

# VITAE

## PERSONAL DETAILS

Name: Zeger van der Wal, PhD  
Affiliation: Assistant Dean (Research), Associate Professor  
Lee Kuan Yew School of Public Policy (LKYSPP)  
National University of Singapore (NUS)  
E: [sppzvdw@nus.edu.sg](mailto:sppzvdw@nus.edu.sg)  
I: [www.zegervanderwal.com](http://www.zegervanderwal.com)



## EDUCATION

- 2008                    **PhD, Public Administration** (with distinction, *cum laude*)  
VU University Amsterdam, the Netherlands  
  
Dissertation: *Value Solidity, Differences, Similarities, and Conflicts between the Organizational Values of Government and Business.*
- 2001                    **MA, Political Science**  
University of Amsterdam (UvA)

## RESEARCH INTERESTS

Public Management, Public Values, Public Service Motivation, Performance Management, Political-Administrative Relations, Ethical Decision-Making

## ACADEMIC APPOINTMENTS

- 2015-Present            **Assistant Dean (Research)**  
National University of Singapore (NUS), Lee Kuan Yew School of Public Policy
- 2015-Present            **Associate Trainer**  
Civil Service College Singapore
- 2012-Present            **Associate Professor**  
National University of Singapore (NUS), Lee Kuan Yew School of Public Policy
- 2008-2012                **Assistant Professor**  
VU University, Dept. of Governance Studies

## CIVIL SERVICE APPOINTMENTS

- 2002-2003                **Project Secretary and Policy Advisor**  
Regional Health Council, Province of Southern Holland
- 2001-2002                **Policy Advisor**  
Municipality of Amsterdam, Dept. of Welfare and Sports

## FELLOWSHIPS

- 2014-Present            **Fellow**  
*Arizona State University (ASU), Center for Organizational Research and Design*
- 2014, 2009                **Visiting Fellow**  
*Australia National University (ANU), School of Social Science Research*
- 2011                        **Visiting Research Fellow**  
*Syracuse University, Maxwell School of Citizenship and Public Affairs*
- 2007                        **Visiting Scholar**  
*American University Washington DC, School of Public Affairs*

## MANAGEMENT, LEADERSHIP, AND SERVICE

### Lee Kuan Yew School of Public Policy, National University of Singapore

2015-Present	Assistant Dean, Research
2015-Present	Member, Senior Management Meeting (SMM)
2015-Present	Member, Faculty Recruitment Committee (FRC)
2015-Present	Member, Research Excellence Committee (REC)
2015	Organizer and Chair of International Workshop <i>Design Issues in Public Private Partnerships</i> , 10-11 April 2015 (36 participants)
2014	Organizer and Chair of International Workshop <i>4<sup>th</sup> Biennial Public Values Research Consortium Workshop</i> , 4-6 June 2014 (25 participants)
2014-Present	Student Admissions Committee: GSPP, Nazarbayev University, Kazakhstan
2014-Present	Faculty Recruitment Committee: GSPP, Nazarbayev University, Kazakhstan
2013-Present	Member, Student Admissions Committee
2012-Present	Co-chair, Member, Faculty Teaching Excellence Committee (TEC)

### VU University Amsterdam

2011-2012	Coordinator and Program Manager Executive Education
2009-2012	Co-chair and Founder of Netherlands Institute of Government (NIG) Inter-University Research Colloquium <i>Good Governance</i>
2009-2010	Member of PhD Fund Committee
2009	Co-organizer of International Conference <i>Governing Good and Governing Well</i> , VU University Amsterdam, 28-30 May 2009 (125 participants)

## AWARDS AND SCHOLARSHIPS

2015	NUS Annual Teaching Excellence Award (ATEA) 2013/2014
2014	LKYSPP Faculty Teaching Excellence Award (FTEA) 2014
2013	Humanities and Social Sciences Faculty Research Fellowship (NUS)
2008	National Postdoc Award Netherlands Institute of Government (NIG)

## GRANTS (IN USD)

2014	HSS Event Fund Grant	<b>13,700</b>
2014	LKYSPP Conference Grant	<b>43,700</b>
2012-14	NUS Research Support Grants (PI)	<b>23,000</b>
2013	Singapore Ministry of Education Tier 1 Start-Up Grant (PI)	<b>136,000</b>
2011	VU Support grant for writing VIDJ proposal (PI)	<b>8,600</b>
2008-9	NIG Research Colloquium and Activation Grants (PI)	<b>19,400</b>
2008	NIG Postdoc Competition (Winner)	<b>132,000</b>

## EXECUTIVE EDUCATION AND CONSULTING

I manage an active executive education and consulting portfolio with over 30 engagements to date. Professional assignments have taken me to over 15 countries, including Australia, Brunei, Cambodia, China, Hong Kong, India, Japan, Kazakhstan, Laos, Malaysia, Oman, Singapore, Thailand, UK, USA, and Vietnam. Recent clients include:

United Nations Development Program (UNDP)  
 Toyota Motors Asia Pacific  
 VISA  
 Malaysia Anti Corruption Commission (MACC)  
 Civil Service College Singapore (CSC)  
 Ministry of Transport, Singapore  
 Civil Defense Force, Singapore  
 Indian Economic Service (IES)  
 Indian Revenue Service (IRS)  
 GIZ, China-Europe Public Administration Project  
 Ministry of the Interior, the Netherlands

Between 2012 and 2015 I have participated as a curriculum developer, coordinator, and instructor in 27 executive education programs with over 700 participants, and an average evaluation score of 4.382.

## PUBLICATIONS

Journal articles	SSCI	First/ single author	Average SSCI 5-year Impact Factor	Web of science citations (excluding self)	Scopus citations (excluding self)	Google Scholar citations (excluding self)	Web of Science H-index (excluding self)	Scopus H-index (excluding self)	Google Scholar H-index (excluding self)
25	16	16	1.14	83	134	511	5	6	13

### Refereed Journal Articles

1. **Van der Wal, Z.** (forthcoming; accepted July 2015). Public Values Research in the 21st Century. Where we are, where we haven't been, and where we should go. International Journal of Public Administration
2. **Van der Wal, Z.,** Graycar, A. & K. Kelly (forthcoming; accepted June 2015). See no Evil, Hear no Evil? Assessing Corruption Risk Perceptions and Strategies of Victorian Public Bodies. Australian Journal of Public Administration.
3. **Van der Wal, Z.** (2015). Future Business and Government Leaders of Asia. How do They Differ and What Makes Them Tick? Journal of Business Ethics. DOI: 10.1007/s10551-015-2783-1.
4. Van Steden, R., **Van der Wal, Z.** & K.M. Lasthuizen (2015). Overlapping Values, Mutual Prejudices. Empirical research into the ethos of police officers and private security guards. Administration & Society 47 (3): 220-243.
5. **Van der Wal, Z.** (2015). "All Quiet on the Non-Western Front?" A Systematic Review of Public Service Motivation Scholarship in Non-Western Contexts. Asia Pacific Journal of Public Administration 37 (2): 69-86.
6. **Van der Wal, Z.** & L. Yang (2015). Confucius meets Weber or "Managerialism takes all"? Comparing Civil Servant Values in China and the Netherlands. International Public Management Journal 18 (3): 1-25. DOI: 10.1080/10967494.2015.1030486.
7. **Van der Wal, Z.,** T. Nabatchi & G. de Graaf (2015). From Galaxy to Universe? A Cross-Disciplinary Review and Analysis of Public Values Publications From 1969 to 2012. American Review of Public Administration 45 (1): 13-28.
8. **Van der Wal, Z.** (2014). Elite Ethics. Comparing Public Values Prioritization between Administrative Elites and Political Elites. International Journal of Public Administration 37 (14): 1030-1043.
9. Yang, L. & **Van der Wal, Z.** (2014). Rule of Morality vs. Rule of Law? An Exploratory Survey Study of Civil Servant Values in China and the Netherlands. Public Integrity 16 (2): 187-206.
10. Perry, J.L., De Graaf, G., **Van der Wal, Z.** & C. Van Montfort (2014). Returning to our Roots: "Good Government" evolves to "Good Governance". Public Administration Review 74 (1): 27-28.
11. **Van der Wal, Z.** (2013). Mandarins vs. Machiavellians? On Differences Between Work Motivations of Political and Administrative Elites. Public Administration Review 73 (5): 749-759.
12. **Van der Wal, Z.** & A. Oosterbaan (2013). Government or Business? Identifying determinants of MPA and MBA students' career preferences. Public Personnel Management 42 (2): 239-258.
13. Jelovac, D., **Van der Wal, Z.** & A. Jelovac (2011). Business and Government Ethics in the 'New' and 'Old' EU. An Empirical Account of Public-Private Value Congruence in Slovenia and the Netherlands. Journal of Business Ethics 103 (1): 127-141.
14. **Van der Wal, Z.** (2011). The Content and Context of Organizational Ethics. Public Administration 89 (2): 644-660.
15. **Van der Wal, Z.,** G. de Graaf & A. Lawton (2011). Competing Values in Public Management. Introduction to the Symposium Issue. Public Management Review 13 (3): 331-341.
16. De Graaf, G. & **Z. van der Wal** (2010). Managing Conflicting Public Values. Governing with Integrity and Effectiveness. American Review of Public Administration 40 (6): 623-630.
17. Van Thiel, S. & **Z. van der Wal** (2010). Birds of a Feather? The Effect of Organizational Value Congruence on the Relationship between Ministries and Quangos. Public Organization Review 10 (4): 377-397.

18. **Van der Wal, Z.** & E.J.Th. van Hout (2009). Is Public Value Pluralism Paramount? The Intrinsic Hybridity and Multiplicity of Public Values. International Journal of Public Administration 32 (3): 220-231.
19. De Graaf, G. & **Z. van der Wal** (2008-9). Introduction: The Need for Methodological Rigor and Diversity in Administrative Ethics Research Methods. Public Integrity 11 (1): 5-8.
20. **Van der Wal, Z.**, A. Pevkur & K. Vrangbaek (2008). Public Sector Value Congruence among Old and New EU Member-states? Empirical evidence from the Netherlands, Denmark and Estonia. Public Integrity 10 (4): 313-329.
21. **Van der Wal, Z.** & L.W.J.C. Huberts (2008). Value Solidity in Government and Business. Results of an Empirical Study on Public and Private Sector Organizational Values. American Review of Public Administration 38 (3): 264-285.
22. De Graaf, G. & **Z. van der Wal** (2008). On Value Differences Experienced by Sector Switchers. Administration & Society 40 (1): 79-103.
23. **Van der Wal, Z.**, G. de Graaf & K. Lasthuizen (2008). What's Valued Most? A comparative empirical study on the differences and similarities between the organizational values of the public and private sector. Public Administration 86 (2): 465-482.
24. **Van der Wal, Z.** & G. de Graaf (2006-7). The bureaucrat, the Businessperson, and the Perception of Each Other's Values. Empirical Notions on the Other Sector's Most Important Organizational Values. Public Integrity 9 (1): 45-62.
25. **Van der Wal, Z.**, L.W.J.C. Huberts, J.H.J. van den Heuvel & E.W. Kolthoff (2006). Central Values of Government and Business: differences, similarities, and conflicts. Public Administration Quarterly 30 (3): 314-364.

#### **Edited Special Issues and Symposia**

26. **Van der Wal, Z.** (Ed.) (forthcoming; accepted July 2015). Special Issue: Public Values Research in the 21st Century. International Journal of Public Administration.
27. De Graaf, G., **Van der Wal, Z.** & Van Montfort, C. (Eds.) (2014). Symposium: Good Governance as Managing Conflicting Public Values. Public Administration Review 74 (1): 27-86.
28. **Van der Wal, Z.**, G. de Graaf & A. Lawton (Eds.) (2011). Special Issue: Management of Competing Values and Ethical Decisions. Public Management Review 13 (3): 331-477.
29. De Graaf, G. & **Z. van der Wal** (Eds.) (2010). Symposium Issue: Good Governance: A Case of Doing Good *and* Doing Well. American Review of Public Administration 40 (6): 623-760.
30. De Graaf, G. & **Z. van der Wal** (Eds.) (2008-9). Symposium Issue: Research Methods in Administrative Ethics. Perspectives and Techniques. Public Integrity 11 (1): 5-78.

#### **Books**

31. **Van der Wal, Z.** (under contract; final manuscript due by 31-08-2016). The 21<sup>st</sup> Century Public Manager. Challenges, People, Strategies. Basingstoke: Palgrave MacMillan.
32. Lawton, A., **Z. Van der Wal** & L.W.J.C. Huberts (Eds.) (2015). Ethics in Public Policy and Management. A Global Research Companion. London: Routledge.
33. **Van der Wal, Z.** (2013). Organizational Ethics Across Sectors. Comparing Values and Value Dilemmas between Government and Business Organizations. Saarbrücken: LAP-Publishing.
34. Van den Heuvel, J.H.J., Huberts, L.W.J.C., **Van der Wal, Z.** & K. Steenbergen (2010). Integriteit van het Lokaal Bestuur. Raadsgriffiers en gemeentesecretarissen over integriteit. Den Haag: Lemma.
35. **Van der Wal, Z.** (2008). Value Solidity. Differences, Similarities and Conflicts Between the Organizational Values of Government and Business. Amsterdam: VU University.

## Book Chapters

36. Lawton, A., **Z. Van der Wal** & L.W.J.C. Huberts (2015). The Scope and Scale of Ethics in Public Policy and Management. In: Lawton, A., **Z. Van der Wal** & L.W.J.C. Huberts (Eds.) Ethics in Public Policy and Management. A Global Research Companion. London: Routledge, .
37. Lawton, A., **Z. Van der Wal** & L.W.J.C. Huberts (2015). Towards a Global Ethics: Wishful Thinking or a Strategic Necessity? In: Lawton, A., **Z. Van der Wal** & L.W.J.C. Huberts (Eds.) Ethics in Public Policy and Management. A Global Research Companion. London: Routledge, .
38. **Van der Wal, Z.** (2014). What Drives Public Managers in Tough Governance Settings? In: Governing Asia. World Scientific, 197-205.
39. **Van der Wal, Z.** (2014). Harmony in Hierarchy? How Politicians and Public Managers Prioritize Crucial Public Values. In: J. Guthrie, G. Marcon, S. Russon, and F. Farnetti (Eds.) Public Value Management, Measurement, and Reporting. Bingley: Emerald Publishing Group, 243-268.
40. Huberts, L.W.J.C. & **Z. Van der Wal** (2014). What is Valued in Politics and Administration. In: L.W.J.C. Huberts (Ed.) The Integrity of Governance. What it is, what we know, what is done and where to go. Basingstoke: Palgrave Macmillan, 79-109.
41. De Graaf, G. & **Z. van der Wal** (2013). The Loyalties of Public Sector Professionals. Empirical Evidence from Dutch Municipalities. In: Noordegraaf, M. & B. Steijn (Eds.), Professionals under Pressure. The Reconfiguration of Professional Work in Changing Public Services. Amsterdam: Amsterdam University Press, 145-160.
42. **Van der Wal, Z.** (2009). A Two-Pronged Methodological Approach for Measuring Public and Private Sector Organizational Core Values: The Importance of Content and Context. In: Cox, R. (Ed.) Ethics and Integrity in Public Administration. New York: M.E. Sharpe, 212-235.
43. Maesschalck, J., **Z. van der Wal** & L.W.J.C. Huberts (2008). Public Service Motivation and Ethical Conduct. In: J. Perry & A. Hondeghem (Eds.) Motivation in Public Management: The Call of Public Service. Oxford: Oxford University Press, 157-176.

## Refereed Journal Articles (Dutch)

44. **Van der Wal, Z.** (2012). Elite Ethiek. Hoe politici en topambtenaren invulling geven aan publieke waarden. Beleid en Maatschappij 39 (3): 258-279.
45. **Van der Wal, Z.** (2012). Minder belastingen èn minder begrotingstekort: Een onmogelijk partnerschap? Bestuurskunde 21 (3): 90-94.
46. **Van der Wal, Z.**, R. van Steden & K. Lasthuizen (2012). Overlappende waarden, wederzijdse vooroordelen. Empirisch onderzoek naar de mores van politieagenten en particuliere beveiligers. Beleid en Maatschappij 39 (1): 25-42.
47. **Van der Wal, Z.**, G. de Graaf & C. van Montfort (2011). Introductie: Goed Bestuur als Management van Spanningen tussen Publieke Waarden. Bestuurskunde 20 (2): 2-4.
48. De Graaf, G., A. Reynaers V. van Doeveren & **Z. van der Wal** (2011). Goed Bestuur als Management van Spanningen tussen Publieke Waarden. Bestuurskunde 20 (2): 5-11.
49. **Van der Wal, Z.** & A. Oosterbaan (2010). Bestuur of Bedrijf: Waar willen studenten werken en waarom? Bestuurskunde 19 (2): 58-69.
50. **Van der Wal, Z.** (2009). Waardevastheid in Bestuur en Bedrijf. Een empirisch portret van organisatiewaarden in openbaar bestuur en bedrijfsleven. Bestuurskunde 18 (2): 84-94.
51. **Van der Wal, Z.**, Van Hout, E.J.Th., A.J. Kwak & M. Oude-Vrielink (2007). Introductie Themanummer. Managers en Professionals. Waarden in een hybride praktijk. Bestuurskunde 16 (4): 2-8.
52. **Van der Wal, Z.** (2006). Kernwaarden in Openbaar Bestuur en Bedrijfsleven. Een overzicht van de meest genoemde organisatiewaarden in bestuurskundige en bedrijfskundige literatuur, gedragscodes en onderzoek. Beleidswetenschap 20 (2): 48-63.
53. **Van der Wal, Z.** (2005). Morele Verwarring in het Openbaar Bestuur. Bestuurskunde 14 (3): 13-20.

## Edited Special Issues and Symposia (Dutch)

54. **Van der Wal, Z.**, G. de Graaf & C. van Montfort (Eds.) (2011). Goed Bestuur als Management van Spanningen tussen Publieke Waarden. Thema. Bestuurskunde 20 (2): 2-62.
55. **Van der Wal, Z.**, Van Hout, E.J.Th., A.J. Kwak & M. Oude-Vrielink (Eds.) (2007). Managers en Professionals. Waarden in een hybride praktijk. Bestuurskunde 16 (4): 2-52.

## Book Chapters (Dutch)

56. Huberts, L.W.J.C., J.H.J. Van den Heuvel & **Z. Van der Wal** (2012). Integriteitsschendingen. In: Van den Heuvel, J.H.J., L.W.J.C. Huberts & E.R. Muller (Eds.) Integriteit en Integriteitsbeleid in Nederland. Den Haag: Kluwer, 149-168.
57. **Van der Wal, Z.** (2012). Waarden en Integriteit. In: Van den Heuvel, J.H.J., L.W.J.C. Huberts & E.R. Muller (Eds.) Integriteit en Integriteitsbeleid in Nederland. Den Haag: Kluwer, 87-102.
58. Heres, L. & **Z. van der Wal** (2012). Wil de ethische toezichthouder nu opstaan? In: Minderman, G., Goodijk, R. & S. Van den Berg (Eds.) Waar is de raad van Toezicht? Deel II. Een bundel van visies en ideeën. Den Haag: BoomLemma, 221-236.
59. **Van der Wal, Z.** (2010). Publieke deugd, private zonde? Morele opvattingen van topmanagers in de publieke en private sector. In: Verheij, S. & E. Karssing (Eds.) Jaarboek Integriteit 2011, 30-39.
60. **Van der Wal, Z.** & R. van Es (2004). Zoeken naar nieuwe verhoudingen: de Brent Spar. In: R. van Es (Ed.) Communicatie en Ethiek. Organisaties en hun publieke verantwoordelijkheid. Amsterdam: Boom, 86-98.
61. Huberts, L.W.J.C., K. Lasthuizen, R. van Steden & **Z. van der Wal** (2004). Dilemma's van dienders. Workshops over prestatiecontracten, beleidsvrijheid, burgers en gedogen. In: B.A.M. van Stokkum & L.G.H. Gunther Moor (red.) Onoprechte handhaving? Prestatiecontracten, beleidsvrijheid en politie-ethiek. Dordrecht: Stichting Maatschappij, Veiligheid en Politie, 91-97.

## Professional Publications

62. **Van der Wal, Z.** (2014). Human Capital Development in the Singapore Public Service. Key Lessons and Take-Aways. Research Paper prepared for Oman Conference "Human Resources and Preparations for the Future". Unpublished Commissioned Research Report, 33 pages.
63. **Van der Wal, Z.** (2014). Scoping for International Studies on Public Service Motivation in Developing Countries. Singapore: Global Center for Public Service Excellence, United Nations Development Program (UNDP). Unpublished Consulting Report, 37 pages.
64. **Van der Wal, Z.** (2014). How to Manage Moral Dilemmas at Work. Challenge Magazine March/April: 36.
65. Van den Heuvel, J.H.J., L.W.J.C. Huberts & **Z. van der Wal** (2011). Raadsgriffiers en gemeentesecretarissen over integriteitsbeleid. Audit Magazine Juni (2): 27-29.
66. Van Steden, R., **Z. van der Wal** & K. Lasthuizen (2010). Wederzijdse vooroordelen, overlappende waarden. Een onderzoek naar de beroepsoriëntatie en professionele waarden van politieagenten en particuliere beveiligers. Amsterdam: VU University.
67. **Van der Wal, Z.** (2009). Voorbij verantwoordelijkheid en verantwoording? In: RMO. Stem Geven Aan Verankering. Over de legitimering van maatschappelijke dienstverlening. Den Haag: RMO, 79-130.
68. **Van der Wal, Z.** (2009). Different sectors, similar values. Stanford Social Innovation Review 7 (1): 15.
69. **Van der Wal, Z.** & L.W.J.C. Huberts (2006). Mode of Must. Integriteit in Bestuur en Bestuurskunde. Maatschappij en Politiek 37 (2): 5-7.
70. **Van der Wal, Z.** & M. Vermeulen (2005). Waarden in het Openbaar Bestuur. Openbaar bestuur 15 (4): 2-6.
71. **Van der Wal, Z.** (2005). Er is nog een lange weg te gaan naar duurzaamheid en dienstbaarheid. Waardeoriëntatie manager vooral traditioneel. Elan 12: 48-50.

72. van der Veer, J. & **Z. van der Wal** (2005). *Integriteit. Welkom in het mijnenveld van de moraal* [www.kennislink.nl](http://www.kennislink.nl)
73. **Van der Wal, Z.** (2005). *Wat van waarde is in overheidsorganisaties. Survey onderzoek bij de Algemene Bestuursdienst (ABD)*. Amsterdam: Vrije Universiteit.
74. **Van der Wal, Z.** (2005). *Wat van waarde is in het Nederlandse bedrijfsleven. Survey onderzoek bij het Nederlands Centrum voor Directeuren en Commissarissen (NCD)*. Amsterdam: VU University.

### Book Reviews

75. **Van der Wal, Z.** (2013). In het zonnetje zetten van hen die in de schaduw staan. Review of 'Marathonlopers rond het Binnenhof. Topambtenaren bij het rijk 1970-2010.' (R. Bekker). *Beleid en Maatschappij* 40 (1): 81-85.
76. **Van der Wal, Z.** (2009). Public Value Privatized? The Need for a Continuous Emphasis on How to Actualize the Public Interest. Review of 'Public Values and Public Interest.' (B. Bozeman). *Public Administration Review* 69 (1): 167-168.

## EDITORIAL MEMBERSHIPS AND REVIEWING

### Editorial Board Memberships

2015-Present	<i>Public Administration Review</i> (Associate Editor)
2015-Present	<i>Asia Pacific Journal of Public Administration</i>
2014-Present	<i>American Review of Public Administration</i>
2014-Present	<i>Public Integrity</i>
2013-Present	Palgrave-Macmillan Series in <i>Public Management and Leadership</i>
2011-Present	<i>Bestuurskunde</i> (in Dutch: <i>Public Administration</i> )

### Ad Hoc Reviewing

*American Review of Public Administration*  
*International Public Management Journal*  
*Journal of Business Ethics*  
*Journal of Public Administration Research and Theory*  
*Policy Studies Journal*  
*Public Administration*  
*Public Administration Review*  
*Public Management Review*  
*Public Money and Management*  
*Social Sciences Quarterly*

## PROFESSIONAL MEMBERSHIPS

2013-2014	Executive Member Ethics Section American Society for Public Administration (ASPA)
2011-present	Public Management Research Association (PMRA)
2010-present	Member International Research Society for Public Management (IRSPM)
2008-present	Senior Research Member Netherlands Institute of Government (NIG)
2008-present	Member American Society for Public Administration (ASPA)
2003-present	Member European Group of Public Administration (EGPA)

## TEACHING

### *National University of Singapore*

#### Graduate courses

2014-2015	MPA Core Module <b>Public Management</b> (co-lead) Evaluation result: <b>4.379</b> (dept. average 4.269)
2013-2014	MPA Core Module <b>Public Management</b> (co-lead) Evaluation result: <b>4.539</b> (dept. average 4.299)
2013-2014	MPP Gateway Module <b>Foundations of Public Management</b> (co-lead) Evaluation result: <b>4.592</b> (dept. average 4.201)
2013-2014	MPM Core Module <b>Public Management</b> (coordinator) Evaluation result: <b>4.604</b> (dept. average 4.252)
2013-2014	Elective <b>Good Governance and Ethics Management</b> (coordinator) Evaluation result: <b>4.519</b> (dept. average 4.252)
2012-2013	MPP Core Module (Seniors) <b>Policy Analysis Exercise</b> Evaluation result: <b>5</b> (dept. average 4.025)
2012-2013	MPA Core Module <b>Managing the Public Sector</b> (coordinator) Evaluation result: <b>4.515</b> (dept. average 4.121)
2012-2013	MPP Core Module (Juniors) <b>Introduction to Public Policy and Analysis</b> Evaluation result: <b>3.793</b> (dept. average 4.025)
2012-2013	MPP Core Module (Seniors) <b>Public Management and Leadership</b> (coordinator) Evaluation result: <b>3.435</b> (dept. average 4.025)

#### Executive Education

2015	<i>Senior Management Program</i> , lectures on <i>Ethical Decision-Making, Multi-Stakeholder Analysis, and Public Service Motivation</i> (Lead Faculty; Lecturer) Evaluation result: <b>4.67</b> (coordination); <b>4.62</b> (teaching)
2014	<i>Senior Management Program</i> , lectures on <i>Ethical Decision-Making, Multi-Stakeholder Analysis, and Public Service Motivation</i> (Lead Faculty; Lecturer) Evaluation result: <b>4.84</b> (program average: 4.51)
2013	Executive Program <i>Cultivating Effective Performance Management Systems</i> , Public Service Commission, Sri Lanka (Lead Faculty; Lecturer) Evaluation result: <b>4.62</b> (program average: 4.19)

### **Netherlands Institute of Government (NIG)**

#### PhD Courses

2013-2014	PhD Skills Course <b>Getting it Published</b> Evaluation result: <b>4.35</b>
2012-2013	PhD Skills Course <b>Getting it Published</b> Evaluation result: <b>4.94</b>
2011-2012	PhD Skills Course <b>Getting it Published</b> Evaluation result: <b>3.94</b>

### **VU University Amsterdam**

#### Executive Education

2013	Executive Program <b>Public Identity and Public Leadership</b> (in Dutch) Postgraduate students Professional Governance Evaluation result: <b>4.60</b> (program average: 4.40)
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#### Graduate courses

2010	Master Seminar <b>Ethics of Governance</b> (fulltime day program) Evaluation result: <b>4.11</b> (FSW average 3.92)
2006	Master Seminar <b>Ethics of Governance</b> (part-time evening program) Evaluation result: <b>4.17</b> (FSW average 3.82)
2006	Master Seminar <b>Ethics of Governance</b> (fulltime day program) Evaluation result: <b>4.65</b> (FSW average 3.82)



## Undergraduate courses

2012	Bachelor course <b><i>Bachelor thesis</i></b> Evaluation result: <b>4.48</b> (FSW average 3.91)
2011	Premaster Course <b><i>Dynamics in Governance and Policy</i></b> (coordinator) Evaluation result: <b>4.04</b> (FSW average 3.92)
2010	Premaster Course <b><i>Research Practicum Public Administration</i></b> (coordinator) Evaluation result: <b>4.42</b> (FSW average 4.01)
2010	Premaster Course <b><i>Dynamics in Governance and Policy part I</i></b> (coordinator) Evaluation result: <b>4.20</b> (FSW average 4.01)
2010	Bachelor course <b><i>Bachelor thesis</i></b> Evaluation result: <b>4.33</b> (FSW average 3.91)
2009	Premaster Course <b><i>Research Practicum Public Administration</i></b> Evaluation result: <b>4.10</b> (FSW average 3.91)
2009	Bachelor course <b><i>Bachelor thesis</i></b> (not evaluated)
2008	Premaster Course <b><i>Research Practicum Public Administration</i></b> Evaluation result: <b>4.09</b> (FSW average 4.01)
2008	Premaster Course <b><i>Dynamics in Governance and Policy part II</i></b> Evaluation result: <b>4.21</b> (FSW average 4.01)
2008	Bachelor Course <b><i>Bachelor thesis</i></b> (not evaluated)
2006	Bachelor Course <b><i>Public Administration and Organization Science</i></b> Evaluation result: <b>4.46</b> (FSW average 4.01)
2004	Bachelor Course <b><i>Introduction in Public Administration</i></b>

## STUDENT SUPERVISION

### PhD supervision

2010-2015	Daily supervisor, Lijing Yang, University of Amsterdam; Successfully defended on 11 June 2015
2012-2014	Committee chair and supervisor, Jan Jacob Seifert, LKYSPP, NUS; Successfully defended on 21 November 2014
2013	Internal examiner of Allen Lai, LKYSPP, NUS

### Thesis Supervision

2005-2012	Supervision of 40 Master theses (20 as supervisor; 20 as second reader)
2010	Brasz scriptieprijs/National master thesis award in Public Administration 2009 (awarded to A. Oosterbaan, MSc, acted as first supervisor)
2008	NBN Rabo scriptieprijs 2008 (awarded to H.L. Paanakker, MSc, acted as second supervisor)

## SUMMER COURSES, GUEST LECTURES, AND SPEAKING INVITATIONS

2015	<u>Utrecht School of Governance</u> , Utrecht, the Netherlands, 8 May Presentation: <i>Small Countries, Big Performers?</i>
2014	<u>Crawford School Governance Seminars</u> , Canberra, Australia, 10 December Presentation: <i>Political vs. Administrative Elites. Drivers and Values.</i>
2014	<u>Malaysia Anti Corruption Academy</u> , Kuala Lumpur, Malaysia, 22 October Invited workshop: <i>Certified Integrity Officer's Training Program</i>
2014	<u>Oman Human Resource Forum</u> , Muscat, Oman, 19-21 October Extended speaking invitation: <i>Human Capital Development in Singapore</i>
2014	<u>Civil Service College</u> , Singapore, 16 October Invited seminar: <i>Sharing of Best Practices on Values and Ethics in the Workplace.</i>
2014	<u>Royal School of Cambodia</u> , Phnom Penh, Cambodia, 28 August Extended speaking invitation: <i>Evolution in Integrity Management Systems</i>
2014	<u>PKNS 3<sup>rd</sup> International Integrity Conference</u> , KL, Malaysia, 19 August Extended speaking invitation: <i>Evolution in Integrity Management Systems</i>
2014	<u>Ministry of Finance, Institute of Financial Training</u> , Hanoi, Vietnam, 12 August Extended speaking invitation: <i>Motivation in Public Management</i>
2013	<u>UNDP Global Center for Public Service Excellence</u> , Singapore, 19 November Presentation at workshop <i>Public Service Motivation and Diversity</i>
2013	<u>School of Global Affairs and Public Policy, American University in Cairo</u> 3 October, Webinar with faculty and students on <i>Good Governance</i>
2013	<u>City University Hong Kong</u> , Hong Kong SAR, 11 March Presentation at workshop <i>Integrity Management: Theory and Practice</i>

- 2013 Prime Minister's Office, United Arab Emirates, UAE, Dubai, 11-12 February  
*Government Summit*
- 2012 Seoul National University, Seoul, Korea, 10-12 December  
Paper presentation at *IIAS Study Group Workshop 'Trust in Government'*
- 2012 Nanyang Technological University (NTU), Singapore, 18 October  
Guest Lecture Undergraduate course *Human Resource Management*
- 2012 Remnin University, Beijing, P.R. China, 10-26 July  
*Summer Course: Innovations in Public Management*
- 2010 National University of Singapore (NUS), Singapore, 12 January  
Extended speaking invitation: *Values and Motives of Those with Public Power*
- 2009 Parliamentary Studies Centre, Canberra, Australia, 30 November  
Extended speaking invitation as presenter in Panel International Experience, Conference on *Ethics and Integrity in Parliament: Emerging Perspectives*
- 2009 University of Sydney, Sydney, Australia, 20 November  
Extended speaking invitation: *Elite Ethics. What's Valued Most by Politicians, Bureaucrats and Business Managers?*
- 2009 City University of Hong Kong, Hong Kong SAR, 18 November  
Extended speaking invitation: *Elite Ethics. What's Valued Most by Politicians, Bureaucrats and Business Managers?*
- 2009 Annual Conference of Public Administration (LCB), 25-26 May, Amsterdam, The Netherlands  
Invited workshop presenter: *Public virtues, private sins?*
- 2009 US Air Force Academy, Colorado Springs, USA, 7-8 January  
Guest lectures *Bachelor Seminar Public Administration*
- 2009 United States Airforce Academy, 9 January, Colorado Springs, Colorado, USA Extended speaking invitation at lunch seminar *What's Valued Most?*
- 2008 Rutgers University, Newark, USA, 8 September  
Guest lecture *Ph.D. Seminar Research Design*
- 2008 University of Illinois, Chicago, USA, 12 September  
Guest lecture *Master Seminar Organizational Theory*
- 2007 University of Georgia, Athens, USA, 3 December  
Extended speaking invitation: *Which Values Dominate Governmental and Corporate Decision-Making?*
- 2007 International Congress on Ethics, 5-7 February, Ottawa, Canada  
Extended speaking invitation for workshop: *Emerging Ethics Research*
- 2005 Senior Civil Service (ABD), 14 September, The Hague, The Netherlands, Presentation: Wat van waarde is in overheidsorganisaties

## CONFERENCE PRESENTATIONS

- 2014 Next Steps for Public Administration in Theory and Practice: Looking Backward and Moving Forward, 16-18 Nov 2014, Guangzhou, China  
Paper: *Confucius versus Weber or "Managerialism takes all"?*
- 2014 PMRC2014: When Policy meets Administration, 29-30 June 2014, Seoul, ROK  
Paper: *Confucius versus Weber or "Managerialism takes all"?*
- 2014 Annual ASPA Conference, 14-18 March, Washington DC, USA  
Paper: *Self-selection vs. Socialization?*
- 2013 PMRC 11<sup>th</sup> Biennial Conference, 20-22 June, Madison, USA  
Panel chair and presenter: *Traditional Flavors or Global Convergence?*
- 2013 IRSPM XVII, 10-12 April, Prague, Czech Republic  
Co-chair, organizer, and presenter: Track 17, *Public Service Motivation, Public Values, and Red Tape*
- 2012 Public Value Consortium Workshop 2012, 3-5 June, Chicago, USA  
Paper: *From Galaxy to Universe?*
- 2012 IRSPM XVI, 11-13 April, Rome, Italy  
Co-chair, organizer, and presenter: Tracks 17, *Good Governance*, and 38, *PSM and Public Values*
- 2011 Annual NIG Conference, 1-2 December, Rotterdam, The Netherlands  
Co-chair and organizer: *Panel 1 'Good Governance'*
- 2011 International Symposium on Ethical Leadership (ISEL), 22-24 October, Chengdu, P.R. China  
Paper: *Rule of Morality vs. Rule of Law?*
- 2011 PMRC 10<sup>th</sup> Biennial Conference, 2-4 June, Syracuse, USA  
Co-chair, organizer, and presenter: Panel *Researching public Values: Dynamics and Developments*
- 2011 IRSPM XV, 11-13 April, Dublin, Ireland

- Paper: *Elite Ethics*
- 2010 Annual NIG Conference, 25-26 November, Maastricht, The Netherlands  
Co-chair and organizer: *Panel 1 'Good Governance'*
- 2010 Public Values Consortium Workshop 2010, 10-12 June, Oegstgeest, The Netherlands  
Paper: *Elite Ethics*
- 2010 Annual ASPA Conference, 9-13 April, San Jose, USA  
Paper: *Values and Motives of Those with Public Power*
- 2009 2009 ANU Leadership Conference, 26-27 November, Canberra, Australia  
Extended speaking invitation as presenter in *Panel on Ethics and Leadership*
- 2009 Annual NIG Working Conference, 12-13 November, Leiden, The Netherlands  
Co-chair and organizer: *Panel 1 'Good Governance'*
- 2009 International PSM Conference, 7-9 June, Bloomington, Indiana, USA  
Paper presentation: *PSM, NPM and their Relationship to OCB*
- 2008 Annual NIG Conference, 20-21 November, Enschede, The Netherlands  
Co-chair and organizer: *Panel 1 'Public Values: The Next Step'*
- 2008 Minnowbrook III Conference, 4-6 September, Syracuse, U.S.A.  
Paper: *The Letter or the Spirit?*
- 2008 Public Values Consortium Workshop, 28-31 May, Copenhagen, Denmark  
Paper: *The Letter or the Spirit?*
- 2008 Annual ASPA Conference, 7-11 March, Dallas, U.S.A.  
Paper: *Which Values Dominate Governmental and Corporate Decision-Making?*
- 2007 Annual NIG Conference, 8 November, Tilburg, The Netherlands  
Paper: *The Effect of Organizational Value Congruence on the Relationship between Ministries and Quangos*
- 2007 Transatlantic Workshop on Ethics and Integrity of Governance, 21-23 March, Maryland, USA  
Paper: *A Two-pronged Methodological Approach for Measuring Public and Private Sector Organizational Core Values*
- 2006 Annual NIG Conference, 9 November, Amsterdam, The Netherlands  
Paper: *What's Valued Most?*
- 2006 Annual EGPA Conference, 6-9 September, Milan, Italy  
Paper: *What's Valued Most?*
- 2005 NDPA Conference, 10-11 November, Oegstgeest, The Netherlands  
Paper: *Researching Values. Epistemological, ontological and methodological reflections*
- 2005 1<sup>st</sup> TAD on Ethics and Integrity of Governance, 2-5 May, Leuven, Belgium  
Paper: *What's Valued Most?*
- 2004 Annual EGPA Conference, 1-4 September, Ljubljana, Slovenia  
Paper: *Central Values of Government and Business*

### MEDIA, OP-EDS, COLUMNS

- 2014 Column in *Challenge Magazine*: 'How to Manage Moral Dilemmas at Work.' March/April, p. 36. <https://www.challenge.gov.sg/print/level-up/how-to-manage-moral-dilemmas-at-work>
- 2013 Interview with *Global-Is-Asian* (27-6-2013): 'The Big Idea. Mandarins and Machiavellians.'  
[http://issuu.com/nuskyschool/docs/gia\\_17/1](http://issuu.com/nuskyschool/docs/gia_17/1)
- 2012 Interview with *PM* (1-6-2012, PM05): 'Misvattingen over het moreel kompas.'  
<http://www.pm.nl/artikel/2419/misvattingen-over-het-moreel-kompas>
- 2012 Interview with *Intermediair* (18-6-2012, p. 7): 'Achterkamertjes zijn nodig. Ambtenaren en politici denken in clichés over elkaar' <http://www.intermediair.nl/epaper/2012/20/index.html#/6/>
- 2012 Interview with *Inoverheid.nl* (9-5-2012): 'Politici en topambtenaren denken in clichés. Politici en topambtenaren hebben onterecht clichébeeld van elkaars moraal'  
<http://www.inoverheid.nl/artikel/nieuws/3461316/politici-en-topambtenaren-denken-in-cliches.html>
- 2011 Interview with *Amsterdam.fm* on Integrity Policies of Local Government (23-1-2011):  
[http://www.salto.nl/streamplayer/ondemand\\_stads.asp?d=23&m=01&y=11&t=1100](http://www.salto.nl/streamplayer/ondemand_stads.asp?d=23&m=01&y=11&t=1100)
- 2011 Op-ed (*Binnenlands Bestuur*, 43 (1): p. 42): 'Bestuurder, vul uw zakken, maar met mate'
- 2009 Interview with *Radio 1* on Construction Fraud (31-1-2009):  
<http://www.radio1.nl/contents/3699-enquete-voorkomt-geen-nieuwe-bouwfraude?autostart=3973>
- 2006 Newspaper article (*Trouw*, 13-4-2006, p. 9): de Graaf, G. & Z. van der Wal. 'Balkenende's mening is wel erg veranderd. Sorry-Democratie.'
- 2005 Interview with *ABD Courant* (3-6-2005, pp. 3-4): 'Over Botsende Waarden en Morele Verwarring