

ANAÏS VALIQUETTE L'HEUREUX, PH.D.

Dr. Anaïs Valiquette L'Heureux is an accomplished Associate Professor of Public Administration, holding a Ph.D. in the field and eight years of experience at California State University, Northridge. Her teaching philosophy centers on empowering diverse student bodies with practical, impactful knowledge. She has extensive experience developing and teaching core courses in public administration, nonprofit management, policy evaluation, and ethics. She maintains a strong publication record in the fields of crisis prevention, corruption research and disaster sciences.

EDUCATION

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| 2017 | Ph. D. in Public administration, organizational theory & public management , National School of Public administration, Université du Québec, Montréal, Canada, Thesis entitled: <i>The Lac-Mégantic tragedy and the atrophy of vigilance in the public sector</i> . |
| 2016 | Graduate-level program in Public Management for executives (certificate program – ENAP / Université du Québec) |
| 2013 | M. Sc. in Public administration , analysis and organizational development stream, National School of Public administration, Université du Québec, Montréal, Canada, Master's memoir entitled "Inter-organizational dynamics and characteristics of critical infrastructure networks: impact on coordination and resilience": published in the <i>Journal of contingencies and crisis management</i> . |
| 2009 | B. Sc. in Political Science and Communication , Université de Montréal, (Québec, Canada). |

CURRENT POSITION

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| 2017 - | Associate Professor , Master of public Administration Program, Department of Criminology and Justice Studies
California State University, Northridge. |
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ACHIEVEMENTS AND LEADERSHIP HIGHLIGHTS:

Thesis supervisor

Supervised a total of 535 Master's Public Sector Management and Leadership student theses.

Academic Policy Committee.

Member of the Academic Policy Committee, Social and Behavioral Sciences.

Faculty advisor (AY2018-19 to 2020-21). Developed academic plans for all newly enrolled master's students

Chair of the MPA Curriculum Committee: Spearheaded two large-scale program redesign projects (PSML (2022-2024) and nonprofit management track; 2025-2026). Led the design of a new MPA Program Track and Certificate program in "*Data-Driven Governance and Organizational Change* (2025-2026).

SPECIALIZATION

- Climate adaptation policies
- Collaborative governance and Interorganizational networks
- Corruption and state capture
- Crisis management
- Critical infrastructure resilience
- Disaster prevention and post-accident learning
- Environmental protection regulations
- Human resources and organizational development
- Innovation management
- Leadership sciences
- Man-made hazards and natural disasters prevention
- Organizational and community resilience
- Organizational, public ethics
- Policy analysis
- Program evaluation, stakeholder-centered evaluations
- Project portfolio risk management
- Risk analysis and risk governance

TEACHING EXPERIENCE

Graduate-Level Courses taught:

- The Management of Public Sector Projects (MPA 624)
- Applied Program Evaluation (MPA 623B)
- Advanced Topics in Project Portfolio Management (XIPP 614)
- Crisis Management and Resumption of Operations (ENP 7224)
- Advanced Topics in Project Portfolio Management (Module 2: Innovation, Resilience and system's analysis): IBS-Americas (XIPP 914)
- The Management of Public Sector Projects MPA 624
- Organizational theory and human behavior (MPA 630)
- Graduate Project (MPA 698S)
- Research Methods for Public Administration (MPA 620)
- Social marketing and public communications (ENP 7118)
- Seminar in Public Administration and Its Environment (MPA 610)

Undergraduate-Level courses taught:

- Research Methods for Criminology and Justice Studies and Lab (CJS 380/L)
- Criminology and Justice Studies Methods and Lab (CJS 430/L)
- Ethics for Criminal justice (CJS 340)

Course developed:

- Analyzing and Managing Governance Networks in the Public Sector (MPA 665)
- Applied Program Evaluation (MPA 623B)
- Disaster management and environmental justice Seminar (CJS 454)
- Human dimension of risk management: Enterprise risk Management - Executive MBA (ENPC MBA Paris)

RESEARCH AND PUBLICATIONS

PEER-REVIEWED PUBLICATIONS

Anaïs Valiquette L'Heureux. **The 2026 Floods on Oahu, Hawaii: Lessons from a quasi-dam failure and natural catastrophe**. Sapienza University of Rome, August 24-27. European Group for Public Administration . "[Public Governance for the Common Good: Human Intelligence Serving the Global Community](#)" PSG 05. The Politics and Management of Policing and Public Safety: Public administration and risk. (Currently Under Review)

Mahdi Najafabadi, Anaïs Valiquette L'Heureux & Henrik Minassians (Forthcoming). **Simulation Analysis of the Impact of Measure G Reforms on Allocative Efficiency in Los Angeles County**. Digital Government Society [Dg.o2026 - 27th Annual International Conference on Digital Government Research](#) Under the theme: "Collaborative Digital Transformation for Public Value Creation" June 01-04, Omaha, Nebraska, U.S.A (Paper accepted: DGo. proceedings are annually published by Springer – Electronic Government, and Electronic Participation).

Valiquette L'Heureux, Anaïs. & Worley, Valerie. (2025). [Analyzing the Relationships Between Leadership, Motivation, and Modern-Day Crises \(2025\)](#). ". In Satinder Dhiman (Ed.) **The Palgrave Encyclopedia of Leadership and Organizational Change**. Springer Nature. Online ISBN 978-3-031-51650-4 Print ISBN 978-3-031-51650-4

Valiquette L'Heureux, Anaïs. (2024) [Sentinels with Proactive Risk Management Capacity: The Case of the California Spill Prevention and Response Network](#). International Oil Spill Conference Proceedings DOI: [10.7901/2169-3358-2024.1.340](#)

Valiquette L'Heureux, Anaïs. (2022). **The Case Study of Los Angeles City & County Fraud, Embezzlement and Corruption Safeguards during times of pandemic**. *Public Organization Review*, 22(3), 593-610. doi: [10.1007/s11115-022-00641-w](#)

van Niekerk, Tryna, Anaïs Valiquette L'Heureux and Natasja Holtzhausen (2022). **State capture in South Africa and Canada: A Comparative Analysis**, *Public Integrity*. <https://doi.org/10.1080/10999922.2022.2046968>

Valiquette L'Heureux, Anaïs. (2022). **"Capture and corruption in the Quebec Construction Industry"**. In Campbell, B. *Corporate Rules: The real world of business regulation in Canada: How government regulators are failing the public interest..* Lorimer publishers. (ISBN:9781459416956, 1459416953, Page count: 224. <https://www.lorimer.ca/academic/Book/3469/Corporate-Rules-The-real-world-of-business-regulation-in-Canada.html>

Valiquette L'Heureux, Anaïs. (2020). Regulatory Failure and the Theory of Regression: the Lac-Mégantic Crude Petroleum Spill and Human Tragedy. In: Brown, D. and J. Czaputowick. **Dealing with Disaster: Public Capacities for Crisis and Contingency Management**. International Institute of Administrative Sciences Press. (ISBN-13 979-8632600705.) <https://www.doi.org/10.46996/PGS.V2E1>

Bourgeois, Isabelle and Valiquette L'Heureux, Anaïs (2018) Organizational Evaluation Capacity Building : A Process Oriented Towards Stakeholders. In Hurteau, Marthe, Bourgeois, Isabelle and Houle, Sylvain (Eds) **“Program Evaluation focusing on the Stakeholder Dialogue: A Practical Wisdom”**. Presses de l'Université du Québec Chapter 8, pp. 131-147 / [French publication] (ISBN 978-2-7605-5049-0).
<https://www.puq.ca/catalogue/livres/evaluation-programme-axee-sur-rencontre-des-3363.html>

Therrien, M-C., Anaïs Valiquette L'Heureux, Julie-Maude Normandin, J. M & Pernelle Smith, (2016). **“Tightly coupled governance for loosely coupled wicked problems: the train explosion in Lac-Mégantic case”**, International Journal of Risk Assessment and Management, Vol. 19, No. 4, pp.260–277. (DOI: 10.1504/IJRAM.2016.079606).
<https://www.inderscience.com/info/inarticle.php?artid=79606>

Therrien, Marie-Christine, Stéphane Beauregard & Anaïs Valiquette L'Heureux, (2015). **“Iterative Factors Favoring Collaboration for Interorganizational Resilience: The Case of the Greater Montréal Transportation Infrastructure”**. International Journal of Disaster Risk Science, 6(1), 75-86. <https://doi.org/10.1007/s13753-015-0044-7>.

Valiquette L'Heureux, Anaïs & Marie-Christine Therrien, (2014). **“Tragedy at Lac-Mégantic: analysis of the systematic deficits of a foreseeable crisis”** In Robert Bernier (ed). Quebec's challenges (“Les défis Québécois”), University of Quebec Press.576 pages, chapter 20. pp. 459-481. (ISBN978-2-7605-3972-3).

Bernier, Robert & Anaïs Valiquette L'Heureux (2014). **“Quebecers speak: an opinion survey”**In Robert Bernier (ed). Quebec's challenges (“Les défis Québécois”), University of Quebec Press. 576 pages, Chapter 21, pp. 483-520. (ISBN 978-2-7605-3972-3).

Valiquette L'Heureux, Anaïs & Marie-Christine Therrien, (2013). **“Interorganizational Dynamics and Characteristics of Critical Infrastructure Networks: The Study of Three Critical Infrastructures in the Greater Montreal Area.”** Journal of Contingencies and Crisis Management 21.4: 211-224.4, December, p. 211-224 DOI: 10.1111/1468-5973.12030). <https://onlinelibrary.wiley.com/doi/10.1111/1468-5973.12030>

Valiquette L'Heureux, Anaïs (2013). **Managing the risks of major crisis : an empirical analysis of the resilience potential of a critical infrastructure network**. in Villeneuve, Jean-Patrick & Savard, Jean-François, (eds.). “Confronting ideas, Public administration's actual functioning in the 21st century: Examples from Switzerland and Canada”. [French publication : (“Gérer les risques de crises majeures : une analyse empirique du potentiel de résilience d'un réseau d'infrastructures essentielles” in “Confronter les idées : le fonctionnement réel de l'administration publique au XXI^e siècle : Exemples de la Suisse et du Canada”) Université of Québec Press, 138 pages, N3958, ISBN 9782760539587.

RESEARCH AND CONSULTATION REPORTS

Valiquette L'Heureux, Anaïs, for the City of Beverly Hills (March 26, 2024). **Beverly Hills Local Evaluation Plan: Organized Retail Theft Prevention**. Available online: <https://www.bscc.ca.gov/wp-content/uploads/2025/02/Beverly-Hills-Police-Department.pdf>

Valiquette L'Heureux, Anaïs (2019). **California's Risks and Crisis Prevention Effectiveness - Assessing the Resilience of the Oil and Gas Infrastructure Network**. Fellowship Research Report. College of Social and Behavioral Sciences. May 10, 2019.

Bourgeois, I. and Valiquette L'Heureux, A. (2016). **Survey conducted with the customers of the Renovation Quebec Program**. Program Evaluation for Gatineau city. Analysis of the program Renovation Québec and its outcomes for the City of Gatineau. Consultation Report, 2016.

Organizational consulting directorate, University of Québec's National School of Public administration (ENAP) under the direction of Eric Charest, with the collaboration of Anaïs Valiquette L'Heureux. (2016). **Access to equality : the representation of Target Groups within Faculty: Research on the effectiveness of affirmative action program for a large research institution**. Professor Éric Charest, PhD, CRHA. Consultation report.

ENAP's Public Administration PhDs program committee (2015). **Program evaluation of the Public Administration Doctoral Degree**. Under the direction of Jean-Louis Denis, with the collaboration of Anaïs Valiquette L'Heureux. Program evaluation/research report).

Center for research on Governance (CERGO) under the direction of Therrien, MC, with the collaboration of Valiquette L'Heureux, Anaïs, Pernelle Smits and Benjamin Bélair (2014). **Analysis of Quebec's Industrial Research Center's strategic positioning within Quebec's Open Innovation ecosystem and innovation governance network (2014)**. (*"Le positionnement du CRIQ au sein du système d'innovation au Québec"*). Consultation Report, 2014.

ENAP's Masters in Public Administration for analyst program committee (2013). **Analysis of the strategic positioning of the Master of Public Administration Program at ENAP**. Under the direction of Stephanie Gagnon, with the collaboration of Anaïs Valiquette L'Heureux. Self-assessment/program evaluation research report.

Center for research on Governance (CERGO) (2013). **Synthesis of findings of an A (H1N1) crisis management report mandated by Montreal's Public Health Directorate (2013)**. Under the direction Marie-Christine Therrien and Luc Bernier, with the collaboration of Julie-Maude Normandin and Anaïs Valiquette L'Heureux. Confidential reports aiming to learning lessons from the A (H1N1) crisis. Crisis post-mortem report/ Consultation report.

PEER-REVIEWED CONFERENCE PRESENTATIONS

Anaïs Valiquette L'Heureux (2026). **The 2026 Floods on Oahu, Hawaii: Lessons from a quasi-dam failure and natural catastrophe**. Sapienza University of Rome, August 24-27. European Group for Public Administration . ["Public Governance for the Common Good: Human Intelligence Serving the Global Community"](#) PSG 05. The Politics and Management of Policing and Public Safety: Public administration and risk.

Mahdi Najafabadi, Anaïs Valiquette L'Heureux & Henrik Minassians (2026) **Simulation Analysis of the Impact of Measure G Reforms on Allocative Efficiency in Los Angeles County**. [Dg.o2026 - 27th Annual International Conference on Digital Government Research](#), June 01-04, Omaha, Nebraska, U.S.A

Valiquette L'Heureux, (2024) [Sentinels with Proactive Risk Management Capacity: The Case of the California Spill Prevention and Response Network](#). Session: Best Practices and Protocols. International Oil Spill Conference. New Orleans, May 13-16 2024.

Valiquette L'Heureux, Anaïs (2023), **Lessons from the CSUN Master of public administration program redesign**. IASIA 2023 "Building Better Futures of Governance towards Achieving the SDGs in a VUCA World." Manila, July 31- August 4, 2023. NCPAG, UP Diliman. Working Group 1: Education and Training program: Aligning missions and Quality

Valiquette L'Heureux, Anaïs (2023). **Addressing systemic complexity as competency for governance networks**. IASIA 2023: "Building Better Futures of Governance towards Achieving the SDGs in a VUCA World." Manila, July 31- August 4, 2023. NCPAG, UP Diliman. Panel track: Metropolitan governance issues, debates and ways forward.

Shabhazi, Sheila and Valiquette L'Heureux, Anaïs (2023). **Union Membership Dynamics on Employee Work Motivation: Understanding Factors Influencing Voluntary Employee Turnover to Enhance Human Resource Management Strategies**. IASIA 2023: "Building Better Futures of Governance towards Achieving the SDGs in a VUCA World." Manila, July 31- August 4, 2023. NCPAG, UP Diliman. Working Group 8 Public Sector Human Resources Management.

Nunez, Jackie and Valiquette L'Heureux, Anaïs (2023). **Examining Best Practices for Public Engagement to Support Climate Adaptation Among Vulnerable Populations**. IASIA 2023: "Building Better Futures of Governance towards Achieving the SDGs in a VUCA World." Manila, July 31- August 4, 2023. NCPAG, UP Diliman. Working group 3 Public Sector Reform : Session 4 : Reform, Processes and Finance.

Valiquette L'Heureux, Anaïs, Tryna van Nierkerk and Natasja Holtzhausen. (June 6th, 2022) **State capture: Results and transferable Lessons from a Comparative Analysis**. IIAS-EUROMENA 2022 Conference. Next Generation Governance and Young Global Public Administration: Mobilizing People, Skills, Energies for a Sustainable New Normal. Rome, on June 27-July 1. The University of Rome Tor Vergata;

Valiquette L'Heureux, Anaïs (2021) **Critical Infrastructures at risk: The lessons Learned from the Lac-Mégantic Oil Spill**. 04/16/2021. Water Resources and Policy Initiatives 2021 conference.

Anaïs Valiquette L'Heureux and Grace Komjakraphan 2021. **The paradox of self-regulated industries in an environmental justice era**. Session : Using the Fourth Industrial Revolution to correct the mistakes of earlier IR. IASIA 2021 Conference Public Administration & Industry 4.0/4IR. Bela Bela, South Africa. July 26-30 2021
<https://unpan.un.org/node/1139>

Minassians, Henrik, Anaïs Valiquette L'Heureux and Tatevik Sargsyan, (2021) **Citizen Participation during COVID-19: Challenges with Managing Public Networks** EGPA Virtual Workshops. March 18, 2021.

Valiquette L'Heureux, Anaïs and Werthe, Christopher* (2020). **Ethics, reliability and risk detection in the oil and gas industry: an assessment of the State of California's oversight system's prevention effectiveness**. Presentation in the Panel entitled: E1. Resilience Studies: Collaborative Climate Disaster Governance. December 15th 2020. *90th Anniversary Conference of the International Institute of Administrative sciences*. December 15-18 2020.

Valiquette L'Heureux, Anaïs (2020). **Resilience and prevention in an age of uncertainty. from reactive to proactive risk detection processes in public administration**. Presentation in the Panel entitled: *Resilience and disaster management: Conclusions*. June 26th 2020. *Annual Conference of the International Institute of Administrative sciences*. June 23 to June 26 2020.

Vickie Jensen With Bruce Zucker, Kay Pih, Dave Ballard, Eric Gamino, Anaïs Valiquette L'Heureux, Nayan Ramirez and Katherine Lorenz. (2019) **Building the Department We Need** Roundtable presentation, American Annual conference of the American Society of Criminology. San Francisco. November 17-20, 2019.

Valiquette L'Heureux, Anaïs (2019). **The Lac-Mégantic Treagedy and Lessons learned: Vulnerability analysis of the Lac-Mégantic rail catastrophe**. 14th Annual Environmental and Occupational Health (EOH) Technical Symposium hosted by the CSUN Environmental & Occupational Health Alumni Chapter. Northridge, April 3, 2019.

Valiquette L'Heureux, Anaïs (2018). **Regulatory Failure: Case Study of the Lac-Mégantic Crude Oil Spill and Human Tragedy**. "Globalization, Territory and Integration, Working Group XIV: Corruption". International Association of Schools and Institutes of Administration (IASIA) and the Latin American Group for Public Administration (LAGPA). Lima, Peru. July 23- 26 2018.

Valiquette L'Heureux, Anaïs (2018). **Prevention policies, crisis response and risk management in the oil and gas sector**. Session: GS04: Social sciences and services, Canadian Risk and Hazard Network Symposium (CHNet), Vancouver, October 31, 2018.

Valiquette L'Heureux, Anaïs (2018). **Transnational railroad security : The Lac-Mégantic derailment and its international and international borders' impacts**. Conference presented at the 2018 edition of the "Borders in Globalization" Summer school National School of Public Administration (ENAP), Montreal, April 30-May 5, 2018.

Valiquette L'Heureux, Anaïs (2017). **The public governance framework with regards to major hazards: a Critical analysis**. *Public forum on Disaster risks reduction* as part of the *Fifth Regional Platform for Disaster Risk Reduction in the Americas*, hosted by the Government of Canada in cooperation with the United Nations Office for Disaster Risk Reduction (UNISDR). Environmental Sciences Institute, Université du Québec à Montréal. March 7 – 9, 2017.

Valiquette L'Heureux, Anaïs (2016). **Technological Risks: the Lessons from the Lac-Mégantic case study**. Economic Austerity and Ecological Threats: an Opportunity to Rethink Research and Action in Public Health. Annual conference of the Francophone association for the advancement of Sciences (ACFAS) Montreal, May 12, 2016.

Valiquette L'Heureux, Anaïs (2016). **Disaster resilience and the Lac-Mégantic crisis : what have we learned?** 13th Annual Symposium of the Canadian Risk and Hazards (Knowledge and practices) Network (CRHNet) in Montréal, Québec. November 23- 25, 2016.

Valiquette L'Heureux, Anaïs (2016). **The Lac-Mégantic tragedy and the atrophy of vigilance in the public sector**. Peer-reviewed poster presentation at the Performance and Planning Exchange (PPX) 2016 Symposium, Ottawa, May 18th and 19th.

Therrien, Marie-Christine, Anaïs Valiquette L'Heureux, Julie-Maude Normandin & Pernelle Smits, (2014). **Tightly coupled governance for loosely coupled wicked problems**. 30th European Group of Organizational studies – EGOS Colloquium: *Reimagining, Rethinking, Reshaping: Organizational Scholarship in Unsettled Times*. July 3-5 Rotterdam School of Management, Erasmus University, The Netherlands.

Valiquette L'Heureux, Anaïs (2013). **Interorganizational Dynamics and Characteristics of Critical Infrastructure Networks: The Study of Three Critical Infrastructures in the Greater Montreal Area**. Multi-sectorial colloquium entitled "Planning and crisis management: contingency, resilience and coordination" at the 81st Congress of the Francophone Association for Knowledge (ACFAS), Université Laval, Quebec city, Canada: May 8, 2013.

Valiquette L'Heureux, Anaïs (2011). **The study of resilience within Greater Montreal's critical infrastructures** Conference held at the Student conference on management, Hautes Études Commerciales, HEC- Montréal, Business school, Montréal, May 9, 2011.

Therrien, Marie-Christine., Julie-Maude Normandin & Anaïs Valiquette-L'Heureux (2010). **"Building intra and interorganizational resiliency: adaptive fit for better crisis management"** June 22nd, Society for Risk Analysis Europe, London, June 21st to 23rd.

OTHER PUBLICATIONS

Therrien, Marie-Christine & Valiquette L'Heureux, Anaïs (2012). "**Crisis management**" in Côté, Louis & Savard, Jean-François (eds.). "**The encyclopedic dictionary of public administration: the reference for understanding public action**" Québec, Public administration's observatory ("L'Observatoire de l'administration publique"), Publication of Québec's national School of Public Administration.

Valiquette L'Heureux, Anaïs & Maude Marquis Bissonnette (2013). **For an integrated governance and strategic mobilization of levers of excellence** ("*Pour une gouvernance intégrée et une mobilisation judicieuse des leviers d'excellence*"). Co-authorship of a Public hearings memoir in the context of the "Higher Education Summit held by the Québec's Department of Higher Education, Research, Science and Technology (MESRST). Published online Feb. 6th.

RESEARCH EXPERIENCE

Current project: Since 2025 **Local-level Disaster Preparedness and Critical Infrastructure Resilience**. [IRB-FY24-417]

The purpose of this research is to understand how disaster risk (for example, fires, floods, wind events and cyclones) is handled at the local level in various county and city agencies across the United States. The study focuses particularly on:

- Disaster preparedness
- Learning and adaptation to emerging threats
- Community resilience
- Municipalities and Counties' relationship to SDP Goal 13: Climate action
- Critical infrastructures' resilience (for instance, water, energy and transportation networks)

2024- **Organized retail theft Prevention Effectiveness**

Project lead and principal investigator on the "Organized Retail Theft Prevention Project" in partnership with the Beverly Hills Police Department Bureau of State and Community Corrections (BSCC). \$180 000 Sponsored project.

2021- **IRB-FY22-6D6 Ethical crises and scandals in the public sector**

How effective are deterrence and preventive measures currently in place within the County of Los Angeles to fight corruption? This project proposal aims at exploring actions taken by Los Angeles County to mitigate the chances or impacts of

workarounds, abuse of discretions, capture and other types of corruption, more specifically, that occurs through ambiguities in the policies of LAC's Departments.

2018-2021 Prevention Effectiveness in the Oil and Gas industry [IRB-FY18-65]

How effective is the governance network of energy production industries & chemical risks? This study analyzes California's Risks and Crises Risk Governance Network and focuses on the determinants (antecedents) of Prevention Effectiveness. The study produced a systemic assessment of the capacities and effectiveness of the Southern California/Los Angeles areas' risk oversight and catastrophe prevention in the sectors of energy production and chemical risks. Funded by the CSUN Summer Research and CSBS's 2018-2019 Research Fellowship Grant.

2013-2017 The Lac-Mégantic tragedy and the atrophy of vigilance in the public sector" [doctoral thesis]

University of Québec's National School of Public administration (ENAP). Empirical study of the atrophy of vigilance processes within the Canadian railway risk oversight system. This project's a framework for detecting and managing the process of atrophy of vigilance in risk regulation systems was elaborated.

Under the supervision of Marie-Christine Therrien, Doctoral degree, Professor at ENAP and thesis director. Jury members; Frank Guarnieri, PhD, director of the Research center on risks and crisis of Mines ParisTech University, Christophe Roux-Dufort, PhD external member and qualified teacher in Management, Faculty of Administration Sciences, Laval University, Tatiana Garakani, PhD and Stéphane Roussel, Professors at ENAP.

2016 The role of diversity climate and diversity practices of diversity in the retention and the performance of the immigrant in the workforce a multilevel perspective

Research assistantship for the collection of statistical data, literature review, writing and analysis for a submission to Canada's Social Sciences and Humanities Research Council- Insight Grants. Under the supervision of Professor Éric Charest.

2016-2017 Transformative capacity of Canadian Health Care systems

Study of the transformational capacity of the provinces of Nova Scotia, Manitoba, and Alberta, in Canada with regards to health care systems reforms. Canada's research chair on governance and transformation of health care organizations (GETOSS). Under the supervision of Professor Jean-Louis Denis, PhD

2015-2016 Quality improvement techniques and the transformation of organizational practices: a review of the health sector and generic management literature.

Research scholar's mandate. Analysis of health management literature under the supervision of Professor and Canada's research chair on governance and

transformation of health care organizations and systems (GETOSS). International collaborative research project entitled: With the collaboration of School of Business Administration (“École Supérieure de Commerce de Paris”) Dr. Olivier Saulpic and Dr. Philippe Zarlowski; University of Guadalajara, Dr. Émilie Bérard. Under the supervision of GETOSS Chairholder and Professor Jean-Louis Denis, PhD.

2016 Evaluation capacity building and organizational performance

Literature review and writing of scientific articles for University of Québec’s National School of Public administration (ENAP). Under the supervision of Professor Isabelle Bourgeois, PhD.

2016 Ethical risks within the public sector and Municipal corruption project

Empirical study of public servants and employees’ deviant behavior, organizational culture and systemic factors of unethical behavior and deviance. Literature review on public ethics and ethical risks within public organizations. University of Québec’s National School of Public administration (ENAP), in Partnership with Université du Québec à Montréal (UQAM) and Laval University. Under the supervision of Professor Yves Boisvert, PhD.

2014-2015 Governance Processes for Urban Resilience: Towards strategic planning of resilient cities

Assistantship and web platforms design. Collaborative project aimed at the sharing of knowledge and experiences of municipal partners and scientists about crises, risk and resilience and to build governance bridges (processes) leading to an optimal and integrated strategy for managing resilience. Partnering institutions: King’s College London: Integrated Research on Disaster Risk (IRDR), directed by Professor Mark Pelling; Louise Bradette, director; of Montreal’s Coordination center; The City of London’s Resilience Partnership: “London Resilience Forums”, under the authority of Resilience London. Under Professor Marie-Christine Therrien’s supervision.

2013-2015 Internal assessments of ENAP’s Masters in Public Administration program (MPA) for analysts and of the doctoral studies-level graduate programs (Public Administration PhD and graduate certificate)

Research and evaluation mandate from the MPA’s and doctoral program committees, involving multiple methods of analysis, including statistical, qualitative analysis and international comparison. Under the supervision of Professor Jean-Louis Denis, PhD., Gérard Divay, PhD and Stéphanie Gagnon, PhD., director of the research and teaching directorate.

2012-2014 Collaborative research grants applications to Social Sciences and Humanities Research Council of Canada (SSHRC)

Administrative and coordination support to the following projects: Fundamental Determinants of Urban Resilience (2014) and Urban resilience indicators (2012). Under the supervision of Marie-Christine Therrien.

2010-2013 **Resilience of critical infrastructures: Greater Montreal's telecommunication, energy and Transport networks**

Mixed-method empirical study of Montreal's critical infrastructures resilience. Comparison of the external and internal resilience attributes within 3 CI networks (energy, transportation and telecommunications). Assessment of the coordination potential of private and public entities involved in risk and crisis management networks. With the financial support of the Social Sciences and Humanities Research Council (SSHRC) of Canada Under the supervision of Dr. Marie-Christine Therrien. Director of Cité-ID LivingLab Urban Resilience Governance, National School of Public administration (ENAP), Montreal, Canada.

2009-2010 **The Canadian Policy Landscape: myths and realities, A Québec's perspective**

Research and editing assistant, data collection, quantitative analysis, production of tables and scientific writing. This collective work addresses Canadian public policies with respect to Québec's population perceptions. The Book is entitled: "L'espace canadien: mythes et réalités, une perspective québécoise" and was published at University of Quebec Press. ISBN 978-2-7605-2565-8). The analysis involved the use of statistical techniques and scientific popularization and support of collaborators from multiple institutions. Under Professor Robert Bernier, PhD's supervision.

GUEST SPEAKER PRESENTATIONS

Valiquette L'Heureux, Anaïs. (2023). **Lessons from the CSUN Master of Public Administration program Redesign**. Part of the Track: Education and Training in Public Administration". International Association of Schools and Institutes of Administration's (IIASIA) Annual conference under the theme: "Building Better Futures of Governance towards Achieving the SDGs in a VUCA World." Conference. Location: National College of Public Administration and Governance, (NCPAG) University of the Philippines. July 31st, August 4, 2023.

Vieldkamp, Emily; V and Valiquette L'Heureux, A (2025) **Understanding Factors Influencing Voluntary Employee Turnover To Enhance Human Resource Management Strategies**. University of the Philippines. July 31st, August 4, 2023.

Valiquette L'Heureux, Anaïs & Ian Podger. (2023). **Metropolitan Governance: Issues, Debates And Ways Forward: Tailoring PA teachings to the new challenges of contemporary metropolitan governance** Interactive workshop session under the theme: University of the Philippines. July 31st, August 4, 2023.

Valiquette L'Heureux, Anaïs. (2021). **Regulatory Failure and the Theory of Regression: The Role of Regulation and Regulatory Authorities in relation to Crises**. Presentation as part of the Official Launch of the Book "Dealing with Disaster", Feb. 25th 2021. University of Ottawa

Valiquette L'Heureux, Anaïs and Salazar, Jaclyn* (2020). **Discretion, Workarounds, and performance pressures: Assessing the public sector's ethical risks and ethical challenges in a COVID-19 era. 90th Anniversary Conference of the International Institute of Administrative sciences**, December 15-18 2020.

Valiquette L'Heureux, Anaïs. (2020). **Regulatory Failure and the Theory of Regression: The Role of Regulation and Regulatory Authorities in relation to Crises**. Presentation in e-Panel on Dealing with Disaster – chaired by David Brown and Piotr Matczak. December 17, 2020. Click here for the [Facebook recording link](#)).

Valiquette L'Heureux, Anaïs, Christopher Werthe* and Ashley Grant (2019). **Prevention effectiveness: A Case Study of Southern California**. Showcase Summer grant presentation summarizing CSUN Summer Research and CSBS's 2018-2019 Research Fellowship Grant. February 28 2019. Presentation by Christopher Werthe.

Anaïs Valiquette L'Heureux, (2019). **Current issues in civil service: the challenge of workforce renewal**. Panel presentation, ENAP Québec. Québec city, October 3, 2019.

Anaïs Valiquette L'Heureux, (2017). **“The atrophy of vigilance”: applying theory to case studies.** Lecture and seminar given at ENAP upon invitation of Professor Marie-Christine Therrien. March 10th 2017.

Anaïs Valiquette L'Heureux, (2011). **Capacity of the telecommunication network to face crises.** Conference held at the 49th meeting of the Quebec Regional Emergency Telecommunications Committee (RETC) of Industry Canada Department, Sorel-Tracy, Canada: November 15th 2011.

Anaïs Valiquette L'Heureux, (2011). **Critical infrastructure resilience: telecommunication network.** Conference at the 48th meeting of the Quebec Regional Emergency Telecommunications Committee (RETC) of Industry Canada at Lac-Beauport, April 19th 2011. Collaborator: Iseut Beauregard-Guérin.

SPONSORED PROJECTS, GRANTS AND AWARDS

2026: Building Access for Support and Effort (BASE). Grant Program: California State University Northridge: Funds awarded: 3 units of reassigned time (AY). Award date: August 12, 2026.

2024-2027 Beverly Hills Police Department : Organized Retail Theft Grant. Principal Investigator on a 4-year consultancy partnership through the University Corporation (TUC). Funds Awarded: \$180,000.

Note: one additional year of funding – \$42,000 under consideration by the BSCC.

2023-2027: Large Grant Program: California State University Northridge: Funds awarded: 9 units of reassigned time (AY).

2023 CSUN RSP Grant : Building Collaborative networks. Funds awarded: \$3,000.

2021 Research Stimulus Grant Faculty affairs, for the project: Prevention effectiveness in the Oil and Gas industry in Southern California. Assigned time (3 units equivalent), Fall 2021 Semester.

2020 CSUN Research and Sponsored Project Summer Research Grant. For the research project: Preparing for oil and gas infrastructure failure due to seismic events: Assessing network resilience and mapping vulnerable populations with geospatial technology. Funds awarded: \$3000.

2019 “**Influential Alumni**” recognition award. National School of Public Administration

Selected by an independent jury to be recognized as member of the “*network of influential alumni*” that the university recently inaugurated. The other 10 awardees of this year are senior officials and senior civil servants in the Governments of Canada and of the State of Québec: There are Immigration, Aboriginal Affairs, Transportation and Energy Deputy ministers, Assistant deputy ministers and Québec Appeal Court Judge, etc.

2018 **Research Competition Grant:** CSUN College of Social and Behavioral Sciences Academic Year 2018-2019 Competition.

For the research project: Prevention effectiveness in the oil and gas industry. Funds awarded: \$5907.

2018 **Grant Awardee** Office of Research and Sponsored projects, CSUN, Summer Grant “Proof of Concept” Competition 2018.

For the project: Building societal resilience in California. Funds awarded: \$3000.

2017 **Research Fellow** of the College of Social and Behavioral Science: Academic year 2018-2019. For the Project: Prevention effectiveness in Southern California Funds awarded: 12 units reassigned time (1 semester) and an additional research budget of \$5000.

2016 **“Innovative Theoretical Contribution”** recognition award. Canadian Association of Programs in Public Administration (Announcement June 6 2016). For the Conference paper entitled “Public management’s incapacity to recognize and act upon imminent risks: Lac-Mégantic Tragedy’s case study” presented at CAPPAS’ annual conference, Québec city.

2013 **Gérard -Bergeron Award** 2013 (\$1,000 CAD). National School of Public administration (ENAP) for Best cumulative average in the Masters’ degree program for analysts.

2011 **PhD Research Fellowship** (Funds awarded: \$60,000 CAD over 3 years). Québec’s government Research on Culture and Society Fund’s Doctoral Scholarship program.

2010 **“Outstanding Scholarship grant (Bourse d’Excellence”)**, National School of Public administration (ENAP) (Funds awarded: \$1,500 CAD). Award for the M.Sc. Master’s thesis entitled “Crisis coordination: empirical study of Montreal’s transport, telecommunication and energy networks”

**EXTRA-MURAL FUNDING PURSUED AS LEAD PROJECT
INVESTIGATOR**

2021 National Science Foundation: Decision, Risk and Management Sciences (DRMS- # 98-1321). With the collaboration of Co-PI, Regan Mass, PhD. Funding pursued \$480,138. (Not funded)

2018 National Science Foundation. Prevention against extreme events Program. With Regan Mass, PhD. Co-PI. Funding pursued: \$615,856 (Not funded)

2018 California Sea Grant Funding pursued: \$105 187 (Not funded).

2018 California Strategic Growth Council. Climate Change Research Program (April. Funding pursued: \$533 827. (Not funded)

TRAINING AND PROFESSIONAL DEVELOPMENT

- 2025 Faculty Development's online Training Modules "**Teaching Toolkit**"
- Policies & Teaching Guidance
 - Teaching through Disruption
 - Syllabus Ideas & Policies
- 2024 The Association of College and University Educators (ACUE)'s **Effective Online Instruction** and **Inclusive Online Teaching** Webinar Series
- 2023 Collaborative Institutional Training initiative. (CITI) **Human Subject Research (HSR) training** "Basic Course for Social-Behavioral-Educational Researchers (Stage -1) approx. 9 hour course. (Course intended for Principal investigators in the Field of Social Sciences).
- 2021 CSUN Faculty Development "**Get Up to Speed with Online Teaching**" (approx. 15 hour course) Course intended for faculty teaching at least one online course: presents many features in Canvas, Zoom, etc.
- 2021 FEMA: **Emergency Management Institute : An Introduction to the National Incident Management System (NIMS)** (FEMA IS-700b (approx. 4-hour course) Introductory courses for emergency managers and volunteers.
- 2021 FEMA: Emergency Management Institute : **Introduction to Incident Command System**, ICS- 100c (approx. 4-hour course) FEMA-based training.
- 2021 University Professional and Continuing Education Association (UPCEA) (UPCEA) – **Reaching and Teaching Every Learner Everywhere**. Workshop on how to improve student outreach and promoting inclusion of all within the virtual classroom's space.
- 2020 Tools & Tips for Virtual Education Programs: **An Introduction to Collaborative Online International Education and 100K Partnerships**. Hosted by The Innovation Fund team at Partners of the Americas, the U.S. Department of State, Bureau of Western Hemisphere Affairs, and the State University of New York (SUNY)'s Collaborative Online International Learning (COIL) Center.
- 2020 **Student Advisors training** hosted by the Director of Student Service Center/ Educational Opportunity Program (EOP).
- 2018-2019 Faculty Technology Center workshops training sessions. "**Canvas Essentials**" and "**Accessibility & Universal Design**".

SERVICE TO THE ACADEMIC COMMUNITY

SERVICE TO THE INTERNATIONAL COMMUNITY: (Conference Chairmanship)

- 2026** **Panel on Ethics/ Scandals in Public Administration Teachings.**
Beyond Borders: Preparing a risk and crisis-aware workforce: An International Dialogue. "Rethinking Governance for a Changing World" IASIA 2026 conference International Association of Schools and Institutes of Administration. IASIA Athens 2026, October 12-16 (Forthcoming) Participants Natalie Recour (Belgium) Natasja Holtzhausen; Amina Jakoet-Salie (South Africa) and Hamid E. Ali (UEA). Co-Chair: Kristoffer Berse (University of Philippines)
- 2023** **IASIA 2023: Panel / track chair: Metropolitan governance issues, debates and ways forward.** Annual conference under the theme: "Building Better Futures of Governance towards Achieving the SDGs in a VUCA World." Conference. Location: National College of Public Administration and Governance, (NCPAG) University of the Philippines. July 31st, August 4, 2023.
- 2022** **IIAS-EUROMENA 2022:** Tor Vergata, Joint Conference International Institute of Administrative sciences.

Chair of the Conference track: **Community Leadership and Public Leadership.** Panelists; Cesar Gonzalez, Eloy Oliveira, Younes Abouyoub, PhD, Paola Lucantoni, PhD.
Conference entitled; Next Generation Governance and Young Global Public Administration: Mobilizing People, Skills, Energies for a Sustainable New Normal. June 27 - July 1, 2022 (Rome, Italy) Hybrid conference.
- 2021** **International Association of Schools and Institute of Administration. 60th anniversary of IASIA**

Co-Chair and rapporteur of track entitled: Owen Podger and Anaïs Valiquette L'Heureux ask "How Can 4IR Help Addressing Contemporary Challenges?"; Using 4IR To Correct Mistakes of Earlier IRs".

Conference entitled: "**Public Administration & Industry 4.0/4IR – [Fourth Industrial Revolution]**" Bela Bela South Africa Hybrid conference.

- 2020** **Covid-19 impacts on the public sector: A Californian Perspective.** As part of the 90th Anniversary Conference of the International Institute of Administrative sciences. December 15-18 2020. Co-Chair: Henrik Minassians. Panelists: Steven Golightly, Ariane David, David Caine, Erick Schockman and Natasha Brown. Dec. 17th 2020. Online (Virtual) Conference.
- 2020** **Chaired the “Resilience” Track** and three conference Sessions, at the Annual Conference of the International Institute of Administrative sciences. June 23 to June 26 2020.
- Including the presentation “Resilience and prevention in a age of uncertainty : from reactive to proactive risk-detection processes”
- 2018** **International Association of Schools and Institute of Administration and the Latin American Group for Public Administration (LAGPA)** in close collaboration with the Peruvian National Authority for Civil Service (SERVIR) Joint Conference. Session title : Sub-theme XIV : Corruption Co-Rapporteur, « working group » on Corruption, Chaired by Antonio Maldonado.
- Conference Entitled; 2018 IASIA-LAGPA Conference, Globalization, Territories and Integration. 23-26 July, Lima, Peru.

UNIVERSITY-LEVEL SERVICE

International Education Council: Representative of the Criminology and Justice Studies Department. 2019- 2023

This council’s role is to promote “globalization of the academic, research and innovative programs and to provide University-wide awareness of the academic value of international relationships/initiatives”. Responsibilities include: to promote and develop partnerships, Study Abroad programs, CSUN’s institutional policies regarding international students’ exchanges and international agreements.

Subcommittee Chair, International Education Council: October 2020- 2024

The Subcommittee of the IEC meets in between IEC meetings to prepare for the meeting’s discussions. This year the members of the subcommittee were charged with surveying members about the internationalization of CSUN.

Academic Assessment Liaison Committee 2020- 2025

Member of the AALC as representative of the MPA program. The University Assessment Liaison Committee (ALC). The University Assessment’s Committee goals are to “Disseminate information and assistance to departments/programs,

Mentor assessment leaders by working with members of the University Assessment Liaison Committee, Identify and share best assessment practices and Maintain annual college assessment reports.”

CSUN Assessment retreat – 2020/2021 AY

Members of various departments came together and volunteered to contribute to the *Campus Assessment Improvement plan* during the assessment retreat,

COLLEGE-LEVEL SERVICE

Member of the MPA Redesign Group ; appointed by Tseng and CSBS. 2020 – 2021

The Tseng College and the College of SBS jointly mandated a group of 30 faculty members to work on the redesign of the Master of Public Administration program. The members are responsible for developing new Program and Student Learning objectives, and developing 12 new courses, to be taught starting Fall 2022. Start Date: 09-11-2020.

Member of the MPA SBS Redesign “Review” Committee

The members are responsible for Reviewing all new proposed MPA Courses, including descriptions and sample syllabi, Program and Student Learning objectives. This Committee established in Fall 2020, has met on 10/15 2021, 10/29/2021, 11/09/2021, 12/03/2021.

Member and Co-Chair Academic Policy Committee of the College of Social and Behavioral Sciences, Spring 2018 –Fall 2019

The **College of Social and Behavioral Sciences’ Academic Planning Committee** is the highest academic governance oversight body within the College. It is entrusted with the revision and acceptance of all program or course modifications made by representatives of the College’s Departments. Representative of the criminology and Justice Studies Department representative and was elected Co-Chair of APC.

The Chair and the Co-Chair of the ACM alternate in their attendance of the College of Social and Behavioral Sciences *Administrative Committee Meeting* (ACM), the highest executive-level governing body of the College and are invited to join the members of ACM when matters that pertain to Curriculum are discussed.

DEPARTMENT – LEVEL SERVICE

2017 – Curriculum Committee Chair, Masters of Public Administration program.

The Curriculum Committee is formed by Dr. Henrik Minassians and chaired by Anaïs Valiquette L'Heureux. Its mission is to oversee the governance of the curriculum in the MPA Program, conduct ongoing program assessment and collaborate with part-time and other department faculty to establish an integrated and harmonized curriculum in the MPA Program. Responsibilities include reporting to the AALC and producing self-audit required for WASC program accreditation

2019 –2024 Chair of the Criminology and Justice Studies Department's International Committee.

This Committee is responsible for developing strategies related to the internationalization of the curriculum, connecting with international scholars/institutions and exploring potential cross-national collaborations. Start date: Sept. 4th 2020.

2018 – 2026 Special sessions instructor

MPA 698S- Graduate project pre-enrollment workshops In collaboration with Henrik Minassians: 3 per academic semester since

2018 –2021 Faculty Advisor for the MPA Program

The role of the Faculty Advisor of the MPA Program is to council on-campus students with courses selection. Other duties include accompanying returning students in the new curriculum requirements, dealing with special advising referrals from other faculty and the MPA Program director. Collaborating with the CSBS and Tseng College Staff to accompany students with special issues, including enforcing policy and familiarizing students with internal procedures.
Start Date: 07-01-2018. End date: 05/28/2021

2017 Hiring committee member, Criminology and Justice Studies

A Department-wide Search Committee was formed to recruit 2 Criminology and Justice Studies Professors in the Specialization of Juvenile justice and Victimology. Appointment: 2 Assistant professors

Start date: Approx. 10-05-2017 End date: Approx. 12-12-2017.

PROFESIONAL MEMBERSHIP

- International Institute of Administrative Sciences 2017-
- International Association of Schools and Institutes of Administration 2017-
- Canadian Risks and Hazard Network 2016 – 2018