Dawn C. Murphy

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ACADEMIC POSITIONS

U.S. NATIONAL WAR COLLEGE **May 2022- present**

Professor of National Security Strategy (Oct 2026- present)

Associate Professor of National Security Strategy (May 2022-Sept 2026)

U.S. National War College, National Defense University, Ft. McNair, Washington, DC

Teaching graduate courses on Global Context, Statecraft in the Modern Era, National Security Strategy Practicum (China, Taiwan, Indo-Pacific Command focus), Regional Context (China), Group Strategy Research Project (China, Taiwan, Philippines focus), China Foundations, China's International Relations, and Introduction to Strategic Logic and Joint Warfighting. Course Director for college-wide China Foundations core course (2023-2025) and Global Context core course (2025-2026). Provides fellow course directors and faculty with advice about China content and speakers across the curriculum. Serves as an advisor for student research papers.

U.S. AIR WAR COLLEGE **Jan. 2015- May 2022**

Associate Professor of International Security Studies (May 2021- May 2022)

Assistant Professor of International Security Studies (Jan 2015- May 2021)

Department of International Security Studies, U.S. Air Force Air War College, Maxwell AFB, AL

Taught graduate courses on U.S. National Security Decision Making, Global Security, Regional Security Studies (China, Northeast Asia), and Chinese Domestic Politics. Course Director for college-wide Global Security course (2015-2019) and Regional Security Studies course (2019-2022). Provided fellow course directors and faculty with advice about China content and speakers across the curriculum. Served as advisor for student research papers.

THE GEORGE WASHINGTON UNIVERSITY **Aug. 2013- June 2014**

Visiting Assistant Professor of Political Science

The George Washington University, Department of Political Science, Washington, D.C.

Taught courses on Chinese Foreign Policy, U.S. Foreign Policy, and International Organizations.

PRINCETON UNIVERSITY **Sept. 2012- July 2013**

Postdoctoral Fellow

Princeton-Harvard China and the World Program, Woodrow Wilson School, Princeton, NJ

Researched China's contemporary political, economic, energy, foreign aid, cultural, and military relations with countries in the Middle East and Sub-Saharan Africa.

THE GEORGE WASHINGTON UNIVERSITY **Summer 2012, Summer 2011**

Lecturer, Chinese Foreign Policy

The George Washington University, Department of Political Science, Washington, D.C.

Taught undergraduate courses on Chinese Foreign Policy.

EDUCATION

The George Washington University, Columbian College of Arts and Sciences, Washington, D.C. **Aug. 2012**

Ph.D. Political Science. Major Field: International Relations, Minor Field: Comparative Politics

Columbia University, School of International and Public Affairs, New York, NY **May 2004**

Master of International Affairs. Dual Concentration: East Asia and Human Rights

Cornell University, School of Industrial and Labor Relations, Ithaca, NY **May 1996**

Bachelor of Science, Industrial and Labor Relations

Nanjing University, Nanjing, China

Language and Culture Study. Study abroad while attending Cornell University. **Fall 1994**

LANGUAGE SKILLS

Mandarin Chinese (advanced professional proficiency)

RESEARCH AND TEACHING INTERESTS

International Relations, International Order, Chinese Foreign Policy, Chinese Domestic Politics, China-Middle East Relations, China-Africa Relations, China's Belt and Road, China's Relations with the Global South, China's Rise, Great Power Competition, Sino-American Relations, International Relations of the Global South, International Relations within Asia, International Political Economy, International Security, U.S. Foreign Policy, International Organizations, Comparative Politics

PEER-REVIEWED BOOK

China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order. (Stanford: Stanford University Press, 2022) https://www.sup.org/books/title/?id=33516 Paperback released in 2024.

Reviewed in *China Quarterly; Foreign Affairs; Political Science Quarterly; Journal of Global South Studies; Pacific Affairs; Developing Economies; British Journal of Middle Eastern Studies; The Journal of Asian Studies; The Middle East Journal; The China Journal; Insight Turkey; Chinese Journal of Political Science; African Journal of Economics, Politics, and Social Studies; Abu Aardvark's MENA Academy (Marc Lynch); and H-Diplo's (H-Net Network on Diplomatic History and International Affairs) Robert Jervis International Security Studies Forum (RJISSF).*

PEER-REVIEWED CHAPTERS AND ARTICLES

"The Global South – Africa and the Middle East," with Thomas Lynch and Jeffrey Mankoff in Thomas F. Lynch III, ed., *Strategic Assessment 2025: Evolving Great Power Competition at Mid-Decade* (National Defense University Press, 2026). Strategic Assessment 2025: Evolving Great Power Competition at Mid-Decade > Institute for National Strategic Studies > View Publications

"Strategic Competition for Overseas Basing in sub-Saharan Africa" in Andrew Yeo and Isaac Kardon, eds. *Great Power Competition and Overseas Bases: Chinese, Russian, and American Force Posture in the Twenty-First Century* (Rowman & Littlefield Publishers / Brookings Institution Press, 2024), Ch. 6. Great Power Competition and Overseas Bases: Chinese, Russian, and American Force Posture in the Twenty-First Century | Carnegie Endowment for International Peace

"China and the South China Sea" in Howard M. Hensel, ed., *Security Dynamics in the South China Sea: Contemporary Challenges and Opportunities* (Routledge, 2024). Security Dynamics in the South China Sea: Contemporary Challenges and

"Strategic Competition for Overseas Basing in sub-Saharan Africa," Policy Brief, *The Brookings Institute*, February 2023. Strategic competition for overseas basing in sub-Saharan Africa | Brookings

*"*Chinese Diplomatic Outreach to MENA: Cooperation Forums and Special Envoys*."* In *Routledge Handbook on China-Middle East Relations,* edited by Jonathan Fulton. (London: Routledge, 2021) Routledge Handbook on China–Middle East Relations - 1st Edition - Jo

"An Irreversible Pathway? Examining the Trump Administration's Economic Competition with China," *Journal of Peace and War Studies,* 2nd Edition (October 2020): 86–105. Link

"China's Approach to International Terrorism." *Peace Brief*. United States Institute of Peace. September 2017.

"U.S.- China Interactions in the Middle East, Africa, Europe, and Latin America" by David Shambaugh and Dawn Murphy in David Shambaugh, ed. *Tangled Titans: The New Context of U.S.-China Relations*. Lanham, Md.: Rowman & Littlefield, 2012. Tangled Titans: The United States and China: David Shambaugh: Rowman & Littlefield - Bloomsbury

TESTIMONY

"China's Engagement with Middle Eastern Countries in Regional and International Organizations." Testimony before the U.S.-China Economic and Security Review Commission. April 19, 2024. https://www.uscc.gov/hearings/china-and-middle-east (written and oral testimony)

"China and the Middle East." Testimony before the U.S.-China Economic and Security Review Commission. June 6, 2013. http://www.uscc.gov/Hearings/hearing-china-and-middle-east-webcast (written and oral testimony)

PEER-REVIEWED WORK IN PROGRESS

China's Influence in the Middle East and Africa [title TBD]. Book manuscript focused on changes in China's views of, interests in, and approach to the Middle East and Africa since 2017. It explores how the concept of Great Changes Unseen in a Century shapes Beijing's views of these regions, and how the Middle East and Africa fit into China's global strategy, approach to the international order, and broader global initiatives (e.g., the Global Development Initiative (GDI), Global Security Initiative (GSI), the Global Civilization Initiative (GCI), the Global Governance Initiative (GGI), and the Community of Common Destiny for Humankind). Foreign policy tools analyzed in the book include cooperation forums (China-Arab States Cooperation Forum, the Forum on China-Africa Cooperation, the Shanghai Cooperation Organization); the BRICS plus; special envoys for the Middle East, Syria, Africa, and the Horn of Africa; free trade agreement negotiations with the Gulf Cooperation Council, Israel, Palestine, Mauritius, and the African Continental Free Trade Area; strategic partnerships; and basing. The book also incorporates detailed case studies from the Middle East (e.g., China's facilitation of an agreement for renormalization of relations between Saudi Arabia and Iran in 2023; China's approach towards the Israel-Hamas War and the Palestinian-Israeli conflict since October 7, 2023; China-Syria relations in the wake of Assad's fall in 2024; China's reaction to the 12-day war between Israel and Iran in 2025; and the PRC's approach to the 2026 US-Israel-Iran War). The final manuscript will also include detailed case studies from Africa (specific cases to be determined). Research and writing in progress. Target publication with a high-quality academic press.

"China's Comprehensive Strategic Partnership with Saudi Arabia." Book chapter in compiled volume about China's strategic partnerships. Original paper prepared for the 2024 CAPS (Chinese Association of Political Science-Taiwan)- RAND- NDU (National Defense University)- USIP (United States Institute of Peace) Annual PLA (People's Liberation Army) Conference. Draft chapter complete and initial peer-review feedback received and incorporated. Book editor targets publication of the compiled volume with a high-quality academic press.

"China and the Palestinians." Conference paper for "China and the Conflict over Palestine" workshop hosted by Harvard University and Tsinghua University, June 2026. Target publication in a compiled volume about China's relations with the Palestinians with a high-quality academic press. Draft chapter complete and initial peer-review feedback received.

OP-EDS AND POLICY PIECES

"Five Questions on China in Africa and the Middle East," University of California Institute on Global Conflict and Cooperation blog, July 13, 2026, https://ucigcc.org/blog/five-questions-on-china-in-africa-and-the-middle-east/

"The Silk Road to Power: China's Ambitions in the Middle East and Strategic Implications for the Western Alliance." Institute of Peace and Development, March 14, 2024, The Silk Road to Power: China's Ambitions in the Middle East and Strategic Implications for the Western Alliance - The Institute for Peace and Diplomacy - l'Institut pour la paix et la diplomatie (peacediplomacy.org) (peacediplomacy.org)

"The Deep Foundations of China's Mediator Role in the Middle East," Australian Outlook Journal of the Australian Institute of International Affairs, April 13, 2023. The Deep Foundations of China's Mediator Role in the Middle East - Australian Institute of International Affairs - Australian Institute of International Affairs

"Symposium on the Chinese-Brokered Iran-Saudi Deal," Institute for Peace and Diplomacy, March 16, 2023. Symposium on the Chinese-Brokered Iran-Saudi Deal - The Institute for Peace and Diplomacy - l'Institut pour la paix et la diplomatie (peacediplomacy.org)

"Ask the Experts: Is China's growing influence in the Middle East pushing out the United States?" Blog post, London School of Economics, Dec 2022. https://blogs.lse.ac.uk/cff/2022/12/05/ask-the-experts-is-chinas-growing-influence-in-the-middle-east-pushing-out-the-united-states/

"One Book Three Questions," POLITICO China Watcher, 18 August 2022, https://www.politico.com/newsletters/politico-china-watcher/2022/08/18/the-china-campaign-cudgel-meets-the-midterms-00052537 (newsletter)

BOOK REVIEWS

"China's Belt and Road Power Transition: Preparations and Blowbacks Chien-peng Chung. Albany, NY: SUNY Press, 2025" *The China Quarterly (London)*. Cambridge, UK: Cambridge University Press, 2025. (October 2025)

"China's Relations with Africa: A New Era of Strategic Engagement, by David H. Shinn and Joshua Eisenman. New York: Columbia University Press, 2023. xviii+484 pp. US$140.00/£117.00 (cloth), US$35.00/£30.00 (paper), US$34.99/£30.00 (e-book)." *The China Journal*, University of Chicago Press, 2025.

"Advantage China: Agent of Change in an Era of Global Disruption Jeremy Garlick. London: Bloomsbury, 2023. 232 Pp. £21.99 (Pbk). ISBN 9781350252318." *The China Quarterly (London)*. Cambridge, UK: Cambridge University Press, 2024.

"Clash of Powers: US-China Rivalry in Global Trade Governance. By Kristen Hopewell." *Pacific Affairs* 95, no. 4 (2022): 830–32.

"How China's Rise Is Changing the Middle East." *China Review International*. University of Hawaii Press, 2020.

CONFERENCE PAPERS

"China and the Palestinians." Conference paper for "China and the Conflict over Palestine" workshop hosted by Harvard University and Tsinghua University, Beijing, June 2026.

"U.S.- China Bilateral Relations," U.S. National Defense University (NDU)- People's Liberation Army (PLA) National Defense University (NDU) Strategic Dialogue hosted by the PLA, Beijing, China, December 16, 2025.

"China's Strategic Partnership with Saudi Arabia," Paper presentation, 2024 CAPS (Chinese Association of Political Science- Taiwan)- RAND- NDU (National Defense University)- USIP (United States Institute of Peace) Annual PLA (People's Liberation Army) Conference, Arlington, VA. Nov 2024.

"US-China Relations." US National Defense University (NDU) - People's Republic of China People's Liberation Army's National Defense University (PLA NDU) Dialogue hosted by NDU at Ft McNair, Washington, DC. June 2024.

"China, COVID, and the Global South: Response in the Middle East and Africa," Paper presentation, American Political Science Association (APSA), Annual Conference, Montreal, Canada. September 2022.

"The Impact of Souring Sino-American Relations and COVID-19 on China's Belt and Road in the Middle East and Africa." International Studies Association (ISA) Annual Conference. March 2022.

"China's Relations with the Middle East during COVID-19." International Studies Association (ISA) Annual Conference. March 2022.

"COVID-19 and China's Relations with the Middle East." American Political Science Association Annual Conference. Seattle, WA. October 2021.

"The Belt and Road Strategy and China's Relations with the Middle East and Africa." International Studies Association (ISA) Annual Conference. Virtual. April 2021.

"China's Relations with the Middle East and Sub-Saharan Africa under Xi Jinping." International Studies Association (ISA) Annual Conference. Virtual. April 2021.

"The Belt and Road Strategy and China's Relations with the Middle East and Africa." International Studies Association (ISA) Annual Conference. Honolulu, HI. Planned March 2020. Conference cancelled.

"China's Relations with the Middle East and Sub-Saharan Africa under Xi Jinping." International Studies Association (ISA) Annual Conference. Honolulu, HI. Planned March 2020. Conference cancelled.

"China's Relations with the Middle East and Sub-Saharan Africa under Xi Jinping." American Political Science Association Annual Conference. Washington, DC. August 2019.

"The Belt and Road Strategy and China's Relations with the Middle East and Africa." International Studies Association (ISA) Korea Conference. Seoul, Korea. July 2019.

"Belt and Road: China's Strategic Quest to Become a Eurasian Power? The Belt and Road Strategy and China's Relations with the Middle East and Sub-Saharan Africa" International Studies Association (ISA) Annual Conference. San Francisco, CA. April 2018.

"Convergence or Divergence? China's Evolving Relations with the Middle East." Paper presented at International Studies Association (ISA) Global South Conference, Havana, Cuba. July 2017.

"Convergence or Divergence? China's Evolving Relations with the Middle East." Paper presented at ISSS-ISAC Conference. Washington, D.C. October 2013.

"Domestic Influences on China's Foreign Policy towards the Middle East and Sub-Saharan Africa." Paper presented at International Studies Association, San Francisco, CA, April 2013.

"China's Cooperation Forums with Africa and the Arab World." Paper presented at American Political Science Association, Seattle. September 2011.

RELEVANT FIELD RESEARCH EXPERIENCE

US NATIONAL WAR COLLEGE **June-July 2026**

Field Research

Conducted book research in Beijing, China, about China's influence in the Middle East and Africa and changes in China's relations with these regions since 2017. In particular, the research focused on China's global initiatives (e.g., the Global Development Initiative (GDI), Global Security Initiative (GSI), the Global Civilization Initiative (GCI), the Global Governance Initiative (GGI), and the Community of Common Destiny for Humankind) as well as foreign policy tools Beijing leverages in these regions (e.g., cooperation forums (China-Arab States Cooperation Forum, the Forum on China-Africa Cooperation, the Shanghai Cooperation Organization); the BRICS plus; special envoys for the Middle East, Syria, Africa, and the Horn of Africa; free trade agreement negotiations with the Gulf Cooperation Council, Israel, Palestine, Mauritius, and the African Continental Free Trade Area; strategic partnerships; and basing). Research also focused on case studies, including China's facilitation of an agreement for renormalization of relations between Saudi Arabia and Iran in 2023; China's approach towards the Israel-Hamas War and the Palestinian-Israeli conflict since October 7, 2023; China-Syria relations in the wake of Assad's fall in 2024; China's reaction to the 12-day war between Israel and Iran in 2025; and the PRC's approach to the 2026 US-Israel-Iran War. Interviewed Chinese scholars and think tanks, as well as US government officials. Research funded by U.S. National War College.

US NATIONAL WAR COLLEGE **July 2024**

Field Research

Conducted book research in Beijing, China, about China's influence in the Middle East and Africa and changes in China's relations with these regions since 2017. In particular, the research focused on how changes in China's views of the international system, souring relations between the US and China, and Sino-Russian relations are impacting China's relations with these countries. Interviewed Chinese government officials, scholars, and think tanks, as well as US government officials. Research funded by U.S. National War College.

US NATIONAL WAR COLLEGE **August 2023**

Field Research

Conducted book research in Cairo, Egypt, about China's influence in the Middle East and Africa. In particular, this research focused on how souring relations between the US and China, developments in Xinjiang and Hong Kong, the COVID pandemic (including vaccine trials, distribution, and production, as well as the economic impact of COVID), and Sino-Russian relations are impacting China's relations with Egypt. Interviewed Egyptian government officials, scholars, and think tanks, as well as US government officials and the African Union Representative to the League of Arab States. Research funded by U.S. National War College.

US NATIONAL WAR COLLEGE **Oct.-Nov 2022**

Field Research

Conducted book research in the United Arab Emirates (Abu Dhabi and Dubai) and Saudi Arabia (Riyadh) about China's influence in the Middle East. In particular, this research focused on how souring relations between the US and China, developments in Xinjiang and Hong Kong, the COVID pandemic (including vaccine trials, distribution, and production, as well as the economic impact of COVID), and Sino-Russian relations are impacting China's relations with these countries. Interviewed UAE and Saudi government officials, scholars, and think tanks, as well as US government officials. Research funded by the U.S. National War College.

AIR UNIVERSITY FIELD RESEARCH **Jul.- Sept. 2021**

Field Research

Conducted book research on China's relations with the Middle East and Africa in Washington, DC. Examined the impact of COVID-19, Xinjiang, Hong Kong, and the increasingly competitive dynamic in Sino-American relations on China's relations with the Middle East and Africa. Interviewed scholars and government officials. Accessed collections at the Library of Congress. Research funded by Air University.

U.S. AIR WAR COLLEGE FIELD RESEARCH **Sept. 2019**

Field Research

Conducted book research on China-Middle East relations in the United Arab Emirates (Abu Dhabi, Dubai, and Sharjah). Interviewed scholars and government officials. Research funded by U.S. Air War College.

U.S. AIR WAR COLLEGE FIELD RESEARCH **Sept. 2018**

Field Research

Conducted book research on China's Belt and Road initiative in the United Kingdom (London and Oxford). Interviewed scholars and government officials. Research funded by U.S. Air War College.

AIR UNIVERSITY INTEGRATION CELL RESEARCH GRANT **Sept. 2017**

Field Research

Conducted book research on China's Eurasian Belt and Road initiative in the United Kingdom, the Netherlands, Belgium, and France. Interviewed government officials, scholars, and representatives of intergovernmental organizations (including the European Union and NATO). Attended a conference on the Belt and Road at Oxford University. Funded by U.S. Air Force, Air University, Integration Cell.

MINERVA R-DEF RESEARCH GRANT (AUXILIARY) **Aug. 2017**

Field Research

Conducted book research on China's Belt and Road initiative in Washington, DC. Interviewed U.S. government officials from the Department of State, Department of Defense, and Department of Commerce, as well as the Congressional Research Service and the United States Institute for Peace. Funded by the U.S. Department of Defense, Minerva program.

MINERVA R-DEF RESEARCH GRANT (OSD-SELECTED) **June 2015-Aug. 2015, Aug. 2016**

Field Research

Conducted book research on China-Middle East relations in China, Washington, D.C., Kuwait, Saudi Arabia, Oman, Qatar, and the United Arab Emirates. Interviewed government officials and scholars. Funded by the U.S. Department of Defense, Minerva program.

BRADLEY RESEARCH GRANT **Jan. 2013**

Field Research

Conducted book research on China-Middle East and China-Africa relations in Beijing, China. Interviews with government officials and scholars. Funded by Princeton University.

STELLENBOSCH UNIVERSITY **May 2011**

Visiting Researcher

Stellenbosch University, Centre for Chinese Studies, Stellenbosch, South Africa

Conducted dissertation research focused on China-Sub-Saharan Africa relations. Specific case studies included the Forum on China-Africa Cooperation and China-South Africa relations. Interviews with scholars. Funded by the George Washington University, Sigur Center for Asian Studies.

THE AMERICAN UNIVERSITY IN CAIRO **Sept. 2010- Dec. 2010**

Visiting Research Fellow

The American University in Cairo, Department of Political Science, Cairo, Egypt

Conducted dissertation research focused on China-Middle East, China-Africa, and China-Egypt relations. Specific case studies included the Forum on China-Africa Cooperation, the China-Arab States Cooperation Forum, the China-Middle East Issues Envoy, China-Egypt relations, and China-Saudi Arabia relations. Interviewed government officials, scholars, and intergovernmental organizations (League of Arab States, African Union).

CHINESE ACADEMY OF SOCIAL SCIENCES **Sept. 2009- May 2010**

Visiting Scholar

Chinese Academy of Social Sciences (CASS), Institute of World Economics and Politics, Beijing, China

Conducted dissertation research focused on China-Middle East and China-Africa relations. Specific case studies included the Forum on China-Africa Cooperation, the China-Arab States Cooperation Forum, the China-Middle East Issues Envoy, China-Egypt relations, China-Saudi Arabia relations, China-South Africa relations and China-Nigeria relations. Interviews with government officials and scholars. Funded by George Washington University, Sigur Center for Asian Studies.

GEORGE WASHINGTON UNIVERSITY **Sept. 2007- May 2008**

Graduate Research Assistant

Sigur Center for Asian Studies, Washington, D.C.

Researched China-Middle East relations, China-Latin America relations, China-Africa relations, and China's voting behavior in the United Nations.

TEACHING EXPERIENCE

U.S. NATIONAL WAR COLLEGE **May 2022-present**

Introduction to Strategic Logic and Joint Warfighting (Core course. Graduate level), Taught: AY27

Thirty-four classroom topic course for the entire student population at National War College. This course provides students with an introduction to strategic logic, including topics such as international relations theory, worldviews, critical thinking and cognitive biases, levels of analysis, international context, domestic context, national interests, elements and instruments of power, political aims, ways, means, and assessing the costs and risks of strategy, and military theory. In-depth case studies include US strategy during the Cold War and US contemporary strategy towards China. The course also includes a PRC (People's Republic of China) Foundations block that examines China's worldview, interests, objectives, and strategy; domestic and international economy; governance, ideology, and domestic politics; the People's Liberation Army and PRC paramilitary forces; PRC sovereignty, territorial disputes; and US policy toward the PRC.

Global Context (Core course. Graduate level), Taught: AY26, 25, 24, (Course Director AY26)

Twenty-six classroom topic course for the entire student population at National War College. This course provides students with a set of conceptual tools to evaluate today's complex, interdependent, and dynamic international system and analyze how it affects international and regional security, United States national security, and future conflict. It assesses US national interests across regions and analyzes how great and regional

power competition, globalization, state strength, nationalism, and authoritarianism influence the global context and international security on a comparative regional basis.

China Foundations (Core course. Graduate level), taught AY25, 24, Course director (AY24-AY25).
Six-topic class for entire student population at NWC. Designed curriculum and taught course.

Regional Context Course: China (Core course. Graduate level), taught AY27, 26, 25
Twelve classroom topic class periods in the fall followed by a spring fourteen-class-period Group Strategy Research Project course to design a strategy for US INDOPACOM (Indo-Pacific Command) and conduct a two-week-long field study to the region
AY27: Planned travel to China or Taiwan and Philippines
AY26: Travel to Taiwan and the Philippines

National Security Strategy Practicum, China/ Taiwan, (Core course. Graduate level), taught: AY24, 23
Twenty-three instructional periods followed by a one-week field study to the region. Field study includes military-to-military and government-to-government engagements as well as interactions with other organizations, including universities, economic entities, think tanks, political parties, and non-governmental organizations. Also, served as an advisor for 11 student strategy research papers focused on US strategy toward the PRC in INDOPACOM.
AY24: China/ Taiwan: traveled to Taiwan
AY23: China/ Taiwan: did not travel due to budget constraints

China's International Relations (Elective. Graduate level), taught AY25.
Twelve-class-period course focused on China's relations with regions around the world. The course also explores how international relations theories (e.g., realism, liberalism, constructivism, and power transition theories) provide analytical tools for understanding China's global behavior.

Statecraft in the Modern Era (Core course. Graduate level), taught: AY23.
Twenty-three-classroom-topic course for the entire student population at the National War College. The course focuses on how the United States leverages instruments of power (e.g., diplomatic instruments, economic instruments, information instruments, military instruments) to pursue objectives in the international system.

Capstone Strategy Development War Game, organized red team support for the war game across NWC, and provided red team support during execution of the war game in AY23. Taught course in AY25.

U.S. AIR WAR COLLEGE **2015- May 2022**

Global Security (Core course. Graduate level), (Course Director 2015-2019), taught: AY15- AY22
Fourteen-class-period course for the entire student population. Taught and directed course. Developed instructional periods on great power competition, China, Northeast Asia, Southeast Asia, and Central Asia.

National Security Decision Making (Core course. Graduate level), taught: AY16, 17, 18, 20, 22
Fourteen-class-period course for the entire student population. Taught course. Instructional period developer for a session on international political and economic order.

Regional Security Studies (Core course. Graduate level). (Course Director, 2019-2022), taught: AY16- AY22
Eleven classroom instructional periods followed by a two-week field study to the region. Taught and directed the course. Field study included military-to-military and government-to-government engagements as well as interactions with other organizations, including universities, economic entities, think tanks, political parties, and non-governmental organizations.
AY16: Northeast Asia: Japan, South Korea, Mongolia
AY17: East Asia: PRC (Beijing, Chengdu, Nanjing, and Shanghai)
AY18: Northeast Asia: Japan, South Korea, Taiwan
AY19: Northeast Asia: PRC (Beijing, Chengdu), South Korea
AY20: Asia: Taiwan and Mongolia (travel canceled due to COVID)
AY21: North Asia: PRC, Mongolia (international travel canceled due to COVID, traveled to INDOPACOM in Hawaii)
AY22: North Asia (Mongolia)

Chinese Domestic Politics (elective), taught: AY16

Professional Studies Papers (in-depth research paper): Advised up to four students per year, AY16- AY22.

Global Challenge (end of year one-week capstone exercise): Taught AY16- AY22.

*National Security Forum (*end of year one-week event) Taught AY16-AY22.
Facilitating engagement between Air War College students and community leaders from across the US.

Academic Prep (beginning of year course) AY16- AY22

THE GEORGE WASHINGTON UNIVERSITY **2011, 2013-2014**

Visiting Assistant Professor **Aug. 2013- July 2014**
The George Washington University, Department of Political Science, Washington, D.C.
US Foreign Policy (undergraduate)
International Organizations (3 courses) (undergraduate)
Chinese Foreign Policy (writing in the discipline course) (undergraduate)

Lecturer **Summer 2012, 2011**
The George Washington University, Department of Political Science, Washington, D.C.
Chinese Foreign Policy (undergraduate)

Graduate Teaching Assistant **Aug. 2011- Dec. 2011**
The George Washington University, Elliott School of International Affairs, Washington, D.C.
International Affairs Cornerstone. Introduction to international relations for policy-oriented students. (graduate-level)

Graduate Teaching Assistant **Jan. 2011- May 2011**
The George Washington University, Department of Political Science, Washington, D.C.
Introduction to Comparative Politics (undergraduate)

MEDIA

Interviewed by and quoted in numerous media outlets, including the *New York Times*, *Wall Street Journal, CNN International, NPR Weekend Edition, NBC News, BBC News, CNBC, The Wire China, Politico, Foreign Policy, The China Project, The Diplomat, Bloomberg News, Fortune, AFP, The Telegraph, Responsible Statecraft, Voice of America (English and Chinese), Al-Monitor, Nikkei Asia (Japan), Deutsche Welle DW (Germany), NPR KCRW (Los Angeles), de Volkskrant (Netherlands), WELT (Germany), Yomiuri Shimbun (Japan), Radio Television Suisse (Switzerland), Al Jazeera (Qatar), The Media Line, Energy Intelligence*

PRESENTATIONS: UNIVERSITIES

"China's Relations with the Middle East and Africa" virtual presentation for the University of Kansas conference titled "Understanding China's Strategic Mindset," hosted by the KU Office of National Defense Initiatives, Command and General Staff College Foundation, Dole Institute of Politics, Intelligence Centers for Academic Excellence, and the KU Center for East Asian Studies. May 2025. (Invited speaker)

"Roundtable on the U.S. Elections and China's Policies in the Middle East," Panelist. Hosted by the University of Naples L'Orientale, the China-Global South Project, and the China Med project. Virtual. Nov 2024. (Invited speaker) https://www.youtube.com/live/6FUrEsO0Jlo

"China's Objectives and Strategy in the Middle East," closed-door conference titled "The implications of U.S. strategic competition with China in the Middle East" hosted by the Middlebury Institute of International Studies at Monterey and sponsored by the Defense Threat Reduction Agency (DTRA), Washington, DC. June 2024. (Invited Speaker)

"Human Rights, Democracy, and International Institutions," Panelist for "Canada, the United States, and an Ascendant China" conference hosted by McGill University and the Wilson Center in Montreal, Canada. Canada, the United States, and an Ascendant China | Max Bell School of Public Policy - McGill University. May 2024. (Invited speaker)

"Global Crises in the U.S.-China Context," for *New Challenges in U.S.-China Relations: Policymaking, Global Crises and Strategic Stability Conference*, Georgetown University, Washington, DC. April 2024. (Invited speaker).

"China's Emerging Influence in the Middle East," *Mapping & Measuring China's Influence Worldwide conference*, University of Oklahoma, Norman, OK. April 2024. (Invited speaker)

"Book Talk: *China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order,"* University of Oklahoma, Norman, Oklahoma. April 2024. (Invited speaker)

"China and Issues of International Security" Panelist for University of Maryland conference on China and the Challenges of Building International Peace and Security, College Park, MD. April 2024. (Invited speaker)

"What Chinese Leaders Are Learning from Recent Wars," Panelist for Rethinking China's International Relations: China and the World Program 20th Annual Conference at Harvard University's Fairbank Center for Chinese Studies. March 2024 (Invited speaker)

"China's Rise in the Global South," University of Sharjah (United Arab Emirates) graduate course on Great Powers in the Middle East. Virtual. March 2024. (Invited speaker)

"China's Rise in the Global South," Northwestern University Qatar. Virtual. Sept 2023. (Invited speaker)

"The Rise of China in A Turbulent World - Alternative Perspectives," Presentation for a class for the Centro studi sulla Cina Contemporanea and the University of Modena and Reggio Emilia. Virtual. July 2023. (Invited speaker)

"China's role in the Gulf – relations between Saudi Arabia, Iran, and China." Panelist. Lau China Institute at King's College London. Virtual. May 2023. (Invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," The George Washington University's Elliott School for International Affairs, Washington, DC. April 2023.

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," After Bandung: Africa and China in a New Era Conference, Yale University. New Haven, CT. April 2023. (Invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," University of Virginia East Asia Center, Charlottesville, VA. March 2023. (Invited speaker)

"China's Relations with the Middle East," University of Pennsylvania. Virtual. March 2023. (Invited speaker)

"China, the US, and the Global South" Columbia University International Conference on China and the World hosted by the Columbia-Harvard China and the World Program and the Columbia Saltzman Institute of War and Peace, New York, NY. February 2023. (Invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," Georgetown University's Africa-China Initiative, Washington, DC. Virtual. January 2023. (invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," Presentation for 21st Century China Center, University of California, San Diego. Virtual. May 2022. (Invited Speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," William & Mary, April 2022. (Invited Speaker)

"U.S.-China Relations beyond East Asia," Panelist, Columbia-Harvard China & the World Conference, University of Indiana, Bloomington, IN, April 2022. (Invited Speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," BROKEX project, China Studies at the University of Oslo, Norway. Virtual. February 2022. (Invited Speaker)

"U.S.-China Economic Competition." Peace and War Summit, Norwich University, Norwich, VT. Virtual. April 2021. (Invited speaker)

"China's Rise and International Security in Southeast Asia & the Pacific" Panel speaker. International Conference on China and the World, Hosted by Columbia-Harvard China and the World Program and The Australian Centre on China in the World at Australian National University. Canberra, Australia. Dec 2019. (Invited speaker)

"China- Middle East Relations." American University in Sharjah. Sharjah, United Arab Emirates. September 2019. (Invited speaker)

"China- Middle East Relations." University of Sharjah. Sharjah, United Arab Emirates. September 2019. (Invited speaker)

"The Belt and Road Strategy and China's Relations with the Middle East and Sub-Saharan Africa." University of Arkansas symposium titled "From Bactrian Camels to the Belt Road—Historical and Contemporary Ruminations on China's Westward Pivot," Fayetteville, AR. April 2018 (Invited speaker)

"Rising Revisionist? China's Evolving Relations with the Middle East in the post-Cold War Era." Forms of Exchange: China and the Muslim World. Conference. University of California, Berkeley, CA, April 2013. (Invited speaker)

"Rising Revisionist? China's Relations with the Middle East and Sub-Saharan Africa in the post-Cold War Era." China and the World Conference, Harvard University, Cambridge, MA, March 2013.

"Rising Revisionist? China's Relations with the Middle East and Sub-Saharan Africa in the post-Cold War Era." Princeton-Harvard China and the World Speaker Series, Princeton University, Princeton, NJ. November 2012.

PRESENTATIONS: THINK TANKS AND NON-PROFITS

"China's relations with Syria" presented on panel titled "Nature Abhors a Vacuum: The Race for Influence in Post-Assad Syria," conference hosted by the Council of American Ambassadors. May 2025. (invited speaker).

"China's relations with the Middle East" for a track 1.5 United States- Israel dialogue event hosted by the Atlantic Council. March 2024. (invited speaker)

"China's Comprehensive Strategic Partnership with Saudi Arabia," 2024 CAPS (Chinese Association of Political Science-Taipei) - RAND - NDU (National Defense University)- USIP (United States Institute of Peace) PLA (People's Liberation Army) annual conference titled *China as a Strategic Actor: Allies, Partners, Friends, and Enemies, Arlington*, VA. Nov 2024. (invited speaker)

"Chinese, Russian, and American bases in sub-Saharan Africa," at book launch event for Great Power *Competition and Overseas Bases: Chinese, Russian, and American Force Posture in the Twenty-First Century,* Brookings Institute, Washington, DC. Sept 2024. (Invited speaker) Great power competition and overseas bases | Brookings

"China's economic relations with Iran" closed-door United States Institute of Peace (USIP) conference on China-Russia-Iran relations, Washington, DC. Sept 2024. (Invited speaker)

"China's changing approach to the Middle East," Panelist. Atlantic Council. Virtual. Sept 2024. (Invited speaker)

"China-Iran Relations," Moderator of discussion for a closed-door session with the National Committee on US-China Relations (NCUSCR) Public Intellectuals Program (PIP) fellows. Virtual. June 2024. (Invited speaker)

"China-Arab States Cooperation Forum," closed-door, private event for Washington Institute for Near East Studies' Great Power Competition Speaker Series. Virtual. June 2024. (Invited speaker)

"Regional Lightning Panel: MENA," Panelist for Atlantic Council Conference on China in the Global South: Development and Influence in a Shifting Global Order, Washington, DC. (Video from 2:20:20 to 3:06:15 at this link China in the Global South: Development and influence in a shifting global order - Atlantic Council). Feb 2024. (Invited speaker)

"China's Relations with Africa and the Middle East: Beijing's Growing Influence in a Shifting Global Order," Panelist. American Foreign Policy Council, Washington, DC. Feb 2024. (Invited speaker)

"U.S.- China Competition and the Global South," Panelist Wilson Center for an event organized by the National Committee on US-China Relations (NCUSCR) and Schwarzman Scholars Alumni, Washington, DC. Nov 2023. (Invited speaker)

"Why do MENA countries support China's version of multilateralism?" Panelist for conference hosted by Chatham House. Virtual. Sept 2023. (Invited speaker)

"*Great Power Triangle: Competing Visions and Strategies for Influence in the Middle East*" Panelist at the "*Middle East Strategy Forum 2023 hosted by* The Institute for Peace and Diplomacy in Ottawa, Canada. Sept 2023. (Invited speaker)

"Geopolitical Shift and New Alliances," Panel speaker, Arab Gulf States Institute in Washington conference titled " Petro Diplomacy 2023: The Energy Transition and the Road to COP28." June 2023.

"Chinese Military Power in the Middle East: Inevitable or Implausible?" Panelist for a closed-door workshop with the Middle East Institute (MEI) Defense and Security Program. Virtual. June 2023. (Invited speaker)

"A US China Policy in the Middle East?" Panelist. Middle East Institute (MEI)- US Central Command (CENTCOM) Annual Conference, Washington, DC. May 2023. (Invited speaker)

"China in the Middle East," Discussant and moderator for a National Committee on US-China Relations (NCUSCR) online, closed-door event for the Public Intellectual Program (PIP) fellows program. Virtual. May 2023. (Invited speaker)

"China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order" at the Biennial conference co-hosted by the Naples Council on World Affairs and National War College, Naples, FL. February 2023. (Invited speaker)

"Can the US and China Cooperate in the Global South?" Speaker for the National Committee on US-China Relations (NCUSCR) China Town Hall hosted by the Carter Center, China Research Center, in Atlanta. Virtual. November 2022. https://uscnpm.org/2022/11/09/china-town-hall-in-atlanta/ November 2022. (Invited speaker)

"China's Basing in Sub-Saharan Africa," Conference on Great Power Competition and Overseas Basing at the Brookings Institution. November 2022. (Invited speaker)

"Chip Wars," Panelist, Young Presidents' Organization, Tysons Corner, VA. November 2022. (invited speaker)

"China's rise in the Global South," Young Presidents Organization event hosted at National War College. September 2022. (Invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," United States Institute of Peace, September 2022. (Invited speaker)

"China's Discourse Power Operations in the Global South," Atlantic Council Virtual Panel, May 2022. (Invited Speaker)

"China and the Global South," Presentation for Schwarzman Scholars. Virtual. November 2021. (Invited speaker)

"China's Relations with the Middle East," National Committee on U.S.- China Relations, Staff Development Event. Virtual. May 2021. (Invited speaker)

"China vs. Everybody: A New Way Forward," Panel presenter for the Year Ahead Conference, Canadian Defence and Security Network, Ottawa, Canada. Virtual. December 2020. (Invited speaker)

"Northeast Asia." Alabama World Affairs Council. Montgomery, AL, May 2019, May 2018. (Invited speaker)

"Challenges Facing American China Scholars Today." Symposium Marking 40 Years of U.S.-China Diplomatic Ties. Carter Center. Atlanta, GA. Jan 2019. (Invited speaker)

"Current State of U.S.-China Relations." National Committee on U.S.-China Relations Town Hall Meeting. Vero Beach, FL. October 2018. (Invited speaker)

"The Current State of U.S.-China Relations." Rotary Club of Birmingham. Birmingham, AL. May 2018. (Invited speaker)

"Convergence or Divergence? China's Evolving Relations with the Middle East and Sub-Saharan Africa" National Committee on United States- China Relations (NCUSCR) Public Intellectuals Workshop. Washington, DC. Dec 2017. (Invited speaker)

"Current Issues in Chinese Foreign Policy." Alabama World Affairs Council. Montgomery, AL. May 2017. (Invited speaker)

"China's Interests and Foreign Policy." Alabama Bar Association. Birmingham, AL. July 2016. (Invited speaker)

"Current Issues in Japanese, South Korean, and Mongolian Foreign Policy." Alabama World Affairs Council. Montgomery, AL. May 2016. (Invited speaker)

"China and the Middle East: Rising Power and a Region in Turmoil." Middle East Institute, Washington, D.C. December 2012. (Invited speaker)

"China-U.S. Relations in the Middle East and Sub-Saharan Africa: Prospects in the Next 5-10 Years." China Institute of International Studies. Conference on China and the U.S.: New Dynamics for a Cooperative Partnership. Beijing, China. August 2011. (Invited speaker)

"China's Relations with the Middle East and Sub-Saharan Africa in the post-Cold War Era." Chinese Academy of Social Sciences, Institute of World Economics and Politics. Beijing, China. May 2010. (Invited speaker)

PRESENTATIONS: US GOVERNMENT AND FOREIGN GOVERNMENTS

"China in the 2025 US National Security Strategy and 2026 US National Defense Strategy," National War College Faculty Brown Bag event. October 2026. (Invited speaker)

"China's relations with the Middle East," for a conference at the US Department of State Bureau of Intelligence and Research (INR) hosted by the Bridging the Gap program. Washington, DC. September 2026. Invited speaker.

"China's relations with the Middle East," US Embassy Beijing, China, June 2026. (Invited speaker)

"China in Africa," US Air Force Culture and Language Center General Officer Pre-Assignment Acculturation Course (GOPAC). Virtual. June 2026. (Invited speaker).

"China and the Iran War," for the NATO Defense College Senior Course at National Defense University, Washington, DC, May 2026. (invited speaker)

"China in MENA," for the Department of State NFATC (National Foreign Affairs Training Center- formerly FSI) Global China course in Arlington, VA. May 2026. (invited speaker)

"China's Relations with the Global South," a noon-time lecture hosted by the US Army War College at Carlisle Barracks, PA. April 2026. (invited speaker)

"China and the Iran War," National War College Faculty Brown Bag event. March 2026. (Invited speaker)

“China's Relations with Africa,” for the Department of State (DOS) George P. Shultz National Foreign Affairs Training Center (NFATC) East Africa Area Studies training program. (Virtual). Mar 2026. (Invited speaker)

"China's Use of Strategic Narratives in the Middle East and Africa," College of International Security Affairs (CISA) elective on Information Warfare, National Defense University, Mar 2026. (Invited speaker)

"Great Power Rivalry," US Department of Defense William J. Perry Center for Hemispheric Defense Studies' Washington Security and Defense Seminar (WSDS), Washington, DC. Feb 2026. (Invited speaker).

"Great Power Competition," US Department of Defense Near East and South Asia Center for Strategic Studies (NESA) Senior Executive Forum, Washington, DC. Feb 2026. (Invited speaker).

“China's Relations with the Middle East,” for the Department of State (DOS) George P. Shultz National Foreign Affairs Training Center (NFATC) Middle East and North Africa Area Studies training program. (Virtual). Jan 2026.

“U.S.- China Bilateral Relations,” U.S. National Defense University (NDU)- People’s Liberation Army (PLA) National Defense University (NDU) Strategic Dialogue hosted by the PLA, Beijing, China, December 16, 2025.

"PRC Governance, Ideology, and Domestic Politics," National Defense University’s (NDU) College of Information and Cyberspace (CIC), Washington, DC. Aug 2025. (Invited Speaker)

"PRC Worldview, Interests, Objective, and Strategy," National Defense University’s (NDU) College of Information and Cyberspace (CIC), Washington, DC. Aug 2025. (Invited Speaker)

"China's Strategy in the Israel-Iran War," National Intelligence University. June 2025. (invited speaker).

“China's Relations with the Middle East and Africa,” Department of State (DOS) Foreign Service Institute (FSI) Middle East and North Africa Area Studies training program. June 2025. (invited speaker)

"The People’s Liberation Army Navy (PLAN) Headquarters" moderated panel for the US Naval War College China Maritime Studies Institute conference titled “The People of China’s Navy and Other Maritime Forces” in Newport, Rhode Island. May 2025. (invited speaker)

"China's relations with the Middle East and Africa," China Watchers/Discovery Group at the National Guard Bureau. May 2025. (invited speaker)

“US Interests and Chinese Strategy in the Indo-Pacific,” US DOD Near East and South Asia (NESA) Center for Strategic Studies Senior Executive Seminar. April 2025. (Invited speaker)

“The Trajectory of US-China Relations” for the United Kingdom Foreign, Commonwealth & Development Office (UKFDCO) at an event hosted by Oxford University (FCDO- Oxford – Columbia – Harvard Roundtable) in Oxford, UK. March 2025. (invited speaker)

“China's relations with the Middle East,” National War College Faculty Brown Bag event. March 2025. (Invited speaker)

“Beijing's views of the current state of US-China relations,” National War College Kennan Society event. March 2025. (Invited speaker)

“China’s political relations with the Middle East,” United States government interagency conference, Cairo, Egypt. Feb 2025. (invited speaker)

“China and the Middle East,” Department of State (DOS) Foreign Service Institute (FSI) Middle East and North Africa Area Studies training program (virtual). Feb 2025. (invited speaker)

"China's Comprehensive Partnership with Saudi Arabia," US Central Command (CENTCOM) Strategic Plans and Policy (J5). Virtual presentation. Jan 2025. (invited speaker)

"China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," a noon-time lecture hosted by the US Army War College and the US Army China Landpower Studies Center at Carlisle Barracks, PA. Dec 2024. (invited speaker)

"Great Power Competition in the Middle East and Africa," National Defense University (NDU) Institute of National Strategic Studies (INSS) Great Power Competition elective course. Nov 2024. (Invited speaker).

"China," National Security 101 for National War College Families course, Washington, DC. Oct 2024 (invited speaker).

"China," presentation for US Marine Corps General Officer spouses in Quantico, VA. Sept 2024. (Invited speaker)

"PRC Sovereignty and Territorial Disputes," National Defense University's (NDU) College of Information and Cyberspace (CIC), Washington, DC. Sept 2024. (Invited Speaker)

"PRC Governance, Ideology, and Domestic Politics," National Defense University's (NDU) College of Information and Cyberspace (CIC), Washington, DC. Sept 2024. (Invited Speaker)

"PRC Worldview, Interests, Objective, and Strategy," National Defense University's (NDU) College of Information and Cyberspace (CIC), Washington, DC. Sept 2024. (Invited Speaker)

"China's relations with the Middle East and Africa" US Embassy in Beijing, China. July 2024. (Invited speaker)

"US-China Relations." US National Defense University (NDU) - People's Republic of China People's Liberation Army's National Defense University (PLA NDU) Dialogue hosted by NDU at Ft McNair, Washington, DC. June 2024.

"Chinese Foreign Policy," Presentation for Indian National Defence College's delegation to National War College (NWC). June 2024. (Invited speaker)

"China's Geostrategic Aims for the Indian Ocean Region, Middle East, and Eastern Africa" Presentation for a delegation from the Pakistan National Defense University hosted by NESA (Near East South Asia Center) and NDU (National Defense University). May 2024. (Invited speaker).

"China's relations with the Middle East and Africa," China seminar class at the US Department of State Foreign Service Institute (FSI), Washington, DC. May 2024. (Invited speaker)

"China's Interests in the Middle East," Presentation for members of a Navy Reserve public affairs unit supporting U.S. Naval Forces Central Command and U.S. 5th Fleet in Bahrain. Virtual. March 2024. (Invited speaker)

"China's Rise in the Global South," Economics Noon-Time Lecture Series, US Army War College in Carlisle, Pennsylvania. Jan 2024. (Invited speaker)

"China and the Israel-Hamas War" National Intelligence University (NIU). Virtual. Dec 2023.

"Strategic Competition and Regional Cooperation," Near East South Asia Center for Strategic Studies' (NESA) virtual Executive Seminar. Virtual. Dec 2023. (Invited speaker)

"China in the Middle East," USG government presentation, Nov 2023. (Invited speaker)

"China and INDOPACOM." Guest speaker for National Defense University course on Great Power Competition, Washington, DC. Nov 2023. (Invited speaker)

"China's Role in the Middle East" Department of State (DOS) Foreign Service Institute (FSI) Middle East and North Africa Area Studies training program. Virtual. Oct 2023. (Invited speaker)

"China's relations with the Middle East," Briefing for the Canadian Privy Council (an office supporting the Canadian Prime Minister and Cabinet) and other Canadian government agencies, Ottawa, Canada. Sept 2023. (Invited speaker)

"China in the Middle East," USG government presentation. Sept 2023. (Invited speaker)

"China's Rise in the Global South," Army Navy Club, Washington, DC. Sept 2023. (Invited speaker)

"China in the Middle East," US Embassy in Cairo, Egypt. August 2023. (Invited speaker)

"China in the Middle East and Africa," Strategic Studies Centre in Nasser Higher Military Academy in Cairo, Egypt. Aug 2023. (Invited speaker)

"China's Role in the Middle East" at the Department of State (DOS) Foreign Service Institute (FSI) Middle East and North Africa Area Studies training program, Washington, DC. Aug 2023. (Invited speaker)

"China in Africa" US Air Force Culture and Language Center General Officer Pre-Assignment Acculturation Course (GOPAC). Virtual. Aug 2023. (Invited speaker)

"China 101," briefing to the 32nd Air Refueling Squadron (KC-46) at Joint Base McGuire-Dix-Lakehurst, New Jersey. Jul 2023. (Invited speaker)

"China's Role & Impact in the Global South," Department of State (DOS) Foreign Service Institute (FSI) Asian Studies division regional training program for a course titled "The PRC and Taiwan." Virtual. July 2023. (Invited speaker)

"Chinese Foreign Policy" for the staff at the 673d Air Base Wing, Joint Base Elmendorf-Richardson, AK [part of DOD INDOPACOM]. Virtual. June 2023. (invited speaker)

"China's Relations with Africa and Europe," US Air Force Culture and Language Center General Officer Pre-Assignment Acculturation Course (GOPAC). Virtual. June 2023, August 2022. (Invited speaker)

"China's Role in the Middle East," Department of State (DOS) Foreign Service Institute (FSI) Middle East and North Africa Area Studies training program (virtual appearance). June 2023, April 2023, February 2023, Nov 2022, Oct 2022. (invited speaker)

"China in Africa," US Air Force Culture and Language Center General Officer Pre-Assignment Acculturation Course (GOPAC). Virtual. June 2023. (Invited speaker)

"The Future of Chinese Foreign Policy," Near East South Asia Center Silk Road Seminar, National Defense University, Ft McNair, DC. May 2023. (Invited speaker)

"US-China Relations" Royal Air Force Command and Staff College, British Embassy, Washington, DC. May 2023. (Invited speaker)

"China's Relations with the Middle East," Senate Congressional Staffer study group on China in the World organized by the National Committee on US-China Relations (NCUSCR), Washington, DC. May 2023. (Invited speaker)

"China's Belt and Road Initiative: Geoeconomics and Geopolitical Implications for U.S. National Security," Panelist. *Current Rise of the Great Powers: Implications for the Central Region Conference* hosted by the University of South Florida Global and National Security Institute, U.S. Central Command, and the National Defense University Near East South Asia Center for Strategic Studies, Tampa, FL. March 2023. (Invited speaker)

"Chinese Foreign Policy," Department of State. Virtual. February 2023. (Invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," McNair Research Colloquium National Defense University (NDU) McNair Research Colloquium. January 2023. (Invited speaker)

"Chinese Politics, Taiwan, and the Impact on Security and Defense in Asia," Inter-American Defense College World Situation Conference, Ft McNair, DC. January 2023. (invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," Distinguished Speaker Luncheon, American Legion Post 270 in McLean, VA. January 2023. (invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," US Army War College, Carlisle, PA. December 2022. (invited speaker)

"Research methodology for the book China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," Saudi Armed Forces Command and Staff College delegation, National Defense University (NDU) Near East South Asia Center (NESA), Ft McNair, DC. November 2022. (Invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," US Embassy in Riyadh, Saudi Arabia. November 2022. (invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," US Embassy in Abu Dhabi, United Arab Emirates. October 2022. (invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," Office of the Secretary of Defense Policy Department, Washington, DC. September 2022. (invited speaker)

"Book Talk: China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," National War College (NWC) Alumni Association. Virtual. September 2022. (invited speaker)

"China's Relations with the Middle East and Africa," Presented for a study group of Congressional Staffers on Chinese Military and Security Issues organized by the National Committee on US-China Relations (NCUSCR). August 2022. (Invited Speaker)

"China's Role in the Middle East" at the Department of State (DOS) Foreign Service Institute (FSI) Middle East and North Africa Area Studies training program (virtual appearance). June 2022. (Invited speaker)

"Chinese Foreign Policy," US Air Force Culture and Language Center, Language Enabled Airman (LEAP) Cyber Language Intensive Training Event (LTE). July 2021. (Invited speaker)

"Belt and Road in Africa and the Middle East," US Air Force Culture and Language Center, Language Enabled Airman (LEAP) Belt and Road (BRI) Language Intensive Training Event (LTE). June 2021. (Invited speaker)

"China's Interests and Foreign Policy." U.S. Air Force. International Officer School. Maxwell AFB, AL. June 2021, June 2018, June 2017, June 2015. (Invited speaker)

"China's Relations with Africa and Europe," US Air Force Culture and Language Center General Officer Pre-Assignment Acculturation Course (GOPAC). Virtual. May 2021. (Invited speaker)

"China's Multilateral Engagements in the Middle East and North Africa," Video interview for U.S. Department of State education series on China in the Middle East. December 2020. (Invited speaker)

"How are Global South Powers Potentially Shifting Strategic Relationships?" Panel speaker. Joint Special Operations University (JSOU) conference on Great Power Competition. Virtual. November 2020. (Invited speaker)

"Peninsular Relations in NE Asia," US Air Force Culture and Language Center General Officer Pre-Assignment Acculturation Course (GOPAC). Virtual. September 2020. (Invited speaker)

"China in Africa," AFRICOM US Air Force Language and Culture Center General Officer Pre-Assignment Acculturation Course (GOPAC). Virtual. July 2020. (Invited speaker)

"Chinese Government and Society," National Air and Space Intelligence Center. Virtual. July 2020. (Invited speaker)

"China's Foreign Policy" Air War College Air Reserve Component Seminar. Maxwell AFB, AL. June 2020, June 2019, June 2018. (Invited speaker)

"Great and Regional Power Competition," Air War College Air Reserve Component Seminar. Maxwell AFB, AL. June 2020, June 2019 (Invited speaker)

"China's Perspective on the Kurds." United States Government Conference. Arlington, VA. Virtual. July 2020. (Invited speaker)

"Chinese Foreign Policy." Chaplain Corps, Maxwell AFB, AL. February 2020. (Invited Speaker).

"Chinese Communist Party Interests and Government Relations in Africa." Joint Special Operations University conference on China in East Africa. Providence, RI. January 2020. (Invited speaker)

"China's Perspective on Relations with the Middle East." United States Government Conference. Arlington, VA. November 2019. (Invited Speaker)

"China's Foreign Policy." U.S. Air Force. Squadron Officer School. Maxwell AFB, AL. June 2019. (Invited speaker)

"China's Foreign Policy" Air War College Air Reserve Component Seminar. Maxwell AFB, AL. June 2019, June 2018. (Invited speaker)

"China's Foreign Policy" Air Command and Staff College Air Reserve Component Seminar. Maxwell AFB, AL. June 2019, June 2018. (Invited speaker)

"Great Power Competition with China." Judge Advocates Corps Horizons Top Conference. Maxwell AFB, AL. June 2019. (Invited speaker)

"China's Interests in North Korea." U.S. Air Force. Squadron Officer School. Maxwell AFB, AL. April 2019, Feb 2019, May 2018, Oct. 2017, Aug 2017. (Invited speaker)

"China- Middle East Relations." United States Government Conference. Washington, DC. October 2018. (Invited speaker)

"China in Africa." Joint Enabling Capabilities Command (JECC) Professional Development Seminar. Norfolk, VA. May 2018. (Invited speaker)

"China's Foreign Policy Interests." Chief Master Sargent Leadership Course. Gunter AFB, AL. Nov 2017. (Invited speaker)

"U.S.-China Relationship." Strategic Studies Quarterly, Issues and Answers, Interview, Aired on November 28, 2017. http://www.airuniversity.af.mil/SSQ/Issues-and-Answers/videoid/568860/dvpcc/false/#DVIDSVideoPlayer12776 (Invited interviewee)

"China's Interests and Foreign Policy." U.S. Air Force. Chief Master Sergeant Academy, Gunter AFB, AL. June 2017, April 2016. (Invited speaker)

"North Korea's Foreign Policy" U.S. Air Force. Chief Master Sergeant Academy, Gunter AFB, AL. June 2017. (Invited speaker)

"Current State of U.S.-China Relations: Cooperation and Competition." U.S. Air War College, National Security Forum, Maxwell AFB, AL. May 2018, May 2017, May 2016, May 2015. (Invited speaker)

"China's Interests and Foreign Policy." U.S. Air Force. Senior Non-Commissioned Officer Commandants' Conference, Gunter AFB, AL. May 2016. (Invited speaker)

"China's Interests and Foreign Policy." U.S. Air Force. Judge Advocate School. Maxwell AFB, AL. April 2016. (Invited speaker)

"China's Interests and Foreign Policy." U.S. Air Force. Senior Non-Commissioned Officer School, Gunter AFB, AL. Feb 2016, April 2016, June 2016. (Invited speaker)

"China's Relations with the Middle East and Africa." U.S. Air Force. Blue Horizons program. Maxwell AFB, AL. October 2015. (Invited speaker)

"Rising Revisionist? China's Relations with the Middle East and Sub-Saharan Africa in the post-Cold War Era." Foreign Service Institute (FSI), United States Department of State, Washington, DC, March 2013. (Invited speaker)

"U.S.-China Relations in the Middle East: Current Trends and Future Prospects." Presentation to group of Arab state Ambassadors and Embassy representatives based in Beijing. United Arab Emirates Embassy in Beijing, January 2013. (Invited speaker).

INTERVIEWS: PODCASTS, VIDEOS, AND MEDIA

"The Global South: Battleground or Bridge in US-China Rivalry?" *The Great Power Show podcast*, Feb 2025. https://open.spotify.com/episode/4SYbX1HSzYj9NWSzfJvceR?si=9iBXtgaxTmGkp42xRTEL0Q&nd=1&dlsi=780698a534c543b8

"China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order: A conversation with Dawn Murphy," Episode of the *China-MENA newsletter video series*. Oct 2024. https://youtu.be/Ge9v7y-04Sk

"China as a Conflict Negotiator*?"* Featured on Georgetown's Initiative on US-China Dialogue on Global Issues *US-China Nexus* podcast episode. China as a Conflict Negotiator? (georgetown.edu). March 2024. (Invited speaker)

"China's Role in the Red Sea," Moderated *National Committee on US-China Relations* video and podcast China's Role in Red Sea Security - NCUSCR. March 2024. (Invited speaker)

"China's economic influence in the Middle East could potentially help it broker peace," *National Public Radio (NPR) Weekend Edition*, February 10, 2024, https://www.npr.org/2024/02/10/1230605039/chinas-economic-influence-in-the-middle-east-could-potentially-help-it-broker-pe

"The Far East Meets the Middle: Examining China's Growing Influence in the Middle East." Panelist in a Vandenberg Coalition video episode. https://www.youtube.com/watch?v=uoo44u9ic1U. December 2023. (Invited speaker)

"China's Rise in the Middle East and the Israel-Hamas Conflict: A Conversation with Dr. Dawn Murphy" Featured on the *CSIS ChinaPower Podcast* discussing my book and recent events in the Middle East. https://chinapower.csis.org/podcasts/chinas-rise-in-the-middle-east-and-the-israel-hamas-conflict/ . Nov 2023. (Invited speaker)

"Missing Piece" Podcast interview about her book China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order. June 2023. (Invited speaker)

"Departures" Podcast interview about book China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order. June 2023. (Invited speaker)

"Kellogg's Global Politics" podcast interview about China's relations with the Middle East and insights from the book *China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order*. May 2023.

"Connect the World" episode on China's role in facilitating negotiations between Saudi Arabia and Iran, CNN International, April 6, 2023. (Invited interviewee)

"China's Rise in the Global South & Anti-Blackness and Identity in Tunisia," Podcast interview, George Washington University Project on Middle East Political Science Podcast (POMEPS). March 2023. (Invited interviewee). https://pomeps.org/chinas-rise-in-the-global-south-anti-blackness-and-identity-in-tunisia-s-12-ep-21

"China's Rise in the Global South: The Middle East, Africa, and Beijing's Alternative World Order," Video and Podcast with the National Committee on US-China Relations, August 2022. www.ncuscr.org/event/chinas-rise-global-south (Invited speaker)

"Chinese Multilateralism in the Middle East," Atlantic Council China-MENA (Middle East and North Africa), Podcast, May 2022. https://www.atlanticcouncil.tv/videos/the-china-mena-podcast-004-chinese-multilateralism-in-the-middle-east (Invited speaker)

"China, Africa, and a New Alternative World Order," China-Africa podcast. April 2022. https://chinaglobalsouth.com/podcasts/china-africa-and-a-new-alternative-international-order/ (Invited speaker)

"China in the Middle East: Part 5," Interview, CSIS Babel: Translating the Middle East Podcast, Center for Strategic & International Studies, February 2020, https://www.csis.org/podcasts/babel-translating-middle-east/china-middle-east-part-five

Radio interviews. Various topics about North Korea and China. Dan Morris Show. Montgomery, AL. Aired September 2016- 2020 (Multiple interviews)

"China and Syria." China Forum. TV Talk Show. U.S.-China Policy Foundation. Washington, D.C. Aired on September 22, 2013. http://uscpf.org/v3/china-forum-program-index/ (Invited panelist)

SERVICE

- *US National War College Course Director* for college-wide China Foundations core course (2023-2025) and Global Context core course (2025-2026).

- *US Air War College Course Director* for college-wide Global Security course (2015-2019) and Regional Security Studies course (2019-2022).

- Reviewer for *International Security, World Politics,* Yale University Press*, Contemporary Security Policy,* Routledge*, International Affairs, The Middle East Journal,* Palgrave*, Middle East Critique, Global Studies Quarterly, East Asia, Asia and Pacific Policy Studies, Joint Forces Quarterly (JFQ), Central European Journal of International and Security Studies, Journal of Chinese Political Science*, *Journal of Current Chinese Affairs, China and the World,* United States Institute of Peace, Amherst College Faculty Research Awards Program

- *Track 2 Dialogue*: Participant in track 2 dialogue process on Maritime Issues and International Law, co-led by the National Committee on US-China Relations (NCUSCR) and the National Institute for South China Sea Studies (NISCSS). (2026- present).

- *Lead, National Defense University (NDU) Professional Military Education (PME) Learning Outcomes for the People's Republic of China (PRC) Working Group*, 2023-present. Leads workgroup to provide the NDU Provost and school Deans recommendations about the design, execution, and assessment of China-related educational content across the NDU curriculum. Workgroup representatives include nine faculty members across NDU's schools and institutions (National War College, Eisenhower School, College of International Security Affairs, College of Information and Cyberspace, Joint Forces Staff College, including Joint Advanced Warfighting School and Joint and Combined Warfighting School, and NDU's INSS Center for the Study of Chinese Military Affairs)

- *National War College Academic Faculty Board*, member, 2024-present.

- *Track 2 Dialogue*: Participant in track 2 dialogue process on US-China relations in the Middle East, co-led by the Institute for Peace & Diplomacy (IPD) and the Geneva Centre for Security Policy (GCSP). (2024- present).

- *Co-led hosting a People's Republic of China (PRC) People's Liberation Army* (PLA) delegation visit to the US National War College (2026).

- *Search Committees:* Served on five search committees at National War College and National Defense University (2022-2024).

- *Yale Foreign Policy Initiative (YFPI):* Led and advised a group of Yale University students researching Middle Eastern perceptions of China's role in the renormalization of Iran-Saudi Arabia relations and attempts to resolve the Palestinian-Israeli conflict. 2023-2024.

- *National War College China Faculty Development.* Conducted six faculty development sessions about Chinese domestic politics and foreign policy. August 2023.

- *Congressional Staffer Study Group Leader:* Led study group of Congressional Staffers on Chinese Military and Security Issues organized by the National Committee on US-China Relations (NCUSCR). Met monthly. June 2022-January 2023.

- *Strategic Competitor Days:* Led the implementation of an inaugural two-day event to provide US Air War College students a foundational understanding of the Chinese and Russian military, domestic politics, and international relations at the beginning of the academic year. Designed and executed a day focused on China as a strategic competitor. August 2021.

- *Lead, Great Power Competition Task Force, Air University,* October 2020-June 2021. Led the Air University Great Power Competition Task Force to develop Academic Year 2022 plans for how to enhance coverage of great power competition across the curriculum, faculty development, and faculty and student research. Task force included representatives from Air War College (AWC), Air Command and Staff College (ACSC), School of Advanced Aerospace Studies (SAASS), Squadron Officer School (SOS), e-School, Holm Center for Officer Accession, and Barnes Center for Enlisted Education.

- *AWC Strategic Competitor Initiatives:* Supporting Air War College planning for incorporating Strategic Competition (Great Power Competition) into curriculum, faculty development, and student and faculty research. 2020 - 2022.

- *AWC Curriculum Integration Team (CIT)*: Serve as a course director on the CIT for Global Security and Regional Security Studies. 2016- 2022.

- *AWC PAJE*: Served on AY21 PAJE (Program for Accreditation of Joint Education) preparation working group.

- *Strategic Studies Quarterly*. Contributing Editor. 2015-2022.

- *Scholar Escort,* National Committee on U.S.- China Relations, Congressional Staffer Delegation to China (Beijing and Heilongjiang), August 2019.

- *AWC China Faculty Development:* Designed and conducted professional development workshops for U.S. Air War College faculty on Chinese domestic politics and foreign policy. 2018.

- *Minerva R-DEF OSD and Auxiliary Program.* Managed award process for U.S. Air War College. 2015-2022.

- *Minerva Award Selection Committee Member.* Department of Defense. University-based proposals. 2016-2018.

- *Search Committees AWC*: Served on eight search committees for the U.S. Air War College and the U.S. Air Force Language and Culture Center. 2016-2019. Served twice as search committee advisor for U.S. Army War College hiring committee for Assistant/ Associate Professor China position. 2017, 2019.

- U.S. Air War College committee member for *Secretary of Defense National Security Essay Competition and Chairman of the Joint Chiefs of Staff National Defense and Military Strategy Essay Competition*. Feb-May 2015.

FELLOWSHIPS, HONORS, AWARDS

Carnegie China Fellowship, (non-resident at University of Maryland, School of Public Policy), May 2026 - present.

Wilson Center China Fellowship, (non-resident), 2025.

U.S. National Defense University, Semi-Annual Award, Level 1 Faculty, February 2024.

U.S. National Defense University, Special Act Award, October 2023.

U.S. Air War College, Award for Research Excellence, May 2022

Air University Research Grant, July- Sept 2021
Research in Washington, DC.

U.S. Air War College Faculty Leadership Award, May 2020

National Committee on U.S.-China Relations (NCUSCR), Public Intellectuals Program (PIP), Fellow, 2017- 2018

Air University Integration Cell Research Grant, Sept. 2017
Research in United Kingdom, the Netherlands, Belgium, and France.

Minerva R-DEF Research Grant, U.S. Department of Defense (Auxiliary), Aug. 2017
Research conducted in Washington, D.C.

U.S. Air War College, Air Education Training Command (AETC) Educator of the Year Nominee, May 2017

Minerva R-DEF Research Grant, U.S. Department of Defense (OSD-selected), June 2015-Aug. 2016
Research conducted in China, Washington, D.C., Kuwait, Saudi Arabia, Oman, Qatar, and the United Arab Emirates.

U.S. Air War College, Faculty Leadership Award (Civilian), Academic Year 2016

Bradley Research Fellow, Princeton University, Woodrow Wilson School of Public and International Affairs, Fall 2012-Spring 2013. Research conducted in Beijing, China.

Summer Dissertation Fellowship, George Washington University, Summer 2012

Graduate Teaching Assistantship, George Washington University, Spring 2011- Spring 2012

Sigur Center for Asian Studies East Asia Field Research Grant, George Washington University, May 2011
Research conducted at Stellenbosch University's Centre for Chinese Studies in Stellenbosch, South Africa

Sigur Center for Asian Studies East Asia Field Research Grant, George Washington University, Fall 2009
Research conducted at the Chinese Academy of Social Sciences in Beijing, China

Sigur Center for Asian Studies Graduate Research Assistantship Award, George Washington University, Fall 2007- Spring 2008

Foreign Language and Area Studies (FLAS) Fellowship for China Studies, Columbia University, Fall 2003- Spring 2004

School of International and Public Affairs Scholarship, Columbia University, Fall 2002- Spring 2003

Fulbright Scholarship for study in China, Nanjing University, Fall 1994

Dean's List, Cornell University, multiple semesters

PROFESSIONAL DEVELOPMENT

- *National Committee on U.S.-China Relations, Public Intellectuals Program, Fellow.* Jan. 2017- Dec. 2018.
- *Council on Foreign Relations College and University Educators Meeting.* April 2017.
- *Basin Harbor Teachers' Workshop*. Johns Hopkins University, Philip Merrill Center for Strategic Studies. June 2015.
- *Bridging the Gap International Policy Summer Institute (IPSI).* June 2015.
- *Bridging the Gap New Era Foreign Policy Conference*. 2012.

OTHER GOVERNMENT EXPERIENCE

KINECTION **June 2007- Aug. 2009**

Consultant (concurrent with pursuit of Ph.D.)

Conducted project management, research and design work for an e-learning company providing services to the United States Department of Defense. Projects included developing e-learning training solutions to improve cross-cultural competence for soldiers deploying to the Middle East (Army Research Institute, United States Army); a language and culture materials portal for intelligence professionals (United States Office of the Director of National Intelligence); i-pod based language learning solutions for the Navy (Center for Language, Regional Expertise and Culture, United States Navy); Institutional Review Board (IRB) materials for various Department of Defense projects; and task-based language and culture e-learning solutions for the Marines (Office of Naval Research, United States Navy).

UNITED STATES DEPARTMENT OF COMMERCE **June 2004- Dec. 2004**

Presidential Management Fellow

Office of the Secretary, Office of Budget, Washington, D.C.

International Trade Administration budget analyst. Duties included writing and presenting budget recommendations to senior management; justifying budget requests to and responding to information requests from United States Office of Management and Budget (OMB) and Congressional staff; and analyzing costs and benefits of budget proposals.

PRIVATE SECTOR EXPERIENCE

SEITZ CORPORATION **Jan. 2005- Apr. 2006**

President, Seitz China

Seitz China, Changzhou, China ($2 million USD annual budget, 100 employees, 8 direct reports)

Profit and loss responsibility for Seitz China including Seitz (Changzhou) Motion Control Co., Ltd., and Seitz (Changzhou) Precision Molding and Tool Co., Ltd. Wholly owned U.S. manufacturing firm. Managed manufacturing, engineering, sales, human resources, finance, quality, supply chain management, and government relations.

INGERSOLL-RAND COMPANY **May 1995- Aug. 2002**

Oracle Human Resource Management System Implementation Manager *Mar. 2001- Aug. 2002*

Ingersoll-Rand, Global Business Services, Huntersville, NC

Managed a team of analysts and consultants in the company-wide implementation of Ingersoll-Rand's Oracle Human Resource Management System including the professional HR application, Employee and Manager Self Service, Discoverer reporting, and relevant interfaces. Directed analysts and consultants in system development with the goal of meeting business requirements from both corporate stakeholders as well as business unit customers.

Oracle Human Resource Management System Project Manager *Oct. 1999- Feb. 2001*

Ingersoll-Rand, Global Business Services, Huntersville, NC

Represented a business unit with twelve facilities in a company-wide business process redesign for the functional areas of human resource management, training administration, self-service, executive compensation, leadership development, and expatriate administration. Participated in original design and configuration of Oracle Human Resource Management System and related interfaces for Ingersoll-Rand. Project managed system configuration, testing, training, and implementation for Ingersoll-Rand's Corporate Center. Provided implementation support for three additional business units comprised of eleven facilities.

Employee Relations Manager, Fluid Products Division *Apr. 1998- Sept. 1999*

Ingersoll-Rand, Production Equipment Group, Bryan, OH

Managed staffing, compensation, benefits, college relations, employee relations, human resource information system management, employee development, succession planning, performance management, and general government compliance for the salaried workforce at the Bryan facility and nationwide sales team. Division-wide (four facilities) responsibilities included coordinating the implementation of a new compensation system; conducting college relations forecasting and recruiting; supporting general human resource information system utilization; and facilitating division leadership review. Participated as member of the Angola, Indiana, facility negotiation team for bargaining unit contract negotiations.

Human Resource Representative, Tool and Hoist Division *Nov. 1997- Mar. 1998*

Ingersoll-Rand, Production Equipment Group, Liberty Corner, NJ
(Human Resource Management Development Program)
Supported the implementation of a Human Resource Information System for six facilities; facilitated cross -functional groups in Human Resource process analysis and redesign; and analyzed retained search firm cycle time.

Assistant Director, Human Resources, Torrington Wuxi Bearings Company *June 1996- Oct. 1997*

Ingersoll-Rand, Bearings and Components Group, Wuxi, China (1600 employees, 10 direct reports)
(Human Resource Management Development Program)
Introduced the newly established Sino-American joint venture's Director of Human Resources to Torrington's HR philosophy and general policies; developed a more effective HR department; improved communication relationship between the General Manager and the Director of Human Resources; developed a sales training program for local sales representatives; implemented a Total Quality Management program catered for Wuxi; assisted with organizational structure development and changes; facilitated a reduction in force affecting two hundred employees; identified local employee training needs; developed and implemented a comprehensive training curriculum for local employees; and created general HR policies and procedures designed to integrate the joint venture's current practices with the goals of Torrington. Member of the original joint venture negotiating team.

Human Resource Management Summer Intern *May 1995- Aug. 1995*

Ingersoll-Rand, Shanghai Ingersoll-Rand Company (Shanghai, China);
Xuan Hua Ingersoll-Rand (Xuan Hua, China); and *Construction and Mining Group* (Woodcliff Lake, NJ)
Researched human resource practices in U.S.-China joint ventures; assisted in formulation and negotiation of a housing policy; collected and translated human resource policies; compiled a Human Resources Handbook and joint venture HR profile; assessed job descriptions and training needs of HR Managers; prepared a detailed description of the employment relationship within the joint ventures; recommended a new system for job evaluation and salary grading; and investigated the human resource needs of the facilities.