public Administration & Policy Intern</i> United Nations, Dept. of Economic and Social Affairs, New York
1/1999-1/2000	<i>Organizational and Strategic Management Analyst</i> Yesco Systems-Yankee Energy Corporation, Farmington, CT USA
7/1995-6/1996	<i>Translator/Interpreter/Manpower Development Specialist</i> Vinnell International, National Guard Modernization Program, Riyadh, Saudi Arabia

Professional Affiliation and Membership

- American Political Science Association
- American Society for Public Administration
- Academy of Management (Divisions on Organization Development and Public Governance)
- Middle Eastern Studies Association
- Global Network for Innovation – Ash Institute for Democratic Governance and Innovation, Harvard University
- World Affairs Council & UN-USA Association