

Heidi Hardt, Ph.D.

Assistant Professor of Political Science
University of California, Irvine
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EDUCATION

- Ph.D. International Studies, specialization in Political Science, *magna cum laude* (2012)
Graduate Institute of International and Development Studies, Geneva
Dissertation: An Informal Modus Operandi: Efficiency in the Organization of Regional Peace Operations
---- Rice University, *Visiting Doctoral Candidate* (2009-2011)
---- Yale University, *Doctoral Exchange Student* (2008-2009)
- M.Sc. European Studies (Research), *with honors* (2006)
London School of Economics
Dissertation: Shaping St. Malo: Explaining the Impetus for a Franco-British Compromise toward a European Security and Defence Policy through the Bosnia and Kosovo Wars
- B.A. International Relations; Journalism (double-major), Minor: Economics, *honors* (2005)
University of Southern California

PUBLICATIONS

Single-Authored Peer-reviewed Books

Hardt, H. (2018) *NATO's Lessons in Crisis: Institutional Memory in International Organizations*. Oxford University Press.
<https://global.oup.com/academic/product/natos-lessons-in-crisis-9780190672188?cc=us&lang=en&>

Hardt, H. (2014) *Time to React: The Efficiency of International Organizations in Crisis Response*. Oxford University Press.
<https://global.oup.com/academic/product/time-to-react-9780199337118?cc=us&lang=en&>

Peer-reviewed Published and Forthcoming Journal Articles

Hardt, H., Smith, A.E., Kim, H. and Meister, P. (2018) 'The Gender Gap in Assigned Readings in Graduate Training'. *The Journal of Politics*.
Status: Conditional Acceptance

Hardt, H. (2017). 'Who Matters for Memory: Sources of Institutional Memory in International Organization Crisis Management.' *Review of International Organizations*, Vol. 13, No. 3.
<https://link.springer.com/article/10.1007/s11558-017-9281-4>

Hardt, H. (2016). 'How NATO Remembers: Explaining Institutional Memory in NATO Crisis Management'. *European Security*, Vol. 25, No. 5, 1-29.

<http://www.tandfonline.com/doi/abs/10.1080/09662839.2016.1263944?journalCode=feus20>

Hardt, H. (2016). 'From States to Secretariats: Delegation in the African Union Peace and Security Council'. *African Security*, Vol. 9, No. 3, 161-187.

<http://www.tandfonline.com/doi/abs/10.1080/19392206.2016.1208474>

Hardt, H. (2013). 'Keeping friends close but colleagues closer: Efficiency in decision-making on peace operations'. *Global Governance*, Vol. 19, No. 3, 377-399

<http://journals.riener.com/doi/abs/10.5555/1075-2846-19.3.377?code=lrpi-site>

Hardt, H. (2009). 'Rapid Response or Evasive Action? : Regional Organization Responses to Peace Operation Demands'. *European Security*, Vol. 18, No. 4, 383-415.

<http://www.tandfonline.com/doi/abs/10.1080/09662839.2010.496778?journalCode=feus20>

Peer-reviewed Book Chapters

Hardt, H. and Sasley, B. (2017) 'When States Misbehave: Why International Organizations Suspend Member States'. In Kirton, J. and Larionova, M. (Eds.) *Accountability for Effectiveness in Global Governance*. Routledge Publishing (Global Governance Series)

https://www.amazon.com/Accountability-Effectiveness-Global-Governance-Kirton-ebook/dp/B078KJ4LM9/ref=sr_1_1?s=books&ie=UTF8&qid=1514573309&sr=1-1&keywords=Accountability+for+Effectiveness+in+Global+Governance

Hardt, H. (2017). 'United Nations' in *The SAGE Encyclopedia of Political Behavior*. (Thousand Oaks, CA: Sage.)

https://www.amazon.com/SAGE-Encyclopedia-Political-Behavior/dp/1483391167/ref=sr_1_1?s=books&ie=UTF8&qid=1514573359&sr=1-1&keywords=The+SAGE+Encyclopedia+of+Political+Behavior

Hardt, H. (2013). 'Informal Norms: Shaping Behavior in International Negotiations,' in Reinalda, Bob. (Ed.) *Routledge Handbook of International Organization*. (London: Routledge.)

https://www.amazon.com/Routledge-International-Organization-Handbooks-2013-05-24/dp/B01FJ0IBV0/ref=sr_1_1?s=books&ie=UTF8&qid=1514573393&sr=1-1&keywords=Routledge+Handbook+of+International+Organization+2013

Hardt, H. (2010). 'African Solutions to European Problems? Lessons from Peace Operation Cooperation among Regional Organizations in Africa and Europe,' in Galbreath, D. and Gebhard, C. (Eds.) *Cooperation or Conflict? Problematizing Organizational Overlap in Europe* (London: Ashgate).

https://www.amazon.com/Cooperation-Conflict-Problematizing-Organizational-Overlap/dp/0754679195/ref=sr_1_1?s=books&ie=UTF8&qid=1514573412&sr=1-1&keywords=Cooperation+or+Conflict%3F+Problematizing+Organizational+Overlap+in+Europe

Peer-reviewed Journal Articles in Progress

Hardt, H. and von Hlatky, S. 'NATO's About Face: Adaptation to Gender Mainstreaming in an Alliance Setting.'

Status: Under Review.

Hardt, H, Smith, AE, Kim, H and Meister, P. 'Gender, Race, Age and National Origin Predict Whether Faculty Assign Female-Authored Readings in Graduate Courses'.

Status: Under Review.

Hardt, H. 'Knowledge Guardians in Informal Networks: How International Organizations Recall Strategic Errors.'

Status: Editing and preparing for submission.

Dietrich, S., Hardt, H. and Swedlund, H. 'Experiments on Elites in International Relations'

Status: Editing and preparing for submission.

Hardt, H. and Levin, I. 'Organizational Failure and Legitimacy: Evidence from Haiti'.

Status: Data collection complete. Analyzing data and drafting.

Hardt, H. and von Hlatky, S. 'Diversity as Asset or Liability? : The Impact of Gender Integration on Operational Effectiveness'.

Status: Data collection complete. Analyzing data.

Hardt, H., Mendoza, M. and Raleigh, A. 'NATO and the Nation-state: Nationalism among Elites in International Security Organizations'.

Status: Data collection complete. Analyzing data.

Hardt, H. 'The Effectiveness of International Organization Learning Infrastructure in Security, Trade and Development'.

Status: Data collection in progress: NATO and WTO complete, and World Bank - scheduled.

Smith, Amy Erica and Heidi Hardt. 'The First Leak in the Pipeline: The Impact of Gender Diversity in Syllabi on Graduate Student Success.'

Status: Data collection in progress.

Non Peer-Reviewed Articles

Hardt, H. (2018). 'Leaving NATO would make the U.S. and the world less Safe'. *Huffington Post*. Editorial.

https://www.huffingtonpost.com/entry/opinion-hardt-trump-nato_us_5b4c9dfde4b022fdcc5b89d6

Hardt, H. (2018). 'Lessons Learned, Lessons Forgotten? Updating the Way NATO Learns'. *War on the Rocks* – Online platform for analysis of foreign policy and national security issues. Jul 10. <https://warontherocks.com/2018/07/lessons-learned-lessons-forgotten-updating-the-way-nato-learns/>

Hardt, H. and Smith, A.E. (2018). 'What's in a Syllabus? A New Dataset of Graduate School Readings in Political Science'. *Duck of Minerva* - World politics blog by academics. Apr. 2. <http://duckofminerva.com/2018/04/whats-in-a-syllabus-a-new-dataset-of-graduate-school-readings-in-political-science.html>

Hardt, H. (2014). 'Is the NATO rapid-reaction force fiction?' *Washington Post*. Monkey Cage. An online forum for posts on politics by political scientists. Dec. 23. <https://www.washingtonpost.com/news/monkey-cage/wp/2014/12/23/is-the-nato-rapid-reaction-force-fiction/>

Hardt, H. (2014). 'Is there a role for NATO in Ukraine?' *Washington Post*. Monkey Cage. An online forum for posts on politics by political scientists. Jul. 23. <https://www.washingtonpost.com/news/monkey-cage/wp/2014/07/23/is-there-a-role-for-nato-in-ukraine/>

Hardt, H. (2010). 'Wikileaks undermines diplomacy: Cable leaks threaten personal relationships.' *Houston Chronicle*. Dec. 27. <https://www.chron.com/opinion/outlook/article/WikiLeaks-undermines-diplomacy-1715046.php>

Callsen, C., Hardt, H., Lehmann, P., Lutterbeck, D., Mauer, V., and Reimann, M. (2007). 'EU-led Operations Within the Framework of ESDP' European Security and Defence Policy - Online Course. Geneva Centre for Security Policy (GCSP).

Callsen, C., Hardt, H., Lehmann, P., Lutterbeck, D., Mauer, V., and Reimann, M. (2007). 'EU-NATO Relations' European Security and Defence Policy - Online Course. Geneva Centre for Security Policy (GCSP).

DCAF. (2007). 'Discussion Paper: Children's Security in Post-Conflict Peacebuilding', June. Democratic Centre for the Control of Armed Forces (DCAF). Contributing Author. Paper for UN Office of the Special Representative of the Secretary General for Children and Armed Conflict.

Book Reviews

Hardt, H. (2015). 'Book Review: *International Organizations and Internal Conditionality: Making Norms Matter* by Rick Fawn'. *Journal of International Organizations Studies*, Vol. 6, No. 1, 62.

Hardt, H. (2012). 'Book Review: Engel, Ulf and Porto, J. Gomes. (Eds.) *Africa's New Peace and Security Architecture*'. *International Peacekeeping*, Vol. 19, No. 2, 253-255.

Hardt, H. (2007). 'Book Review: *The Changing Politics of European Security: Europe Alone?* Gänzle, S. and Sens, A. (Eds.)', *Journal of Common Market Studies*, Vol. 45, No. 3, 767-768.

EXTERNAL GRANTS

National Science Foundation (NSF) Supplemental Award Jul 2017-Aug 2018

- Title: SBP: Diversity by the Book: Gender Representation in Political Science Graduate Training
- Advising graduate and undergraduate students in completion of dataset of assigned works
- Development of publicly-available website to disseminate dataset to scholars:
<http://gradtraining.socsci.uci.edu/>
- Submission for publication of two peer-reviewed journal articles on findings
- Co-PI: AE Smith, Iowa State University
- **Awarded \$10,455**

National Science Foundation (NSF) Award – Political Science Aug 2016-Dec 2017

- Title: SBP: Diversity by the Book: Gender Representation in Political Science Graduate Training
- Research on impacts of academic institutions and individual-level characteristics on gender representation (e.g. proportion of female-authored citations) in Ph.D.-level syllabi and reading lists
- Data collection and analysis of assigned works in these syllabi and reading lists
- Co-PI: AE Smith, Iowa State University
- **Awarded \$52,278**

NATO Science for Peace and Security (SPS) Award Mar 2016-Jul 2018

- Title: Tailor-Made Gender-Awareness Course for the NATO Community
- Research on the effectiveness of gender-mainstreaming policies in NATO, produce a peer-reviewed journal article to disseminate findings and create an evidence-based gender-awareness course for all incoming NATO personnel at Headquarters
- Co-PI: S von Hlatky, Queen's University
- **Awarded \$217,300 (€195,000 Euros)**

APSA Centennial Grant – Women & Politics Fund Feb 2016-Dec 2017

- Title: Diversity by the Book: Gender Representation in Political Science Graduate Training
- Research on gender representation in graduate training in Political Science, produce peer-reviewed journal articles to disseminate findings and publish data
- Co-PI: AE Smith, Iowa State University
- **Awarded \$2,000**

National Science Foundation (NSF) ADVANCE Career Development Award Jan 2015

- Title: Faculty Success Program
- Support for Participation in the National Center for Faculty Development & Diversity (NCFDD) Faculty Success Program
- **Awarded \$1,250**

- Fulbright-Schuman European University Institute Chair 2014-15 Jan-June 2015
- Title: Learning in Crisis: The Sources of NATO's Institutional Memory
 - Research in Peace Studies and Conflict Resolution, European University Institute (Florence)
 - **Awarded \$30,000**

INTERNAL GRANTS

- UCI School of Social Science Travel and Research Award Feb 2018
- Support for indexing costs of book *NATO's Lessons in Crisis*
 - Support for new Mac desktop computer for office
 - **Awarded \$1,500**

- UCI Center for Organizational Research (COR) Jun 2017-Dec 2017
- Travel support for data collection for new book project, *Moving Monoliths: Organizational Change in International Organizations*
 - **Awarded \$1,000**

- UCI School of Social Science Travel and Research Award Jan 2017
- Support for travel to the 2017 International Studies Association convention
 - Support for NVivo Software for qualitative content analysis for research
 - **Awarded \$1,500**

- UCI School Research Committee Apr 2016
- Financial support for Graduate Research Assistant to complete coding and analysis for book project, *Lessons in Failure: Institutional Memory in NATO Crisis Management*
 - **Awarded \$2,000**

- UCI School of Social Sciences Apr 2016
- Dean's Workshop funding of \$2450 to support the 'Institutional Memory Workshop' for the book project, *Lessons in Failure: Institutional Memory in NATO Crisis Management*
 - Political Science Department funding of \$2200 to support the workshop
 - **Awarded \$4,650**

- UCI Center for Global Peace and Conflict Studies (CGPACS) Apr 2016
- Summer support for Graduate Research Assistant toward coding data for *Lessons in Failure*
 - **Awarded \$1,500**

- UCI School of Social Science Travel and Research Award Mar 2016
- Support for travel to the 2015 International Studies Association convention
 - **Awarded \$1,000**

- UCI School of Social Science Travel and Research Award Mar 2015
- Support for travel to the 2015 International Studies Association convention
 - **Awarded \$1,100**

HONORS AND AWARDS

UCI School of Social Sciences Dean's Award for Outstanding Teaching Innovation, 2017-2018

Fulbright-Schuman EUI Chair Award to Florence, Italy for Jan-June 2015

Junior Scholar Symposium Invitee, International Studies Association, 2013

Finkelstein Award ISA International Organization Section Best Graduate Student Paper, 2011

Graduate Institute of International Studies Doctoral Fellowship, 2006-2010

Michael Sullivan Scholarship of \$11,000 for graduate studies in international affairs, 2005

REVIEWS OF PUBLISHED WORK

Hofmann, Stephanie. (2015). Book Review. 'Heidi Hardt. 2014. Time to react: The efficiency of international organizations in crisis response. Oxford: Oxford University Press. *The Review of International Organizations*. September, 10(3). 403-407.

<https://link.springer.com/article/10.1007/s11558-014-9210-8>

Merchant, Leah. (2015). Book Review. 'Time to react: the efficiency of international organizations in crisis response. By Heidi Hardt. New York: Oxford University Press. 2014.' *International Affairs*, 91(1). 175-176.

<http://onlinelibrary.wiley.com/doi/10.1111/1468-2346.12197/abstract>

Snyder, Michael. (2014). New Book Suggests Rigid Norms Delay Crisis Response. *Global Observatory*. October 6.

<http://theglobalobservatory.org/2014/10/new-book-rigid-norms-delay-crisis-response/>

Central Library. (2014). Study Ranks the Crisis Response Efficiency of International Organisations. *General Secretariat of the Council of the European Union*. April 28.

<https://councillibrary.wordpress.com/2014/04/28/study-ranks-the-crisis-response-efficiency-of-international-organisations/>

REVIEWER FOR JOURNALS

American Political Science Review	Since 2018
American Journal of Political Science	Since 2018
Cooperation and Conflict	Since 2017
Journal of International Organizations Studies	Since 2014
Journal of Politics	Since 2018
International Studies Quarterly	Since 2016
International Organizations Research Journal	Since 2014
International Peacekeeping	Since 2012
Review of International Organizations	Since 2017

RECENT MEDIA INTERVIEWS

BBC World Service (2018). World Business Report. July 11. Interview begins at 13:40.

<https://www.bbc.co.uk/programmes/p06dgz7k>

Sheets, C. (2014). 'Africa's Economic Future Depends On Local Ownership, Entrepreneurship & Big Ideas.' *International Business Times*. May 24. <http://www.ibtimes.com/africas-economic-future-depends-local-ownership-entrepreneurship-big-ideas-1275063>

PROFESSIONAL AFFILIATIONS

Council on Foreign Relations - Term Member, Since 2018
 American Political Science Association (APSA), Since 2006
 International Studies Association (ISA), Since 2008
 Women in Conflict Studies (WICS), Since 2009
 Women in International Security (WIIS), Since 2010
 Women's Caucus in Political Science, Since 2014

PROFESSIONAL EXPERIENCE

University of California, Irvine

July 2014-Present

Assistant Professor of Political Science

- Conduct research, teaching, service and contributions to diversity
- Courses Taught

Quarter	Course Title	Level	Enrollment
Winter 2018	International Security	Undergraduate	52
Winter 2018	Introduction to International Relations	Undergraduate	239
Fall 2018	International Organizations	Undergraduate	53
Fall 2018	Causes of War	Graduate	7
Spring 2017	International Organizations	Undergraduate	47
Spring 2017	International Conflict Management	Graduate	7
Winter 2017	Introduction to International Relations	Undergraduate	233
Winter 2017	Direct Group Study (Diversity by Book Project)	Undergraduate	15
Fall 2016	Ind'l Study (NATO's Lessons Project)	Undergraduate	1
Spring 2016	Undergraduate Honors Thesis Advising	Undergraduate	1
Spring 2016	Ind'l Study (NATO's Lessons Project)	Undergraduate	1
Spring 2016	Colloquium (Managing Speaker Series and Grad. Student Professional Development Class)	Graduate	N/A
Winter 2016	Introduction to International Relations	Undergraduate	206
Winter 2016	Undergraduate Honors Thesis Advising	Undergraduate	1
Winter 2016	Colloquium (Speaker Series and Graduate Student Professional Development Class)	Graduate	N/A
Winter 2016	Managing Conflict, Building Peace	Graduate	5

Fall 2015	International Organizations	Undergraduate	50
Fall 2015	Direct Grp Study (NATO's Lessons Project)	Undergraduate	7
Fall 2015	Colloquium (Speaker Series and Graduate Student Professional Development Class)	Graduate	N/A
Spring 2015	Direct Grp Study (NATO's Lessons Project)	Undergraduate	5
Fall 2014	Introduction to International Relations	Undergraduate	200
Fall 2014	Causes of War	Graduate	9

University of Texas at Arlington

July 2012-July 2014

Assistant Professor of Political Science

- Conducted research and contribute to scholarship through publications and conferences
- Taught: International Organizations (*Graduate*), Causes of War (*Graduate*), Managing Conflict and Building Peace (*Undergraduate, Service-learning*), International Organizations (*Undergraduate*), Government of the United States (*Undergraduate*)

University of Montreal and McGill University

Oct 2011-May 2012

Post-doctoral Fellow at the Center for International Peace and Security Studies (CEPSI)

- Produced publications from Ph.D. thesis in the form of a book (see 'Publications') and articles
- Taught Causes of War in French ('Sociopolitique des Conflits Armés') (*Undergraduate*)

Yale University

Sep-Dec 2008

Research Assistant

New Haven, CT

- Collected and analyzed data with leading scholar Professor Bruce Russett to create an original foreign military expenditures database for analysis in STATA
- Conducted archival, scholarly and government database research, including the CIA Factbook
- Presented findings in Excel and Powerpoint to faculty on tight deadlines for academic conference

Sciences Po ('Paris Institute of Political Studies')

Feb-Jul 2008

Lecturer

Paris

- Created and taught 'Contemporary European Security' to 26 international undergraduate students
- Topics: civilian/military operations, transatlantic security, defense cooperation, NATO and the EU
- Taught: Contemporary European Security (*Undergraduate*)

Geneva Centre for the Democratic Control of Armed Forces

Mar-May 2007

Research Assistant

Geneva, Switzerland

- Drafted a paper on security sector reform and rule of law for the U.N. Office of Special Representative of the Secretary General for Children and Armed Conflict
- Presented research findings to senior research fellows and edited chapters for edited volume
- Researched security sector's role in protecting children for the book *Children in an Insecure World*

U.S. State Department Jun-Aug 2004
Intern, European and Eurasian Bureau Washington, D.C.

- Wrote press guidances which outlined official State Department responses to international crises and which the Assistant Secretary for Public Affairs presented at daily foreign press briefings
- Negotiated with diplomats to create text for each guidance best summarizing all diplomats' input
- Developed public diplomacy initiatives, including exchange programs with scholars

University of Southern California School of International Relations Jan-May 2004
Research Assistant Los Angeles, CA

- Researched incidents of transnational terrorism and compiled data with terrorism scholar Prof. Todd Sandler
- Designed graphs and analyzed data for the book *The Political Economy of Terrorism* (2006)

Los Angeles Downtown News Jun-Dec 2003
Staff Writer and Intern Los Angeles, CA

- Authored 32 articles on downtown politics, urban development, townhall meetings and local events
- Produced multiple concise, well-researched and coherent articles under same-day deadlines

Forbes Magazine May-Aug 2002
Intern Houston, TX

- Collaborated with staff members to edit and research articles on global economy and energy sector
- Investigated finances of oil executives for Forbes 400 and scrutinized financial statements

ACADEMIC SERVICE

For the University of California, Irvine, Jul 2014 - Present

Search Committees

Member of Search Committee for a successful faculty member search in International Political Economy (IPE), 2016-2017

Advising and Mentorship of Graduate Students

Ph.D. Advisor

- Kristen Aanstoos, 2018-Present
- Mirette Morcos, 2018-Present
- Benjamin Raynor, 2017-Present
- Paul Love, 2015-2017

Ph.D. Dissertation Committee

- Mary Anne Mendoza, 2017-Present

Ph.D. Comprehensive Exam Committee Member

- Alexander Hodge-Wallis, 2018

Ph.D. Qualifying Paper

- Elham Kazemi , 2017-2018

Ph.D. Comprehensive Exam Committee Member for Students: 2016-2017

- Mary Anne Mendoza
- John Emery

Ph.D. Qualifying Paper

- Alexander Hodge-Wallis, 2016-2017

Professional development mentorship via meeting with Ph.D. students across the subfields and disseminating with them my large online collection of materials, advice and testimonials on publishing, grant-writing, conferences, academic job market, etc.

Hiring and Advising Graduate Student Researchers (i.e. RAs) on Research Projects

- Shauna Gillooly - NATO SPS - Gender Awareness Project, May 2018-Present
- Phoebe (Woorim) Moon - NATO SPS - Gender Awareness Project, Jul 2017-Present
- Misbah Hyder - NATO SPS - Gender Awareness Project, Mar 2017-May 2018
- Hallee Caron – NATO SPS - Gender Awareness Project, Mar 2016-Present
- Arash Nabili - NSF - Graduate Training Project, Sept 2017-Dec 2017
- Alexandra Raleigh - NATO SPS - Gender Awareness Project, Sep 2016-Mar 2017
- Fulbright - NATO's Lessons in Failure Project, Jan-Jun 2015
- Hannah Kim – NSF - Graduate Training Project, Sep 2016-Dec 2017
- Ananya Ananya - NSF - Graduate Training Project, Jan-Jun 2017
- Patricia Rhoda - NATO SPS - Gender Awareness Project, Mar 2016-Jul 2017
- Mary Anne Mendoza - NATO's Lessons in Crisis Book Jun-Dec 2015
- NSF - Graduate Training Project, Jun 2016
- Operational Effectiveness Project, Aug 2018

Advising and Mentorship of Undergraduate Students

Advisor to Ana Virginia Garmendia working as an undergraduate research assistant on the project 'The First Leak in the Pipeline: The Impact of Gender Diversity in Syllabi on Graduate Student Success'. Her research involves data collection. Jul 2018-Present

Advisor to Patricia Sarion pursuing a SURP research project titled 'The Impact of Gender on Knowledge Networks: The Case of the World Bank'. Project involves elite interviews as part of fieldwork in Washington, D.C. at the World Bank. Summer 2018.

Advisor to four undergraduate students as they collected data on international organization reforms in NATO and the WTO. Jan-Mar 2018

- Justine Nong
- Terence Rustia
- Michelle Chung
- Maggie Li

Advisor to 17 undergraduate students on political science research design, qualitative coding methods, institutional design and international organizations. The students received this advising

in addition to their work as my research assistants as part of a weekly directed group study course (POLS 198) that I taught. Oct-Dec 2017

- Michelle Abundis
- Saaima Bholat
- Graciela Castrejon
- Michelle Chung
- Huitzi Contreras
- Reece Disney
- Jonathan Gutierrez
- Carolina Jimenez
- Micah Johnson
- Maggie Li
- Sarah Medina
- Sarah Mousa
- Justine Nong
- Jonathan Phenix
- Perla Ramos
- Terence Rustia
- Soobin Son

Advisor to two undergraduate students for Individual Study (199) projects to read and research biographies and autobiographies of former NATO secretary generals in order to develop an original dataset of all past NATO secretary general candidates, Oct-Dec 2017

- Patricia Sarion
- Samantha Ku

Advisor to Vanessa Hsia pursuing a UROP research project titled 'Promises or Practices? The Impact of United Nations Development Program Initiatives on Women's Employment in Costa Rica'. Project involved elite interviews as part of fieldwork in Costa Rica. Fall 2017-Spring 2018

Advisor to 15 undergraduate students on political science research design, qualitative coding methods, political science research papers and professional development. The students received this advising in addition to their work as my research assistants as part of a weekly directed group study course (POLS 198) that I taught. Jan-Mar 2017

- Mujghan Ahmad
- Claire Bantilan
- Hannah Braidman - UC Berkeley Law School – Beginning 2018
- Yatika Chaudhri
- Elizabeth Lange
- Maggie Li - Univ. of Chicago's Masters in Int'l Relations – Beginning 2018
- Parshant Mahbubani
- Jennifer Martin Del Campo
- Kumrashi Mishra
- Brandon Ordonez-Palacios
- Alaina Grace Persinger - UC Irvine Law School – Beginning 2018

- Jacinth Resurreccion
- David Rodriguez
- Soobin Son
- Caytlin Yoshioka

Advisor to Claire Bantilan for Individual Study (199) project to learn social network analysis and create a NATO knowledge network visualization, Fall 2016

Advisor to Hannah Braidman for Individual Study (199) project to learn NVivo, import and code qualitative data into one NVivo dataset on NATO elites, Spring 2016

Advisor to Maria Khan for Undergraduate Thesis: ‘Practicing Political Autonomy in Palestine: The Impact of Sustainable Agriculture’, Sep 2015-Jun 2016

Khan subsequently received a prestigious CoR (Council of Research) Fellowship (2016-17).

Advisor to three students for SURP research projects, Summer 2015

- Claire Bantilan - ‘A Comparative Analysis of Centers of Learning in NATO’
- William Barton – ‘Rules of Engagement: Justification for NATO Behavior?’
- Alec Ohanian – ‘Rethinking the United States Hostage Policy: The Need for Change’

Advisor to five students conducting individual research projects on NATO, Mar-Jun 2015

- Claire Bantilan
- William Barton
- Jacob Campbell
- Michelle Kwok
- Alec Ohanian

Advisor to seven students conducting individual research projects on NATO, Sep-Dec 2015

- Gevorg Novshadyan
- Elisa Marin
- Angela Gurrola-Alvarez
- Alexandria Green
- Hannah Braidman
- Claire Bantilan
- William Barton

Service to the UC Irvine Political Science Department

Member of Faculty Search Committee for a Political Scientist with expertise in International Political Economy in the field of International Relations, Apr 2016-Feb 2017

Panelist for Presidential Inauguration Day Event featuring Political Science faculty, Jan 2017

Director of the Political Science Colloquium speaker series, Sep 2015-Jun 2016

Invited and managed the visits of 14 distinguished political science scholars as speakers, coordinated speaker presentations, facilitated faculty dinners and taught professional development classes to doctoral students to prepare them for the academic job market
Organized and conducted a lecture with political science Ph.D. students on how to conduct interviews in field research, Nov 2014

Service to the UC Irvine School of Social Sciences

Member of the Planning Committee for the UC National Security through Social Sciences Workshop – an interdisciplinary event involving faculty from across UC campuses, May 2017

Panelist on Social Sciences Expert Speaker Series: Trump’s First 100 Days, Mar 2017
UCI School of Social Sciences Global Peace and Conflict Studies (GPACS), Dec 2016
Colloquium Series: ‘Lessons in Failure: Institutional Memory in IO Crisis Management’

Interview for School of Social Sciences Website to Promote Graduate Student Recruitment, April 2016

Panelist on Social Sciences Expert Speaker Series: Emerging Conflicts: Is the world a mess?, Nov 2014

Service to UC Irvine

Guest lecturer on Teaching in an Active Learning Classroom to the UCI Engaged Learning Institute, Sep 2017

Guest speaker on Global Governance and Climate Change in Prof. Katherine Mackey’s course EarthSS 60B: Local and Regional Environmental Issues, Feb 2017, Feb 2016, Feb 2015

Guest speaker on the International Politics of Climate Change in Prof. Scott Bartell’s course PH 173: Health and Global Environmental Change, Apr 2017

Service to the Political Science Profession

Co-Chair, International Politics: Conflict and Security Section of the 2019 Southwest Political Science Association (SPSA), 2018-19

Committee Member, Committee on Anti-Harassment, Western Political Science Association (WPSA), 2018-19

Chair, Foreign Policy Section of the Midwest Political Science Association (MPSA), Since 2018

Co-developed an NSF-funded publicly-available dataset of citations coded by gender for the Political Science academic community. [GRADS](#) (The Graduate Assignments DataSet) contains 88,673 citations from 840 syllabi collected from US-based Ph.D.-level political science courses. Scholars can use the dataset to diversify syllabi, employ the citations in publications and/or to pursue further research on diversity in political science.

Member of the APSA International Collaboration section, since 2018

Member of the APSA International Security section, since 2014

Member of the International Studies Association Women's Caucus (WCIS) section, Since 2010

Member of the APSA Women's Caucus (WCPS) section, Since 2010

Member of the International Studies Association International Organization section, Since 2007

Member of the International Studies Association ISSS-ISAC section, Since 2017

Participant in UCI 2016 Easton Lecture Mini-Conference, Feb 2016
Diversity, Marginalization and Inclusion: The Future of Political Science

Keynote Speaker for James Madison University – EUI Graduate Symposium, Apr 2015

Sharing NATO research at Robert Schuman Centre at EUI in Italy, Feb 2015

Mentoring Ph.D. students and Max Weber post-doctoral fellows at EUI in Italy, Jan-Jun 2015

Gave talk on research to Europe-based Fulbright Scholars and Students, Brussels, Feb 2015
Organized and conducted talk on US Academic Job Market for Max Weber Postdoctoral Fellows at the European University Institute (EUI), Jan 2015

Organized and conducted talk on US Academic Job Market for Ph.D. students at the European University Institute (EUI), Jan 2015

Service to the Local Community and International Community

Invited talk on decision-making in international organizations to University High School students in the Model United Nations club, Irvine, California, Oct 2018

Developed a gender awareness course for all incoming NATO civilian and military staff as part of a NATO SPS-funded research and training project. NATO comprises 28 countries and is the world's largest military organization. The course provides baseline knowledge about gender-related policies, evidence-based advising on gender mainstreaming in policy, planning and military operations and sexual harassment prevention training. Sep 2017-Aug 2018

Led undergraduate classes in service learning projects to create two publicly-available video aides that provide advice on US cultural norms regarding job applications and job interviews; Aides were produced for two community organization, Fall 2018, Spring 2017

- Tiyya Foundation - an organization that supports refugee resettlement
- Orange County Human Trafficking Task Force - network of governmental and non-governmental actors working to prevent human trafficking, prosecute perpetrators and support survivors of human trafficking

Class Video Aide on Applying for a Job in the US:

https://www.youtube.com/watch?time_continue=14&v=IS983cW0cx0

Class Video Aide on Interviewing for a Job in the US:

https://youtu.be/QsvC51_LagU

<https://youtu.be/yDS9zpKIVsA>

<https://www.youtube.com/watch?v=ojd9FQm4sio>

<https://www.youtube.com/watch?v=lifRe0G0Kfg>

<https://youtu.be/GiOeuvyYLzI>

<https://www.youtube.com/watch?v=UH3XuUpf6gw>

<https://www.youtube.com/watch?v=GWNuOYBsLXQ>

Speaker on European Security Panel at the EUI 2015 State of the Union Conference. The State of the Union Conference is an annual event open to the public in which foreign policy experts assess the political and economic status of the European Union, May 2015

For the University of Texas at Arlington, Aug 2012-July 2014

(Sole) Coordinator of Political Science Week – Planned, Organized, Advertised and Executed a week-long series of talks by Political Science faculty. The planning of the event also involved inviting and organizing the visit of an outside speaker (a US diplomat), organizing talks by department faculty, arranging meals for five days, marketing the event at the department, school and university levels.

Advisor for the student organizations: Pi Sigma Alpha, the UTA branch of the national Political Science Honors Society, and the Society of Political Affairs for students interested in politics
Advisor for Elin Andersson - an undergraduate honors thesis on the conditions under which European states give aid. (Post-graduation: Masters in Int'l Affairs; Employment with the UN)

Member of Graduate Studies Committee of the Political Science Department

Haggard Committee Member – Planning, Organizing and executing a department speaker series, including personally arranging a visit from a former Foreign Service Officer to talk to 250 students

Member of four-person interdisciplinary committee to start an African Study Abroad program 2014

Creator of and Moderator for a career listserv for students to find jobs in international affairs

For Rice University, Jan-June 2011

Associate to Will Rice Residence Hall at Rice University in Houston, Texas. Advised undergraduate students over daily lunches and mentored two undergraduate students on careers in political science and international affairs.

For Sciences Po, Paris, Jul 2008

Advisor and mentor for three undergraduate French students at the first Model OSCE event in Vienna, Austria. The event was an international student simulation of OSCE negotiations.

PRESENTATIONS: PROFESSIONAL MEETINGS

American Political Science Association (APSA) Annual Meeting *Boston* Sept 2018

Presenting paper: 'The Impact of Gender Integration on Operational Effectiveness' with co-author Stéfanie von Hlatky

Panel Discussant: 'Managing Modern Conflict: A Discussion of Small Wars, Big Data and Proxy Wars'

ISAC-ISSS Conference *Washington, D.C.*, Oct 2017

Presented paper: 'Diversity as Asset or Liability?: The Impact of Gender Integration on Operational Effectiveness'

Presented paper: 'The Global Governance of Counter-terrorism: Why International Organizations Adopt Prevention Activities'

Lunch Roundtable on Bridging the Gap

American Political Science Association (APSA) Annual Meeting *San Francisco*, Sept 2017

Presented paper: 'Reflections on Errors in Afghanistan, Libya and Ukraine'.

Presented paper: 'Diversity by the Book: Gender Representation in Graduate Training'

International Studies Association (ISA) Annual Convention *Baltimore, MD*, Feb 2017

Presented paper: 'Error Recall: Sharing Knowledge Across Time and Space in International Security Organizations'

Presented paper: 'Integrating the Gender Perspective in Security Organizations: The Case of NATO' with co-author Stéfanie von Hlatky

Presented paper: 'Diversity by the Book: Gender Representation in Political Science Graduate Training' with co-author Amy Erica Smith

American Political Science Association (APSA) Annual Meeting *Philadelphia*, Sept 2016

Presented paper: 'See No Evil: Institutional Memory in NATO Crisis Management'.

Presented paper: 'Error Recall: Knowledge Acquisition in International Security Organizations'

ISA Workshop: The Measurement and Conceptualization of Female Combatants May 2016

Presented: 'Rounding a Square Peg: The Institutionalization of Gender Mainstreaming within NATO' with co-author Stéfanie von Hlatky

University of California Conference on International Cooperation *Los Angeles*, Mar 2016

Presented: 'Institutional Memory in NATO: An Experimental Study'

International Studies Association (ISA) Annual Convention *Atlanta, GA*, Mar 2016

Presented: 'Institutional Memory in NATO: An Experimental Study'

Presented: 'Lessons in Failure: Institutional Memory in NATO Crisis Management'

Journeys in World Politics *Iowa City, IA*, Mar 2016

Presented: 'Institutional Memory in NATO: An Experimental Study'

UCI 2016 David Easton Lecture and Memorial Mini-Conference *Irvine*, Feb 2016
Diversity, Marginalization and Inclusion: The Future of Political Science
Discussant

Gender Mainstreaming in the Canadian Armed Forces: Kingston, Canada, Nov 2016
Benchmarking with NATO Allies and Partners Workshop
Discussant

ISAC-ISSS Conference *Springfield, MA*, Oct 2015
Presented: 'Memory in Crisis: An Experimental Study of NATO's Collective Knowledge of Past Errors'

Who Cares? Workshop on the Economies, Technologies and Ethics of Aid *Irvine*, Oct 2015
Presented paper: 'How NATO Remembers: An Experimental Study of Institutional Memory among International Organization Elites'.

American Political Science Association (APSA) Annual Meeting *San Francisco*, Sept 2015
Presented paper: 'How NATO Remembers: An Experimental Study of Institutional Memory among International Organization Elites'.

International Policy Summer Institute *Washington, D.C.*, June 2015
Professional development program for professors and post-docs in the field of international affairs to build the tools and networks to disseminate policy-relevant academic research.

European University Institute - State of the Union Conference *Florence, Italy*, May 2015
Lectured on Europe's Role in Peacekeeping and Stabilization

James Mason University Graduate Symposium *Florence, Italy*, April 2015
Keynote speaker presenting research on the EU in crisis management

International Studies Association (ISA) Annual Convention *New Orleans, LA*, Feb 2015
Presented: 'When States Break the Rules: A Study of Membership Suspension by International Organizations' with co-author Brent Sasley
Chair: Peacekeeping Panel

ISAC-ISSS Conference *Austin, TX*, Nov 2014
Presented paper: Lessons before Learning: The Informal Acquisition of Institutional Memory at NATO

American Political Science Association (APSA) Annual Meeting *Washington, D.C.*, Sept 2014
Presented paper: 'When States Break the Rules: Membership Suspension in International Organizations'.

International Studies Association (ISA) Annual Convention *Toronto, Mar 2014*
Presented: ‘Short-term Institutional Memory: Sources of Learning in NATO Crisis Management’
Junior Scholar Symposium; Discussant on panels: ‘Do Leaders Matter?’, ‘Why Institutions Comply’

American Political Science Association (APSA) Annual Meeting *Chicago, IL, Sept 2013*
Presented paper: ‘Sources of Political and Strategic Learning in NATO Crisis Management’.

Texas Triangle Conference (Rice- UT-A&M) *College Station, TX* , Mar 2013
Presented paper: ‘A Secretariat Goes Rogue: Unique Autonomy in African Crisis Decisionmaking’.

International Security Forum *Geneva, Apr 2013*
Presented paper: ‘Losing Institutional Memory: NATO’s Lessons (Un)learned in Conflict Management’.

International Studies Association (ISA) Annual Convention *San Diego, CA, Apr 2012*
Presented paper: ‘Losing Institutional Memory: NATO’s Lessons (Un)learned in Conflict Management’.

American Political Science Association (APSA) Annual Meeting *Seattle, Sept 2011*
Poster Presentation for my paper, ‘Keep friends close but colleagues closer: the role of informal relationships in regional organization decision-making on peace operations’

International Studies Association (ISA) Annual Convention *Montreal, Mar 2011*
Presented my paper, ‘Keeping friends close but colleagues closer: the role of informal relationships in regional organization decision-making on peace operations’

International Studies Association (ISA) Annual Convention *New Orleans, Feb 2010*

- Chair of three panels: ‘UN Peacekeeping and Post-Conflict Peacebuilding’, ‘Fresh Ideas on Security and Peace’, and ‘Methods for Studying International Organizations’

International Studies Association (ISA) Annual Convention *New York, Feb 2009*

- Presented my paper, ‘Mandates that Matter: Evaluating the Impacts of Regional Organization Mandates on Peace Operation Effectiveness’

INVITED PRESENTATIONS: ACADEMIC / RESEARCH / GOVT.

Upcoming Talks

George Washington University – Institute for Security and Conflict Studies, Apr 2019
‘Diversity as Asset or Liability?: The Impact of Gender Integration on Operational Effectiveness’

University of California, San Diego (UCSD) – Political Science Department, Oct 2018
‘NATO’s Lessons in Crisis: Institutional Memory in International Organizations’

University of California, Riverside (UCR) – Political Science Department, Oct 2018
'Determinants of the Gender Syllabi Gap in Political Science'

Pepperdine University, Social Science Division, Los Angeles, Oct. 2018
'Gendermainstreaming in International Organizations'

Past Talks

Book Talks on second book *NATO's Lessons in Crisis (2018)*

**Johns Hopkins School of Advanced International Studies (SAIS)
Foreign Policy Institute**, Washington, D.C., Sep 2018

Stimson Center, Washington, D.C., Sep 2018

University of California, Riverside, May 2018
'Gendermainstreaming in Global Governance and International Organizations'
Ford Foundation Institute on Women and University Leadership in Post-Conflict and Transitional Societies

University of California, Merced – Political Science Department, May 2018
'NATO's Lessons in Crisis: Institutional Memory in International Organizations'

Stanford University - CISAC, Feb 2018
'NATO's Lessons in Crisis: Institutional Memory in International Organizations'

University of California, Berkeley – Political Science Department (MIRTH), Nov 2017
'NATO's Lessons in Failure: Institutional Memory in International Organizations'
Political Science Department - MIRTH

University of Sydney, Aug 2017
'NATO's Gender Turn: Adaptation in International Security Organizations'

Soka University of America, Nov 2016
'How NATO Remembers: Institutional Memory in Crisis Management Operations'

University of Southern California – Center for International Studies, Oct 2016
'Lessons in Failure: Institutional Memory in International Organization Crisis Management'

Southern Denmark University – Center for War Studies, Sep 2016
'Crisis Management and Institutional Memory in NATO'

Iowa State University – Political Science Department, Apr 2016
'Institutional Memory in NATO: An Experimental Study'

UCLA – Political Science Department, Apr 2016
'Institutional Memory in NATO: An Experimental Study'

Northwestern University – Political Science Department, Nov 2015
‘Institutional Memory in NATO: An Experimental Study’

Fulbright Commission Seminar on the EU and NATO *Bruges, Belgium*, Feb 2015
Lectured on ‘NATO in the Age of Austerity’

European University Institute, Robert Schuman Center, Feb 2015
Lectured on ‘Learning in Crisis: The Sources of NATO’s Institutional Memory’

Book Talks on first book: *Time to React (2014)*

SMU – Tower Center for Political Studies *Dallas*, May 2014

United Nations – Geneva Peacebuilding Platform *Geneva, Switzerland*, May 2014

George Mason University – Global Affairs Program, Apr 2014

American University – School of International Service *Washington, D.C.*, Apr 2014

SAIS – Center for Transatlantic Relations *Washington, D.C.*, Apr 2014

MIT – Center for International Studies *Boston*, Apr 2014

NATO Headquarters *Brussels, Belgium*, Apr 2014

World Affairs Council – Young Professionals *Houston, TX*, Feb 2014

University of Texas at Arlington *Arlington, TX*, Oct 2012
Lectured on ‘The African Union: From Peace Promises to Peacekeeping’

CISS Graduate Student Conference *Montreal*, Mar 2012
Discussant on the panel, ‘Terrorism and Counter-Terrorism Today’

University of Laval *Quebec City*, Jan 2012
Lectured on ‘NATO and targeted interventions: Old solution to new challenges’ in the conference: ‘The End of peace operations? The emergence of a new strategic approach to conflict management’.

Center on International Cooperation (CIC) – New York University, Jan 2012
Presented findings and policy recommendations from the paper, ‘Keep friends close but colleagues closer: the role of informal relationships in regional organization decision-making on peace operations’

GCSP Summer Workshop *Geneva*, Jul 2011
‘**The EU in the World: Towards Global Partnerships in Peace Operations**’
Presented my paper ‘Real Rules of the Game: Variation in Institutional Design in Regionally-led Peace Operations’; Discussed EU cooperation with international organizations at EU-funded workshop

Houston Committee on Foreign Relations, Jan 2011
Presented in monthly lecture series: ‘Diplomacy Damaged: The Aftermath of the Wikileaks Flood’

Institute of International Education (IIE), Mar 2010

Invited to give a lecture on Ph.D. thesis on regional peace operations and discuss fieldwork in Africa

Geneva Centre for the Democratic Control of Armed Forces (DCAF), Jun 2008

Lectured on 'ESDP to Candidacy: The EU's Eastern Engagement with the Western Balkans' to diplomats from Bosnia & Herzegovina, Montenegro and Serbia for security sector reform course

International Organization for Migration (IOM) Geneva, Dec 2007

Assessed lessons learned with members of leading NGOs and international organizations at: 'Healing the War 2nd International Meeting: Youth as a key to sustainable post-conflict recovery'

PROFESSIONAL DEVELOPMENT

Summer Workshop on Analysis of Military Operations and Strategy (SWAMOS), July 2017

National Center for Faculty Development & Diversity (NCFDD), Jan-May 2015
Faculty Success Program

International Policy Summer Institute Washington, D.C., June 2015
Bridging the Gap – American University

U See I Write: First Bi-Annual UCI Faculty Writing Retreat, Sep 2016

Journeys in World Politics Iowa City, IA, Mar 2016
Professional Development for Women Scholars in Political Science

Process-Tracing Workshop – Prof. Alan Jacobs – EUI - Florence, Italy, May 2015

ICPSR (Inter-university Consortium for Political and Social Research), June-July 2013
Summer Program in Quantitative Methods Ann Arbor, MI

LANGUAGE SKILLS

English: Native Speaker

French: Professionally Fluent – reading, writing, speaking

Spanish: Advanced – reading, writing, speaking

RESEARCH SKILLS

Qualitative: Elite interviews, Surveys, Case Studies, Comparative Analysis, Qualitative Content Analysis, International Field Research, Qualitative Content Analysis, Process-tracing, NVivo

Quantitative: Survey Experiments, Elite Experiments, Bivariate and Multivariate Regression Analysis, Descriptive Statistics, STATA, Network Analysis (beginner), Social Network Visualizations (e.g. Gephi)