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## Curriculum Vitae

### Education:

**Ph.D.**, Business Administration -- Specialization in Organization Behavior and Human Resource Management at Washington State University, Pullman, WA

Dissertation Topic: *Organizational Trustworthiness -- A Developmental Model*

**Master of Organization Behavior**, Brigham Young University

**Master of Arts in Political Science**, University of Illinois-Chicago Circle

**Master of Public Administration**, Brigham Young University

**Bachelor of Arts in English**, Brigham Young University

“Program for Senior Executives in State and Local Government,” John F. Kennedy School of Government, Harvard University

### Research Interests:

Trust and Trustworthiness

Ethical Leadership

Strategic Human Resource Management

Competitive Advantage and Strategic Management

Improving the Quality of Business Education

### Publications:

Atwijuka, S. and Caldwell, C., 2018. “I See You” – The Zulu Insight to Caring Leadership.” Paper accepted for publication in the *Journal of Values-Based Leadership* in Winter/Spring 2018.

Caldwell, C. and Peters, R. 2017. “New Employee Onboarding – Psychological Contracts and Ethical Perspectives.” Paper accepted for publication in the *Journal of Management Development*.

Poff, D., and Caldwell, C., 2017. “Ethical Leadership and the Role of Scholars.” Paper accepted for publication in the *International Journal of Public Leadership*.

Caldwell, C., and Converse., P., 2017 “Selecting for ‘Flair Factors’ -- Improving the Selection Process.” Paper accepted for publication in the *Journal of Management Development*.

Caldwell, C., and Holloway, C. S., 2017. “Trust, Faith, and Commitment.” *Business Management Research*, Vol. 6, No. 3 and available online at <http://www.sciedupress.com/journal/index.php/bmr/article/view/12256/7526>.

Caldwell, C., 2017. "Understanding Kindness: A Moral Duty of Human Resource Leaders." *Journal of Values-Based Leadership*, Vol. X, Iss. 2 and available online at <http://scholar.valpo.edu/cgi/viewcontent.cgi?article=1188&context=jvbl>

Caldwell, C. and Anderson, V. 2017. "Ethical Leadership in Troubled Times." *International Journal of Public Leadership*, Vol. 13, Iss. 2, pp. 54-58.

Caldwell, C., Ichiko, R., and Anderson, V., 2017. "Understanding Level 5 Leaders -- The Ethical Perspective of Leadership Humility." *Journal of Management Development*, Vol. 36, Iss. 5, pp. 724-732.

Anderson, V., Ndalamba, K. K., and Caldwell, C., 2017. "Social Responsibility in a Troubled World: A Virtuous Perspective." *International Journal of Public Leadership*, Vol, 13, Iss. 2, pp 98-115.

Atwijuka, S., and Caldwell, C., 2017. "Authentic Leadership and the Ethic of Care." *Journal of Management Development*, Vol. 36, Iss. 8, pp. 1076-1086

Caldwell, C., 2017. "Kindness and Self-Interest: Why Treating Employees Well Makes Such Good Sense." *Graziadio Business Review*. Vol 20, Iss. 1, found online at <http://gbr.pepperdine.edu/2017/04/kindness-and-self-interest/>.

Caldwell, C., and Ndalamba, K. K., 2017. "Trust and Being 'Worthy' – The Keys to Creating Wealth." *Journal of Management Development*, Vol. 36, Iss. 8, pp. 1076-1086.

Cameron, K. S., Quinn, R. E., and Caldwell, C., 2017 "Positive Leadership and Adding Value – A Lifelong Journey." *International Journal of Public Leadership*, Vol. 13, Iss. 2, pp. 59-63.

Caldwell, C., 2017 "Lakota Virtues and Leadership Principles – Insights and Applications for Ethical Leaders." *Journal of Management Development*, Vol. 36, Iss. 3, pp. 309-318.

Mintzberg, H. and Caldwell, C., 2017. "Leadership, 'Communityship,' and 'The Good Folk.'" *International Journal of Public Leadership*, Vol. 13, Iss. 1, pp. 5-8.

Caldwell, C. & Ndalamba, K., 2017. "Human Resource Professionals as Strategic Leaders – A Behavioral Opportunity for Improving Information Management." *Journal of Values-Based Leadership*, Vol. X, Iss. 1, pp. 44-53.

Caldwell, B. G., and Caldwell C., 2016. "Ten Classic Onboarding Errors: Violations of the HRM – Employee Relationship." *Business and Management Research*, Vol. 5, No. 4, pp. 47-55 and available online at <http://www.sciedu.ca/journal/index.php/bmr/article/view/10672/6501>.

Caldwell, C., and Hasan, Z. 2016, “The Covenantal Leader – Honoring Implicit Relationships with Employees.” *Graziadio Business Review*, Vol. 19, Iss. 2 and available online at <http://gbr.pepperdine.edu/2016/10/the-covenantal-leader>.

Hayes, L. A., and Caldwell, C. 2016. “Self-Efficacy and Self-Awareness: Moral Insights to Increased Leader Effectiveness.” *Journal of Management Development*, Vol. 35, Iss. 9, pp. 1163-1173.

Abrahams, D. and Caldwell C. 2016. “The Leader-Mentor-Learner Role of Faculty in Business School Education.” *International Business and Management*, Vol 12, No. 3, pp. 1-8.

Xu, B., Xu, F., Caldwell, C., Sheard, G., & Floyd, L., 2016. “Organizational Trustworthiness – Empirical Insights from a Chinese Perspective.” *Journal of Management Development*, Vol. 3, Iss. 8, pp. 956-969.

Caldwell, C., 2016. “Moral Leadership in a Troubled World – A Transformative Model.” *Arabian Journal of Business and Management Review*, Vol 6, pp. 233-235 available online at <http://www.omicsonline.com/open-access/moral-leadership-in-a-troubled-world-a-transformative-model-222>.

Caldwell, C, and Hasan Z. 2016. “Covenantal Leadership and the Psychological Contract – Moral Insights for the Modern Leader.” *Journal of Management Development*, Vol. 35, Iss. 10, pp. 1302-1312.

Smith, S., Peters, R., and Caldwell, C., 2016. “Creating a Culture of Engagement – Insights for Application.” *Business and Management Research*, Vol. 5, No. 2, pp. 70 - 80 available online at <http://www.sciedupress.com/journal/index.php/bmr/article/view/9734/5891>

Hasan, Z. and Caldwell, C. 2016. “‘Live Your Life in Crescendo’ – Moral Insights from Stephen R. Covey.” *Graziadio Business Review*. Vol. 19, Iss. 1. Available on line at <http://gbr.pepperdine.edu/2016/04/live-your-life-in-crescendo/>.

Xu, F., Caldwell, C., and Anderson, V., 2016. “Moral Implications of Leadership— Transformative Insights.” *International Journal of Business and Social Research*, Vol 3, Iss. 6, pp. 75-85.

Glasper, K., and Caldwell, C., 2016. “Teaching Through ‘Transforming Learning,’ an Integrative Model for Business and Public Administration Education.” *Business and Management Research*, Vol. 5, No. 1, pp. 19-28 and available online at <http://www.sciedupress.com/journal/index.php/bmr/article/view/9088/5495>

Hasan, Z., and Caldwell, C., 2015. “5 Proven Methods that Will Make You the Leader People Admire.” *Ivey Executive Newsletter* found online at

<https://www.ivyexec.com/executive-insights/2015/5-proven-methods-that-will-make-you-the-leader-peopl>.

Xu, F., Caldwell, C., Glasper, K., and Guevara, L., 2015. "Leadership Roles and Transformative Duties—Preliminary Research." *Journal of Management Development*, Vol. 34, Iss. 9, pp. 1061-1072.

Caldwell, C., Licona, B., and Floyd, L. A., 2015. "Internal Marketing to Achieve Competitive Advantage." *International Business and Management*, Vol. 10, Iss. 1., pp. 1-8.

Caldwell, C., Hasan, Z., and Smith, S. 2015. "Virtuous Leadership: Insights for the 21<sup>st</sup> Century." *Journal of Management Development*. Vol. 34, Iss. 9, pp. 1181-1200.

Caldwell, C., 2015. "Six Insights for Transformative Leaders." *Graziadio Business Review* published by Pepperdine University and available online at <http://gbr.pepperdine.edu/tag/transformative-leaders> .

Hayes, L., Caldwell, C., Licona, B. and Meyer, T. E., 2015. "Follower Behaviors and Barriers to Wealth Creation." *Journal of Management Development*, Vol. 34, Iss. 3, pp. 270-285.

Caldwell, C., Carter, E., and Floyd, L. A., 2015. "Coaching for Improved Teaching: A Virtuous Model for Improving Performance and Increasing Commitment." *Business and Management Research*, Vol. 4, No. 4, pp. 54-65.

Caldwell, C., Floyd, L. A., Taylor, J and Woodard, B. 2014. "Beneficence as a Source of Competitive Advantage." *Journal of Management Development*, Vol. 33, Iss. 10, pp. 1057-1069.

Caldwell, C., and Floyd, L. A., 2014. "High Performance Work Systems: Building Commitment to Increase Profitability." *Graziadio Business Review*, Vol. 17, Iss. 3, found online at <http://gbr.pepperdine.edu/2014/12/high-performance-work-systems/>,

Clapham, S. E., Meyer, C. K., Caldwell, C., and Proctor, G. B., Jr. 2014. "Trustworthiness, Justice, and the Mediating Lens." *Journal of Business and Behavioral Sciences*, Vol. 26, Number 1, pp. 55-74.

Caldwell, C., McConkie, M., and Licona, B., 2014. "Simon Peter as a Transformative Leader." *Journal of Management and Strategy*, Vol. 5, No. 1, pp. 21-32.

Caldwell, C., 2014. "Forging Ethics-Based Business Partners: The Integration of Business, Employees, and Education." *Graziadio Business Review* published by Pepperdine University in the April, 2014 edition found online at <http://gbr.pepperdine.edu/2014/04/forging-ethics-based-business-partners/> .

Caldwell, C., Guevarra, L., Licona, B., Taylor, T., and McConkie, M., 2013. "Trust, Faith, and Fear: Moral Development Applications for Leaders and for Life." *Journal of Advanced Management and Business Research*, Vol. 1, Iss. 1, pp. 1-15.

Floyd, L. A., Xu, F., Atkins, R., and Caldwell, C., 2013. "Ethical Outcomes and Business Ethics: Toward Improving Business Ethics Education." *Journal of Business Ethics*, Vol. 117, Iss. 4, pp. 753-776.

Tello, G., Swanson, D., Floyd, L. A., and Caldwell, C., 2013. "Transformative Learning: A New Model for Business Ethics Education." *Journal of Multidisciplinary Research*, Vol. 5, Iss. 1, pp. 105-114.

Caldwell, C., 2012. "Meeting Today's Demands and Tomorrow's Hopes." *Citation Classics from The Journal of Business Ethics: The First Thirty Years of Publication*. Michalos A. C., and Poff, D. C. (Eds). New York: Springer, pp. 700-701.

Caldwell, C., Floyd, L. Atkins, R., and Holzgrefe, R., 2012. "Ethical Duties of Organizational Citizens: Obligations Owed by Highly Committed Employees." *Journal of Business Ethics*, Vol. 110, Iss. 3, pp 285-299.

Caldwell, C., Dixon, R. D., Floyd, L., Chaudoin, J., Post., J., and Cheokas, G. 2012. "Transformative Leadership: Achieving Unparalleled Excellence." *Journal of Business Ethics*, Vol 109, Iss. 2, pp. 175-187

Caldwell, C., Dixon, R. D., Atkins, R., and Dowdell, S. M., 2011. "Repentance and Continuous Improvement: Ethical Implications for the Modern Leader." *Journal of Business Ethics*, Vol 102, Iss. 3, pp. 473-487.

Caldwell, C., Atkins, R., Floyd, L., and Holzgrefe, R., 2011. "Duties Owed to Organizational Citizens – Ethical Insights for Today's Leader." *Journal of Business Ethics*, Vol. 102, Iss. 3, pp. 343-356.

Katiyar, A., Thomas, K., and Caldwell, C. 2011. "Ethical Issues in International Human Resource Management." *Journal of Global Business Development*, Vol. 3, No. 1, pp. 103-114.

Joshi, B., Vuong, A., Casey, J., Quey, I., and Caldwell, C. 2011. "Organizational Citizenship Behavior and the Hofstede Model: Implications for Business." *Journal of Global Business Development*, Vol. 3, No. 1, pp. 126-139.

Caldwell, C., Truong, D., Linh, P., and Tuan, A., 2011. "Strategic Human Resource Management as Ethical Stewardship." *Journal of Business Ethics*, Vol. 98, Iss. 1, pp. 171-182.

Dixon, R. D., Caldwell, C., Chatchutimakorn, A., Gradney, K., and Rattanametangkul, K., 2010. "Managing Justly Across Cultures: The Problem of Fairness in International Business." *Journal of Management and Strategy*, Vol. 1, pp. 22-32.

Caldwell, C., and Hansen, M., 2010. "Trustworthiness, Governance, and Wealth Creation." *Journal of Business Ethics*, Vol. 97, Iss. 2, pp. 173-188.

Caldwell, C., and Canuto-Carranco, M., 2010. "'Organizational Terrorism' and Moral Choices – Exercising Voice When the Leader is the Problem." *Journal of Business Ethics*, Vol. 97, Iss. 1, pp. 159-171.

Caldwell, C., Hayes, L., and Long, D., 2010. "Leadership, Trustworthiness, and Ethical Stewardship." *Journal of Business Ethics*, Vol. 96, Iss. 4, pp. 497-512.

Caldwell, C., and Dixon, R. D. 2010. "Love, Forgiveness, and Trust: Critical Values of the Modern Leader." *Journal of Business Ethics*, Vol. 93, Iss. 1, pp. 91-101.

Caldwell, C. 2010. "A Ten-Step Model for Academic Integrity: A Positive Approach for Business Schools." *Journal of Business Ethics*, Vol. 92, No. 1, pp. 1-13.

Caldwell, C. 2009. "Identity, Self-Deception, and Self-Awareness: Ethical Implications for Leaders and Organizations." *Journal of Business Ethics*, Vol. 90, Supp. 3, pp. 393-406.

Gullett, J., Canuto-Carranco, M., Brister, M., Turner, S., and Caldwell, C. 2009. "The Buyer-Supplier Relationship: An Integrative Model of Ethics and Trust." *Journal of Business Ethics*, Vol. 90, Supp. 3, pp. 329-341.

Caldwell, C., Davis, B., and Devine, J. A., 2009. "Trust, Faith, and Betrayal: Insights from Management for the Wise Believer." *Journal of Business Ethics*, Vol. 89, Iss. 1, pp. 103-114.

Caldwell, C., Hayes, L., Karri, R., and Bernal, P., 2008. "Ethical Stewardship: The Role of Leadership Behavior and Perceived Trustworthiness." *Journal of Business Ethics*, Vol. 78, Iss. 1/2, pp. 153-164.

Caldwell, C., Voelker, C., Dixon, R. D., and LeJeune, A., 2007. "Transformative Leadership: An Ethical Stewardship Model for Healthcare." *Organizational Ethics: Healthcare, Business, and Policy*, Fall Edition, pp. 126-134.

Caldwell, C., Clapham, S. E., and Davis, B., 2007. "Rights, Responsibility, and Respect: A Balanced Citizenship Model for Schools of Business." *Journal of Academic Ethics*, Vol. 5, No. 1, pp. 105-120.

Caldwell, C., and Boyle, M. E., 2007. "Academia, Aristotle, and the Public Sphere – Stewardship Challenges to Schools of Business." *Journal of Academic Ethics*, Vol. 5, No. 1, pp. 5-20.

Caldwell, C., and Jeane, L., 2007. "Ethical Leadership and Building Trust – Raising the Bar for Business." *Journal of Academic Ethics*, Vol. 5, No. 1, pp. 1-4.

Caldwell, C., White, H., and Red Owl, R. H., 2007. "The Case for Creating a DBA Program – A Virtue-Based Opportunity for Universities." *Journal of Academic Ethics*, Vol. 5, No. 2-4, pp. 179-188.

Caldwell, C., and Hayes, L., 2007. "Leadership, Trustworthiness, and the Mediating Lens." *Journal of Management Development*. Vol. 26, Iss. 3, pp. 261-278.

Caldwell, C., Karri, R., and Vollmar, P., 2006. "Principal Theory and Principle Theory: Ethical Governance from the Follower's Perspective." *Journal of Business Ethics*, Vol. 66, Iss. 2-3, pp. 207-223.

Satava, D., Caldwell, C., and Richards, L., 2006. "Ethics and the Auditing Culture: Rethinking the Foundation of Accounting and Auditing." *Journal of Business Ethics*, Vol. 64, Iss. 3, pp. 271-284.

Karri, R., Caldwell, C., Antonacopoulou, E. P., and Naegle, D., 2005. "Building Trust in Schools of Business – Opportunities for Ethical Governance." *Journal of Academic Ethics*, Vol. 3, Nos. 2-4, pp. 159-182.

Caldwell, C., Karri, R., and Matula, T. 2005. "Practicing What We Teach – Ethical Considerations for Business Schools." *Journal of Academic Ethics*, Vol. 3, pp. 1-25. Paper was one of three papers nominated for the "Outstanding Conceptual Paper" at the Eastern Academy of Management Conference, "Managing Ethically in Times of Change."

Clapham, S., Schwenk, C. R., and Caldwell, C., 2005. "CEO Perceptions and Corporate Turnaround." *Journal of Change Management*, Vol. 5, Iss. 4, pp. 407-428.

Caldwell, C., and Karri, R. J., 2005. "Organizational Governance and Ethical Systems: A Covenantal Approach to Building Trust." *Journal of Business Ethics*, Vol. 58, Iss. 1, pp. 249-259.

Caldwell, C., and Clapham, S., 2003. "Organizational Trustworthiness: An International Perspective," *Journal of Business Ethics*, Vol. 47, Iss. 4, p. 349-364.

Primeaux, P., Karri, R., and Caldwell, C. 2003. "Cultural Insights to Organizational Justice – A Preliminary Perspective." *Journal of Business Ethics*, Vol. 46, Issue 2, pp. 187-199.

Caldwell, C., Gruys, M., and Thornton, G. C. III. 2003. "Public Safety Assessment Centers – A Steward's Perspective." *Public Personnel Management*, Vol. 32 Issue 2, pp. 229-249.

Caldwell, C., Thornton, G. C. III, and Gruys, M. 2003 "Ten Classic Assessment Center Errors: Challenges to Selection Validity." *Public Personnel Management*, Vol. 32, Issue 1, pp 73-88. This paper is cited as a reference at the Office of Personnel Management website explaining the appropriate use of Assessment Centers for selection and testing and can be found at <https://www.opm.gov/policy-data-oversight/assessment-and-selection/other-assessment-methods/assessment-centers/>.

Kim, B.J. and Caldwell, C. December, 2002. "Social Contracts, Stewardship, and Trust," *Journal of Educational Administration*, Vol. 20 Issue 4, pp. 181-205.

Caldwell, C., Bischoff, S. J., and Karri, R. 2002. "The Four Umpires: A Paradigm for Ethical Leadership," *Journal of Business Ethics*, Vol. 36, Iss. 1/2, pp. 153-163. Paper cited by *BOSS Financial Review* as one of six "best articles on leadership of the past ten years."

### **Book Chapters**

Anderson, V., and Caldwell, C., 2017 "Strategy, Competitive Advantage, and Performance" in *Competitive Advantage: Strategies, Management, and Performance*, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., 2017. "Blue Ocean Strategies and Disruptive Innovation – Creative Insights for Competitive Advantage" in *Competitive Advantage: Strategies, Management, and Performance*, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., 2017. "A Service Quality Case Study – What Not to Do" in *Competitive Advantage: Strategies, Management, and Performance*, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Stavros, J. M. and Caldwell, C. 2017. "Strategy from a Strengths-Based Perspective – The SOAR Approach to Positive Results" in *Competitive Advantage: Strategies, Management, and Performance*, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Ndalamba, K., Anderson, V, and Caldwell, C. 2017. "Strategic Management Through Leadership Ethos" in *Competitive Advantage: Strategies, Management, and Performance*, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., 2017. "The Resource-Based View of Strategic Management – Leadership Principles for Sustaining Organizations" in *Competitive*



***Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., 2017. “Service Quality for Improved Performance” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., and Anderson, V., 2017. “Detroit’s Big ‘Whoops!’ – Strategic Failures in the U. S. Auto Industry” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Atwijuka, S. and Caldwell, C., 2017. “Human Resource Management and Strategic Management” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., and Anderson, V., 2017. “Excellence and Competitive Advantage” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Anderson, V. and Caldwell, C., 2017. “Strategic Planning: Myth or Necessity” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. & Anderson, V., 2017. “Strategic Management and the Performance Pyramid” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Anderson, V., and Caldwell, C., 2017. “Competitive Advantage and the Elusiveness of Sustainability” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Atwijuka, S. and Caldwell, C., 2017. “Competitive Advantage and a Noble Purpose” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., 2017. “The Rise, Fall, and Recovery of the US Airline Industry –Strategic Insights” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing

Caldwell, C., and Anderson, V., 2017. “Competitive Advantage and Transformative Leadership” in ***Competitive Advantage: Strategies, Management, and Performance***, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., 2017. “The Nature of Kindness – A Key to Competitive Advantage” in *Competitive Advantage: Strategies, Management, and Performance*, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., 2017. “Transformative Ethics and Trust – Keys to Competitive Advantage ” in *Competitive Advantage: Strategies, Management, and Performance*, (C. Caldwell & V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., (2018). “Strategic Human Resource Management: An Ethical Stewardship Approach” in *Strategic Human Resource Management* (C. Caldwell, S. Sanders-Smith, and V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., and Sanders-Smith, S., (2018). “Job Analysis: The Building Block of Human Resource Management” in *Strategic Human Resource Management* (C. Caldwell, S. Sanders-Smith, and V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., (2018). “Ethical Responsibilities of Human Resource Management: A Format for Moral Conduct” in *Strategic Human Resource Management* (C. Caldwell, S. Sanders-Smith, and V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., (2018). “High Performance Organizations and Human Resource Management” in *Strategic Human Resource Management* (C. Caldwell, S. Sanders-Smith, and V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., (2018). “Performance Management: A Strategic Perspective” in *Strategic Human Resource Management* (C. Caldwell, S. Sanders-Smith, and V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V. (2018). “The Future of Human Resources: Responding to a New Context” in *Strategic Human Resource Management* (C. Caldwell, S. Sanders-Smith, and V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

Caldwell, C., (2018). “Organization Change and Organization Analysis – The Strategic Human Resources Role” in *Strategic Human Resource Management* (C. Caldwell, S. Sanders-Smith, and V. Anderson, eds.). Hauppauge, New York: NOVA Publishing.

### **Books**

Caldwell, C. and Anderson, V. (Eds). 2017. *Competitive Advantage: Strategies, Management, and Performance*. 2017. Hauppauge, New York: NOVA Publishing.

Caldwell, C., 2016. *International Business Ethics*. Berlin, Germany: International University of Applied Science Press.

Caldwell, C., 2012. *Moral Leadership: A Transformative Model for Tomorrow's Leaders*. New York: Business Expert Press.

Caldwell, C., 2004. *Organizational Trustworthiness: A Developmental Model*. Pullman, WA: Washington State University Press.

**Book Reviews:**

Caldwell, C., 2005. "Leading with Meaning: Using Covenantal Leadership to Build a Better Organization." *Business Ethics Quarterly*, Vol. 13, Iss. 3, pp. 497-503.

Caldwell, C. 2004. "Examining Corporate Citizenship -- Balancing Duties and Opportunities in the Modern Organization." *Business Ethics Quarterly*, Vol. 14, Iss. 4, pp 775-780.

Caldwell, C., 2004. "Effective Governance in Managing Change – Common Perspectives from Two Lenses." *Academy of Management Review*, Vol. 29, Iss. 2, pp. 296-301.

Caldwell C., 2003 "Building Trust Through Effective Governance -- Three Perspectives of Organizational Leadership." *Academy of Management Review*, Vol. 28, Iss. 4, pp. 667-673.

Caldwell, C. 2003. *A Company of Citizens: What the World's First Democracy Teaches Leaders about Creating Great Organizations*. *Journal of General Management*, Vol. 28 Issue 4, pp. 85-89.

**Conference Presentations:**

Caldwell, C., and Anderson, V. "Transformative Ethics: An Integrative Model of Ethical Stewardship." Paper presented at the International Academy of Management and Business Conference in New Orleans, Louisiana on January 20, 2017.

Webster, M., Gremillion, D., Klock, J., Vuong, A., and Caldwell, C. "Ethical Duties and Organizational Citizenship Behavior: Two Perspectives of the Psychological Contract." Paper presented at the Fifteenth Annual International Conference on Ethics in Business, at St. John's University on October 22, 2008.

Caldwell, C., LeJeune, A. and Dixon, R. "Transformative Leadership – An Integrative Theory of Ethical Stewardship." Paper presented at the Fourteenth Annual International Conference on Ethics in Business at DePaul University on November 1, 2007.

Caldwell, C., and Hayes, L. "Trust, Distrust, and Trustworthiness – Economic Elements of the Social Contract." Paper presented at the Academy of Economics & Finance Conference in Houston, Texas on February 10, 2006.

Caldwell, C., and Hansen, M. "Trustworthiness, Governance, and Wealth Creation." Paper presented at the Academy of Management Conference in Hawai'i on August 8, 2005.

Caldwell, C., Proctor, G., and Hallock, D. E. "Moral Relativism and Ethical Pitfalls: Red Flags and Insights for Organizational Leaders." Paper presented at the Tenth Annual International Conference on Ethics in Business at St. Johns University on October 21, 2003.

Caldwell, C., Clapham, S., and Proctor, G. "Trustworthiness, Justice, and the Mediating Lens: A Demographic Analysis." Paper presented at the European Academy of Management Conference in Milan, Italy, April 3-5, 2003.

Caldwell, C., and Clapham, S. "The Mediating Lens and Its Multiple Applications." Paper presented at the Ninth International Conference Promoting Ethics in Business, Niagara University, October 2002.

Primeaux, P., Karri, R., and Caldwell, C. "Cultural Insights to Organizational Justice – A Preliminary Perspective." Paper presented to the International Conference on Ethics in Business, Prague, Czechoslovakia, March 2002.

Caldwell, C. and Clapham, S. "Organizational Trustworthiness: An International Perspective," Paper presented to the International Conference on Ethics in Business, Prague, Czechoslovakia, March, 2002.

Caldwell, C., Campbell, J., and Parks, C. D. "Trustworthiness and Justice: An Integrative Perspective," presented at the Eighth International Conference Promoting Ethics in Business, DePaul University, October 2001.

Caldwell, C., and Jeffries, F. M. "Ethics, Norms, Dispositional Trust, and Context: Components of the Missing Link between Trustworthiness and Trust," presented at the Eighth International Conference Promoting Ethics in Business, DePaul University, October 2001.

### **Teaching Experience**

#### **Consulting with Graduate Students and Faculty – 2015-2017**

Worked closely with Sarah Sanders Smith to help her obtain her PhD from the University of Chicago, with doctoral candidate Ken Ndalamba, and with graduate student Sylvia Atwijuka to help them to become published scholars. Co-authored and co-edited a text on strategic management and competitive advantage with Dr. Verl Anderson of Dixie State University, and currently co-editing a book on strategic human resource management with Dr. Sarah Sanders Smith and Dr. Verl Anderson.

#### **Dixie State University (Adjunct Professor) 2015**

Graduate Management Admission Test Preparation  
Organization Behavior

#### **St. Thomas University (Associate Professor, 2012 – 2014)**

Human Resources  
Organizational Development

Organization Theory and Design  
Compensation Management  
Leadership  
Management Ethics  
Organizational Behavior

**Georgia Southwestern State University (Associate Professor, 2011-2012)**  
Human Resource Management  
Advanced Human Resource Management

**University of Georgia (Lecturer, 2010 - 2011)**  
Business Ethics  
Business Ethics (MBA)

**Texas A & M University – Corpus Christi (Visiting Associate Professor, 2010)**  
Strategy  
Organization Behavior (MBA)

**Hamdan ben Mohamed eUniversity – Dubai (Online Faculty, 2009-2012)**  
Entrepreneurship and Innovation (Masters in Entrepreneurship)  
Innovation Strategies (Masters in Entrepreneurship)

**Vietnam National University (Visiting Professor – 2009)**  
Organization Development (Masters)

**McNeese State University (2008 – 2009)**  
Global Business  
Leadership  
Management Theory and Organization (MBA)  
Organizational Behavior (MBA)  
Human Resource Management (MBA)  
Directed Readings and Research

**Louisiana State University – Alexandria (2007-2008)**  
Advertising  
Small Business Management  
Business Policy  
Multinational Management  
Principles of Management  
Operations Management  
Human Resource Management  
Directed Readings in Management

**Auckland Institute of Technology (2005 Visiting Professor)**  
Business Ethics  
Organization Behavior

**Weber State University (Assistant Professor 2006 – 2007)**

Organizational Behavior  
Advanced Organizational Behavior  
Human Resources  
Entrepreneurship  
Negotiations (MBA Course)  
Business Communications (MBA Course)

**Long Island University – C. W. Post (Associate Professor 2005 – 2006)**

Business Policy  
Business Policy – MBA

**Auckland Institute of Technology (2005 Visiting Professor)**

Business Ethics  
Organization Behavior

**University of Houston – Victoria (Assistant Professor 2003-2005)**

Leadership (Including an Online Course)  
Organizational Behavior (Including an Online Course)  
Management and Organizational Behavior (MBA Course)  
Management of Diversity in Organizations (Including an Online Course)  
Human Resources (Including an Online Course)

**DeVos Graduate School of Management -- Northwood University (Assistant Professor 2002-2003)**

Leadership in Organizations  
Organizational Behavior  
Managing the Work Force  
Strategic Management Seminar (Undergraduate)

**Washington State University (Teaching Assistant/Instructor 2000-2002)**

Principles of Management and Organization  
Human Resources  
Leadership

**Southern Illinois University (Adjunct Professor – 1998-2000)**

Governmental Aspects of the Fire Service  
Data Analysis for the Fire Service

**University of Phoenix (Undergraduate and Graduate Instructor 1990-1995)**

Strategic Management  
Advanced Budgeting  
Statistical Analysis in Total Quality Management  
Leadership Principles of Total Quality Management  
Management Theory of Total Quality Management

**Roosevelt University (Adjunct for MPA Program 1978-1980)**

Local Government Financial Management  
Organization Behavior  
Public Administration

**Selected Professional Service:**

Editorial Board – *International Journal of Management Studies and Research* (2017 - Present)

Co-editor of *Competitive Advantage: Strategies, Management and Performance* published by Nova Publishing and currently in press.

Guest Editor of the *International Journal of Public Leadership* on “Ethical Leadership in Troubled Times” – Due out June 2017.

Editorial Board – *Journal of Management Development* (2016 – Present)

Academy of Management Teaching Theme Committee (2011-2012)

Academy of Management Ethics Education Committee (2009-2011)

Developed the College of Business Code of Student Conduct for McNeese State University that was adopted in September 2008. Organized three task forces that were used to develop a proposal for student conduct.

Chair of the Faculty Senate Public Relations Committee – LSUA (2007-2008)

Editor – Special Edition of the *Journal of Academic Ethics* – “Ethical Considerations for Business Programs” (Published in 2007).

Played a key role in developing a Health Care Administration BBA specialization for University of Houston – Victoria as part of follow-up with a consulting client. This undergraduate specialization admitted its first students in 2006.

Chair of a faculty committee to study the effective use of student teams in the classroom at the University of Houston – Victoria (2003-2004).

Committee Member of a BBA review team assigned to refine the undergraduate business program and the embedded measures required for the University of Houston – Victoria to obtain AACSB accreditation (2003-2004). AACSB accreditation was obtained in May 2005.

Designed the MBA core course in Diversity, involving community focus groups, research of Diversity Courses at other schools, and the review of available texts. Assigned to teach the first section of this course in Summer 2004 (2003-2004).

Redesigned the BBA core course in Leadership and taught this course face-to-face and online to assess ways to improve the delivery of course concepts (2003).

Initiated conversations with the Vice President of Organizational Development at Dow Chemical and hosted a meeting which has resulted in Northwood University developing an Executive MBA Program for Dow Chemical (2003).

Initiated and administered a project to measure leadership effectiveness and organizational trust at Washington State University. This project involved 1,100 employees, four faculty advisors, an advisory committee of twenty-five employees, and the Department of Human Resource Services. Supervised a committee of twenty students and developed and conducted a leadership course attended by more than 100 university supervisors and administrators. Grant value: \$7,500. (2001)

Reviewer, *Journal of Business Ethics* (2005 - Present).

Reviewer, *Human Resource Management* (2007).

Reviewer, Academy of Management for the Organization and Management Theory Division (2001, 2002, 2003, and 2006).

Reviewer, Academy of Management for the Management and Organization Cognition Division (2003)

Reviewer, Academy of Management for the Social Issues in Management Division (2006)

Reviewer, Academy of Management for the Human Resources Division (2006)

Reviewer, Eastern Academy of Management (2005 - 2006)

Reviewer, *Journal of Management Development* (2008 - Present)

Reviewer, *International Journal of Organizational Analysis* (2007 - 2008)

Associate Editor (2002-2003), Ethics Division Website -- Academy of Management

Editor (2003-2005), Ethics Division Website – Academy of Management

Academy of Management Ethics Task Force – Developed recommendations for the revised Code of Ethics adopted by the Academy of Management Board of Governors in December 2005. (2004 – 2005)

Editorial Board, *Journal of Academic Ethics* (2006-2012).

**Academic Honors:**



Thomas S. Foley Fellow, Washington State University  
Full Academic Scholarship and Teaching Assistantship, Washington State University  
Full Academic Scholarship, University of Illinois – Chicago Circle  
Baccalaureate Speaker, Brigham Young University  
Academic Scholarship, Brigham Young University  
Phi Kappa Phi National Honor Society – School of Business Faculty Honoree (2004)

**Professional Work Experience:**

**Executive Director (1984-2012)** – Center for Organizational Excellence, a non-profit agency providing management consulting services for public and private sector organizations. Provided consulting services in organizational development, human resource management, financial management, and strategic planning. Conducted studies of organizations to improve organizational efficiency and effectiveness and provided follow-up training for managers and supervisors. Evaluated department budgets and conducted management studies for Salt Lake City Council. Acting Human Resource Director for West Valley City, Utah, conducting employee selection and testing, developing a compensation plan, and revising the employee personnel rules. Acting Director of Administrative Services Director for South Jordan, Utah, advising the organization on all human resource matters, preparing the City budget, and advising the City Manager and City Council on policy issues. Saved the Roy O. Martin Chopin Plywood Plant \$1 million in turnover costs annually by assessing the plant's recruitment, selection, and hiring systems.

**City Manager (1980-1984)** – Garden City, Michigan. Chief Administrative Officer for a Detroit suburb of 35,000. Implemented principles of Total Quality Management to improve programs and services while downsizing the number of employees by 19% over a four-year period. Negotiated the first performance-based compensation system approved by the Teamsters Union in the State of Michigan. Established labor/management committees to empower employees and involve them in key operating decisions. Developed an employee training and development program involving employees at all levels of the organization to involve employees in reviewing the effectiveness and efficiency of every city department. Reduced the use of sick leave by 60%, decreased the use of Worker's Compensation by 90%, and decreased the number of grievances by 90% over a four-year period. Limited the growth in the operating budget to 1.3% during a time when inflation increased by 36%. Garden City's achievements involved an integrated process that fully involved employees and city residents as key organization decision-makers. Garden City's accomplishments were featured at two national conferences and City leaders conducted workshops on labor management cooperation and employee involvement throughout the state.

**Assistant City Manager (1977-80)** – Park Ridge, Illinois. Responsible for all aspects of human resource management and served as staff to five City Council boards and commissions. Initiated management training and development programs for employees at all organizational levels. Conducted a comprehensive classification and compensation study that helped improve organization morale and efficiency. Conducted a long-range financial planning project that identified the impact of seventeen key statistical indicators

of economic health. Park Ridge's human resource management system was cited by the *Illinois Municipal Review* as a model for other municipalities.

**Memberships:**

Academy of Management (Ethics Education Committee, Teaching Theme Committee, Placement Committee, Ethics Task Force, and Editor of the Ethics Website)

Society for Human Resource Management (Senior Professional in Human Resources and Global Professional in Human Resources Certifications)

American Society for Quality Control (Board Member – Salt Lake City Chapter)

Society for Business Ethics

International City Management Association (ICMA "Certificate in Management" Recipient)