

# Curriculum Vitae

Cam Caldwell  
6121 Marthas Drive  
Alexandria, LA 71303  
(318) 955-6188  
cam.caldwell@gmail.com

## 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:

Caldwell, C., 2020. “Strategic Principles in a Troubled World.” **Graziadio Business Review**, Vol. 23, Iss. 2, and found online at

<https://gbr.pepperdine.edu/2020/09/strategic-principles-in-a-troubled-world/>

Caldwell, C., 2020. “Building Trust in the Transformative Era: A Philosophy for Tomorrow’s World.” Accepted for publication in *Frontiers of Business Studies: An International Journal* and found online at <https://frontierstoday.com/wp-content/uploads/2020/01/Cam-CALDWELL.pdf>.

Szalek, G. & Caldwell, C. 2020. “Organizational Revolutionaries in a Transformative World” in D. Poff (Ed.). *Corporate Social Responsibility and University Governance*. New York: Springer Nature.

Atkins, R. & Caldwell, C. 2020. “Supply Chain Responsibility and Sustainability: The Role of the Individual in Building a Business Case for Ethical Decisions.” Paper accepted for

publication in the *Business and Professional Ethics Journal*, Vol. 39, Iss. 2, Summer 2020.

Caldwell, C. & Karri, R., 2019. "Leadership Morality: A Transformative Philosophy Approach." the *Journal of Business and Management*, Vol. 1, Iss. 2 and available online at <https://jreslitpublications.com/business-administration-and-management/press.php>.

Thornley, M., Patel, M. & Caldwell, C., 2019. "Negotiation Success in a VUCA World." *International Journal of Research in Commerce and Management Studies*, Vol. 1, No. 2, pp. 38-53.

Anderson, V., Caldwell, C., & Barfuss, B. 2019. "Love: The Heart of Leadership." *Graziadio Business Review*, Vol. 22, Iss. 2 and may be found online at <https://gbr.pepperdine.edu/2019/08/love-the-heart-of-leadership/>.

Al Asmi, K. and Caldwell, C., 2019. "Leadership as Service and Responsibility – Insights from a Modern Muslim Perspective." Paper accepted for publication in *Arabian Journal of Business and Management Review*.

Okpala, C. O. & Caldwell, C. 2019. "Humility, Forgiveness, and Love: The Heart of Ethical Stewardship." *Journal of Values-Based Leadership*, Vol. 12 Summer 2019 and found online at <https://scholar.valpo.edu/jvbl/vol12/iss2/10/>.

Xu, F., Xu, B., Anderson, V. & Caldwell, C., 2019. "Humility as Enlightened Leadership – A Chinese Perspective." Paper accepted for publication in the *Journal of Management Development* and available online at <https://www.emeraldinsight.com/eprint/H4qqIhGdg2ZmxCU73irQ/full>.

Al Lawati, H. A. H., Sayed, R. T., and Caldwell, C., 2019. "Transformative Ethics and Moving Toward 'Greatness.' – Problems and Realities." *Journal of Values-Based Leadership*. Volume XII, Iss. 1, Winter/Spring Edition.

Caldwell, C., Atwijuka, S., & Okpala, C. O. 2018. "Compassionate Leadership in an Arms-Length World." *Journal of Business and Management*.

Caldwell, C., Hooper, H., and Atwijuka, S., 2018. "Transformative Philosophy: A Leadership Approach to Achieving Excellence." *Open Journal of Human Resource Management*, Vol 1, Iss. 1, pp. 53-56 and available online at <file:///C:/Users/Owner/Downloads/TransformativePhilosophyOJHRM.pdf>.

Unus, I. and Caldwell, C., 2018. "Ethical Principles of the Islamic Faith – Insights for the Modern World." *Business and Management Research* Vol. 7, No. 3 and available online at <http://www.sciedupress.com/journal/index.php/bmr/article/view/14175>.

Caldwell, C., 2018. “Strategic Challenges of Today’s Businesses: The Example of the US Airlines Industry.” *Graziadio Business Review*, Vol. 21, Iss.1, and available online at <https://gbr.pepperdine.edu/2018/07/strategic-challenges-of-todays-businesses/>.

Al Asmi, K. and Caldwell, C. 2018. “A Muslim Leadership Perspective: Insights from Oman.” *Journal of Values-Based Leadership*, Vol. XI, Iss. II, pp. 102-111 and available online at <https://scholar.valpo.edu/jvbl/vol11/iss2/1/>.

Caldwell, C., 2018. “Writing a Publishable Paper: Principles, Questions, Realities, and Stumbling Blocks.” *Business and Management Research*, Vol. 7, No. 2, pp. 10 -16 and available online at <http://www.sciedu.ca/journal/index.php/bmr/article/view/13447>.

Ndalamba, K. K., Caldwell, C. & Anderson, V., 2018. “Leadership Vision as a Moral Duty.” *Journal of Management Development*, Vol. 37, Iss. 3, pp. 309-319.

Cao, Z., Anderson, V., Xu, F., and Caldwell, C., 2018. “Understanding Chinese Students’ Values: Insights for Tomorrow’s Leaders.” *International Journal of Public Leadership*, Vol. 14, No. 2, pp. 119-136 and available online at <http://www.emeraldinsight.com/doi/full/10.1108/IJPL-10-2016-0036>.

Caldwell, C. and Okpala, C. O., 2018. “Human Resource Management – A Transformative Approach.” *Open Journal of Human Resource Management*, Vol. 1, Iss. 1, pp. 16-21 and available online at <http://www.sryahwpublications.com/openjournal-of-human-resource-management/volume-1-issue-1>.

Caldwell, C, Beverage, M., and Converse, P., 2018. “Selecting for Flair Factors: Improving the Selection Process.” *Business and Management Research*, Vol 7, No. 1, pp. 1- 9 and available online at <http://www.sciedupress.com/journal/index.php/bmr/article/view/12892/7975>.

Caldwell, C. and Peters, R. 2018. “New Employee Onboarding – Psychological Contracts and Ethical Perspectives.” *Journal of Management Development*, Vol. 37 Issue 1, pp. 27-39 and available online at <http://www.emeraldinsight.com/doi/pdfplus/10.1108/JMD-10-2016-0202>. This paper received an Emerald Publishing “Highly Commended” Award. The confirmation of this award may be found online at [view.email.emeraldinsight.com/?qs=64c79e2d027e6fc734ddb5a4ca2e9715b6bbf331c8d790a23ee6b49b840384f9c50691346157af662d803cfbf19415cd669745c15a38c5afcbf0338251f87e2614c60ecef48b94b908393cfe3be30045](http://view.email.emeraldinsight.com/?qs=64c79e2d027e6fc734ddb5a4ca2e9715b6bbf331c8d790a23ee6b49b840384f9c50691346157af662d803cfbf19415cd669745c15a38c5afcbf0338251f87e2614c60ecef48b94b908393cfe3be30045).

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Poff, D., and Caldwell, C., 2018. "Ethical Leadership and the Role of Scholars." Paper accepted for publication in the *International Journal of Public Leadership* and available online at <http://www.emeraldinsight.com/eprint/RNWNPD84KZH2AAPF6UVG/full>.

Caldwell, C and Atwijuka, S., 2018. "“I See You” – The Zulu Insight to Caring Leadership." *Journal of Values-Based Leadership*, Vol. 11, Iss. 1, Article 13 available online at <http://scholar.valpo.edu/cgi/viewcontent.cgi?article=1211&context=jvbl>.

Caldwell, C., and Holloway, C. S., 2017. "Trust, Faith, and Commitment – A Reasoned Action Approach." *Business and Management Research*, Vol. 6, No. 3, pp. 51-57 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>

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

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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.

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<http://www.sciedupress.com/journal/index.php/bmr/article/view/9734/5891>

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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.

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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 <https://gbr.pepperdine.edu/2014/04/forging-ethics-based-business-partners/> .

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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.

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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.

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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.

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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., 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.

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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.

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

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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.

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

Satava, D., Caldwell, C. & 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.

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

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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.

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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."

### **Books**

Caldwell, C. & Anderson, V. (Eds.). *Business Ethics: Perspectives, Management, and Issues*. Hauppauge, New York: NOVA Publishing.

Caldwell, C., 2020. *Communication, Meaning, and Identity: Moving Toward Discovery*.

Caldwell, C. and Anderson, V. (Eds.). 2020. *Leadership: Touching Lives*. Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V. (Eds.) 2019. *Continuous Improvement: Insights for a Transformative World*. Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., (Eds.) 2019. *Leading with Love*. Hauppauge, New York: NOVA Publishing.

Anderson, V. and Caldwell, C., (Eds.). 2019. *Business Education's Future: A Transformative Approach*. Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., (Eds.). 2019. *Trust, Trustworthiness, and Stewardship: A Transformative Approach*. Hauppauge, New York: NOVA Publishing.

Anderson, V. and Caldwell, C., (Eds.). 2018. *Humility as Enlightened Leadership*. Hauppauge, New York: NOVA Publishing.

Caldwell, C. and Anderson, V., (Eds.). 2018. *Human Resource Management: A Transformative Perspective*. Hauppauge, New York: NOVA Publishing.

Caldwell, C. 2018. *Leadership, Ethics, and Trust*. Newcastle upon Tyne, UK: Cambridge Scholars Publishing.

Caldwell, C. and Anderson, V. (Eds.). 2018 *Strategic Human Resource Management*. Hauppauge, New York: NOVA Publishing.

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.

### **Teaching Experience**

#### **American University in the Emirates (Associate Professor) 2020**

Human Resource Management in the Public Sector  
Compensation and Benefits Management  
Special Topics in Human Resources  
Training and Developing Employees

#### **University of Texas at San Antonio – (Adjunct Professor) 2019**

Negotiations (Master of Science in Business)

#### **University of Illinois at Springfield – (Adjunct Professor) 2018**

Responsible Management Online

#### **Modern College of Business & Science – (Visiting Distinguished Scholar) 2017**

International Business

#### **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 book on strategic management and competitive advantage with Dr. Verl Anderson of Dixie State University, and a book on strategic human resource management with 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

**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

**Selected Professional Service:**

Editor-in Chief – *Journal of Business and Management* (2019 – Present)

Guest Editor of the *International Journal of Public Leadership* on “Ethical Leadership in Troubled Times” (Published in January 2018).

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

Guest 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.

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).

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 Business Ethics* (2010-2013)

**Academic Honors:**

Thomas S. Foley Graduate 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)