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Camden



# *Higher Education Center for Ethics, Equity and Transparency (HECEET)*



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# Message from the Director

Globally, corruption, unethical behavior and inequity represent major obstacles to achieve meaningful democracy, economic wealth and human well-being for everyone. Our countries are confronting three crises that stand in the way of progress and prosperity— a global pandemic that has impacted on all sectors of society and presents tremendous challenges to safety, human health and wellness, education, and, the role of government; inequality and lack of social inclusion that marginalizes entire population sectors; and an economic recession that is leaving millions of people without work and that generates immense inequalities between countries. Paraguay has been working in systemic processes to democratize its society and create public structures that are sustained by ethics, transparency, equity and the Rule of Law. Universities play an important role in building the capacity of our citizens as they assume the role of developers of human capital; discovers of new practices; and disseminators of knowledge through, teaching, learning, research and extension.

The Higher Education Center for Ethics, Equity and Transparency (HECEET) emerges as an opportunity to compliment the institutional mission of the UNA as a public university to anchor an initiative targeted at optimizing the capacity of four sectors-- government and legislative officials, K-12 school leaders, private sector and NGOs, and Higher Education leadership, including the Universidad Nacional de Asuncion. The HECEET is evolving as the vehicle and platform for strengthening Paraguay's capacity to build and sustain a new society that embraces a new order that is anchored on values and a collective commitment to just society with the capacity to preserve the "common good" and capitalize on its resources to innovate, discover, build capacity and solve problems.

We envision HECEET as a catalyst for the transformation that anchors Paraguay's quest for an ethical, equitable and transparent society where access to justice, due process and just laws and processes are fundamental. And what better place than the University to lead such effort in partnership with government and legislative officials and public institutions, the K-12 sector, NGOs, and the private sector. This level of multi-sectorial engagement is at the core of our work as we deploy a series of programs that will highlight the ways in which we can strengthen civil society in Paraguay.

We invite all of you to be part of the change and the innovative practices that are harbingers of democratic society where participation, partnerships, and the Rule of Law become the anchors for progress.

Sincerely,

**Dr. Gloria Bonilla-Santiago**

Board of Governors Distinguished Service Professor

Center Director

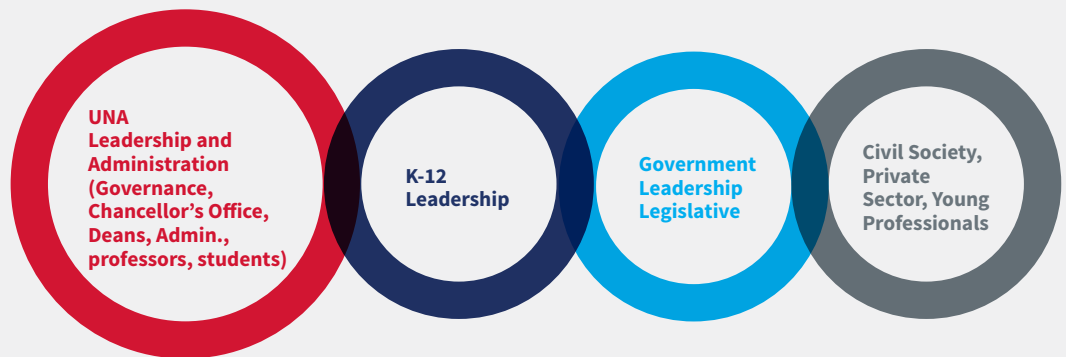
# The Higher Education Center for Ethics, Equity and Transparency (HECEET)

Funded by USAID and sponsored by Rutgers University-Camden Campus, in partnership with UNA, HECEET aims to strengthen Paraguay's capacity to build and sustain public and private structures based on transparency, ethics and equity in all sectors of Paraguayan society by:

- **Sharing and emboldening** EET best practices amongst **government, higher education institutions, K-12 institutions, NGOs, and the general public.**
- **Promoting** a national discourse among multi-sectorial communities and the public about their EET-related experiences and how to adopt best practices within their environments.
- **Engaging** and cultivating a critical mass of multidisciplinary, diverse and crosscutting sectors/stakeholders committed to EET values to become advocates, leaders and ambassadors.
- **Positioning** the HECEET as the first national higher education anchor in Paraguay for addressing issues of government corruption, transparency and public accountability, integrity, equality, and civility through the development and facilitation of multi- sectorial training and capacity building.
- **Strengthening** the research, academic, strategic and governance capacity of the UNA to institutionalize this effort within the organizational fabric of the university to ensure long-term sustainability, relevance and capability.

HECEET is a national resource for reaching critical sectors in the country, including: university faculty and academic leadership, university students; young professionals; K-12 school leaders; government officials and policy makers; public and elected officials who are already performing roles in government as well as those who are new to their government functions; and marginalized citizens who are disconnected from government and underrepresented.

**A multi-sectoral and comprehensive strategy to strengthen ethics, equity and transparency and combat corruption**



*"HECEET places the issues of ethics, equity, and transparency front and center -- rightfully so as they are essential to creating a government that is effective, transparent, accountable, and free of corruption. Universidad Nacional de Asuncion and Rutgers University are uniquely qualified to lead the effort in engaging stakeholders in the public sector to confront these issues, identify workable solutions based on best practices, and conduct a meaningful and honest assessment of outcomes."*

**- Michael Palis,** Provost, Rutgers University - Camden

## Rutgers /UNA Partnership

The HECEET results from collaboration between Rutgers and Universidad Nacional de Asuncion and is dedicated to improving UNA's institutional and human capacity in Paraguay as a strategy to address the problems and challenges of corruption, transparency, public accountability, integrity and equality.

Higher education is positioned to lead any efforts to transform Paraguay. Addressing issues of corruption and ethics as part of the University's overall transformation of its governance structure is paramount. Strengthening the institutional and academic capacity of the Universidad Nacional de Asuncion is at the core of the HECEET strategy.

As the largest and oldest public university in Paraguay, the UNA is well positioned to play a major role in fighting corruption by utilizing its core mission to deliver a comprehensive EET strategy.

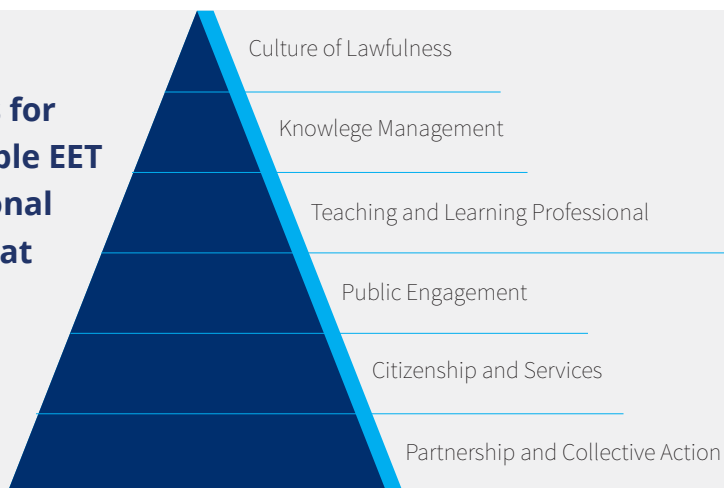


*Higher education institutions such as UNA are well-positioned to lead any efforts of transformation in Paraguay.*

Working with the UNA's Chancellor, its academic leadership, faculty and students, the HECEET is launching a variety of coordinated actions with a multidisciplinary vision, all of them

focused on strengthening and sustaining capacity to lead the fight against corruption and have a positive impact on society. At the center of efforts to strengthen EET at UNA are:

### Elements for Sustainable EET Institutional Capacity at UNA



- Embedding EET practices at the academic leadership level
- Inspiring EET innovation at the research level
- Integrating EET knowledge at the curriculum and teaching level
- Disseminating EET through broad multi-sectoral engagement and extension (civic engagement)



***“The Higher Education Center for Ethics, Equity and Transparency (HECEET) is the result of an alliance between the National University of Asunción (UNA) -Paraguay and the Rutgers University-USA, with funding from USAID.***

***Starting with Higher Education as a pillar for the development of a country, HECEET will carry out initiatives to strengthen the culture of the rule of law in Paraguay with an innovative methodology. Among some of the goals to be carried out are academic exchanges of students and teachers and the development of research projects, among other actions, to achieve the objective that HECEET can contribute to civic participation and the strengthening of ethical, equitable and transparent values (EET).”***

***– Prof. Dr. Zully Vera de Molinas, Chancellor, Universidad Nacional de Asuncion***



# Strengthening the Academic Leadership and Governance of UNA



*UNA's Leadership has a decisive role in addressing issues of corruption within Paraguay.*

The HECEET is positioned as a catalyst for elevating the UNA to premier space within the country for spearheading the principles of Ethics, Equity and Transparency both internally and externally. HECEET partners from Rutgers University work supporting the UNA team, Rector, Deans and Directors in framing a collective approach to improving systems, organization and academic programs to better reflect EET principles.

- A working EET UNA Leadership Committee
- Collaboration on UNA's Strategic Planning for a New University Model
- Embracing the HECEET as a leadership unit and creating a physical presence within the Rector's Office
- Engaging in a comprehensive EET Survey and Assessment for UNA faculty, staff and students to guide needed training and reinforcement of EET policies and practices

## Inspiring EET Innovation and a Culture of Lawfulness at the Research Level

As a higher education-based Center, the HECEET is working in the office of the Rector of UNA to engage faculty and students. These efforts focus on five programmatic elements—(1) incentivize the engagement of faculty in research projects that address EET; (2) encourage the development and/or enhancement of EET courses; (3) increase faculty publications and research related to the field of EET; (4) promote the academic exchanges between Rutgers and UNA among faculty and students; (5) promote annual EET scholarly events that include Forums, symposia and showcases of academic and research work initiated by UNA faculty. These university efforts have four central purposes:

- Enhance the academic quality and reputation of the university
- Improve teaching and learning around EET
- Strengthen scholarly research and creative achievement
- Promote the engagement of faculty and students in fulfilling the overall goals of the HECEET



***“Research, science and technology cannot be alien to ethics, equity and transparency. These three values should direct any researcher in the creation of useful knowledge for society. The Leadership Certification course in EET promotes the observance of these values, which is so important at all times.”***

**—Dr. Javier Barúa,** General Director for Scientific and Technological Research, UNA

# Rutgers Faculty Research Mentors and UNA Mentees

In an effort to capitalize on the partnership with Rutgers University, a core group of Rutgers faculty members has been selected to be paired with UNA faculty engaged in projects to collaborate and maximize their research productivity. These Faculty Mentors:

- Provide guidance on scholarly activities (e.g., read manuscripts, grant proposals) and in advancement of the mentees career, with the goal of helping them achieve national and international peer recognition for their scholarship.
- Provide tips and share experiences on teaching, research, and publication.
- Assist in the development of final results papers and preparation for research presentations in the subsequent extension phase
- Collaborate on preparation of research manuscripts for publication in peer-reviewed journals.

## WINNING UNA RESEARCH PROJECTS

Mentored by Patrice Mareschal,  
Associate Professor of Public Policy and Administration

**Juana Elisa León de Ramos, Faculty of Veterinary Sciences**

*Reduction of Animals in the Streets with Shared Responsibility in an Ethical, Equitable and Transparent Framework in the City of Concepción*

**Gladys Mercedes Estigarribia Sanabria, Faculty of Medical Sciences**

*Evaluation of an educational strategy on Ethics, Equity and Transparency in the educational community of Santa Rosa del Aguaray*

**Santiago David Toledo Núñez, Faculty of Nursing and Obstetrics**

*Municipal Management Oriented to the Care of the Elderly with Ethics, Equity and Transparency*



**Dr. Patrice M. Mareschal** is an Associate Professor of Public Policy and Administration and a Faculty Fellow with the Senator Walter Rand Institute for Public Affairs. Her research interests include: conflict resolution, personnel/ labor relations, organizational behavior, labor unions/ labor organizing, and public policy. Dr. Mareschal's primary teaching responsibilities are in human resource management, organizational behavior, labor-management relations, conflict resolution, and ethics in government. Her interests in this research collaboration include ethics in business and government.

## WINNING UNA RESEARCH PROJECTS

Mentored by Nancy Pontes  
Assistant Professor of Nursing

**Gloria Ortiz, Faculty of Nursing and Obstetrics**

*Prevention of adolescent pregnancy: a shared ethical responsibility for the sexual and reproductive health of the population*

**Hector Leguizamón, Faculty of Philosophy**

*Obstacles and Alternative Solutions for Gender Equity in Vulnerable Populations*



**Dr. Nancy Pontes'**

academic interests focus upon the improvement of population health trans-nationally. As a family

nurse practitioner (FNP) and Distinguished Fellow and Practitioner of the National Academy of Practice (FNAP), Dr. Pontes has worked in a variety of roles and leadership positions. Initially, she worked with inter-professional teams providing care to children with complex health needs. She later set up a nurse-managed center in a New York alternative court, which served a variety of vulnerable populations including refugees, female and transgendered survivors of human trafficking. After completing her PhD at Columbia University, Dr. Pontes directed university health care services at Rowan University. More recently, she set up a school-based health center as part of a faculty practice of the Rutgers School of Nursing–Camden, and assisted in the set up and first year practice of Project H.O.P.E.'s satellite health center in Cathedral Kitchen. She brings her research interests around equity to this project in Paraguay, exploring social determinants of health and well-being among vulnerable youth and families.

## WINNING UNA RESEARCH PROJECTS

Mentored by Maureen Donaghy, Associate Professor of Political Science

**Federico Vargas Lehner, Faculty of Agricultural Sciences**

*Equity, transparency and resilience in vulnerable settlements*

**Aida Lucía Maidana de Zarza, Faculty of Nursing and Obstetrics**

*Finding Incentives for the Permanence of the Native Student in Nursing and Obstetrics Careers*



**Maureen Donaghy** obtained her Ph.D. in Political Science from the University of Colorado. Prior to that, she obtained an M.A. in International Development from American University and a B.A. in Government from Georgetown University. As an Associate Professor in Rutgers University – Camden’s Department of Political Science, she teaches on the topics of comparative public policy, government and politics in Latin America, amongst others. She brings research interests in the areas of comparative politics and policy, international development, Latin American politics, and participatory governance.

## WINNING UNA RESEARCH PROJECT | Mentored by David Salas-de la Cruz, Associate Professor of Chemistry

**María Laura Quevedo Fernández, Faculty of Agricultural Sciences**

*Planning for Forest Landscape Restoration: A Case for Gender Equity*



**David Salas-de la Cruz** has a Ph.D. in Chemical and Biomolecular Engineering from University of Pennsylvania. Salas-de la Cruz has more than 15 years of industrial and academic research experience. He has worked at Kimberly-Clark, LifeScan a Johnson and Johnson Company, Dow Chemicals and Holtec International. Currently, he is an Assistant

Professor for the Department of Chemistry at Rutgers University-Camden. His research has been funded by the National Science Foundation, American Chemistry Society SEED program, ARMY REAP Program, NJSGC and Rutgers. He brings experience in the field of scientific ethics and has interest in environmental sustainability in Paraguay.

## WINNING UNA RESEARCH PROJECT

Mentored by Kimberlee Sue Moran, Associate Teaching Professor & Director of Forensics

**Maria Soledad Meza Vera, Faculty of Dentistry**

*Obtaining Human Teeth for Teaching Dentistry: Creating Ethical and Transparent Processes*



**Kimberlee Sue Moran** has been a forensic consultant and educator since 2002. She holds an undergraduate degree in Classical and Near Eastern archaeology from Bryn Mawr College and a Masters of Science in forensic archaeological science from the Institute of Archaeology at University College London. Kimberlee has provided forensic

services to legal professionals and regularly runs training workshops for local law enforcement. She serves on the Crime Scene Investigation sub-committee of the NIST-led Organization of Scientific Area Committees (OSAC). Kimberlee is passionate about public outreach, STEM education, and science in the service of justice.

## WINNING UNA RESEARCH PROJECTS

Mentored by Maria E. Solesio Torregrosa, Assistant Professor of Biology

**Pablina Rodríguez Fernandez, Faculty of Nursing and Obstetrics**

*Improving Public Health and Quality of Life as a Mechanism for Increasing EET*

**Marta Antoliana Lara Núñez, Faculty of Veterinary Sciences**

*Ethics, equity and transparency in the virtual modality of higher education*



**Dr. Maria (“Marién”) E. Solesio** trained in Spain, where she earned her Pharm.D. in 2008

and her Ph.D. in Neuropharmacology in 2013. The main focus of her Ph.D. dissertation was the study of mitochondrial dysfunction in pharmacological models of Parkinson’s and Huntington’s disease. In July 2013, just after graduation, she joined New York University (NYU) for her postdoctoral training. In May 2018, Dr. Solesio was awarded a K99/R00 Grant by NIA/NIH. Thanks to those funds and the generous start-up package offered by Rutgers University, she was able to establish her own laboratory at Rutgers University, where she is an Assistant Professor in the Department of Biology. The main research focus of Dr. Solesio during her career has been the study of mitochondrial physiology and dysfunction in neurodegeneration and aging. She brings experience in ethics and equity in the STEM fields to this research collaboration.

# Leadership Certification EET Ambassadors Program

The Leadership Certificate Program is at the core of the HECEET effort and serves as the cornerstone for capacity building and cultivation of multi-sectoral and diverse EET leaders that are prepared to lead organizations, become effective decision-makers and shepherd transformational change.

This program seeks to train EET Ambassadors from four specific areas –UNA/Higher Education Institutions, Government and legislature, K-12 and

private sector/NGOs, to contribute in a personal and collective way to the awareness and practice of a culture of ethics, equity and transparency

in Paraguay, thus contributing to a society with less corruption, greater social responsibility, more equity and inclusivity.

Participants selected for this highly competitive program are prepared to become Ambassadors with the needed skills, motivation and commitment to create new expectations and climates that are embedded in ethical, equitable and transparent behavior which leads to a more just and efficient society.



**Dra. Zully Vera de Molinas**

Rectora, Universidad Nacional de Asunción



**Yonny Álvarez**

Director General de Proyectos del Rectorado, Universidad Nacional de Asunción



**Cristian Cantero**

Secretario General del Rectorado, Universidad Nacional de Asunción



**Rodney Cano**

Docente y Jefe del Departamento de Programas y Mallas Curriculares  
Secretaría de la Función Pública



**Milagros Carregal**

Jefe del Departamento Técnico Pedagógico INAES



**Nancy Chromey**

Secretaría Ejecutiva de la FADA, Universidad Nacional de Asunción



**Noemi Dandaluz**

Jefa del Departamento de Gestión y Seguimiento de Proyectos  
Secretaría de la Función Pública



**Nelson Echaury**

Director General de Asesoría Jurídica del Rectorado  
Universidad Nacional de Asunción



**Lilian Fouz**

Viceministra de Igualdad y No Discriminación  
Ministerio de la Mujer



**Ana Lucia Gimenez**

Directora Ejecutiva ONG Tierra Nueva



**Iván González**

Docente y Jefe del Departamento de Recursos del Aprendizaje e Investigación, INAES



**Constantino Guefos**

Decano de la FACEN  
Universidad Nacional de Asunción

## MODULE 1:

### LEADING MY TRANSFORMATION

#### PRE-WORK & ASSESMENTS

- **Introduction**
- Define what we are here for and where we stand on the subject
- Awareness of systematic corruption
- Ethics, Equity and Transparency
- **Self-awareness tools**

- **Case Studies I**  
(cases of personal ethical dilemmas)
- Practical role playing situations
- **Development plan and practice**
- **Accountability Ambassadors**  
(network)

#### PRACTICE ZONE (4-8 WEEKS)

##### Accountability Ambassadors

(Observation guidelines)



The training provides participants with a mix of experiences that range from self-awareness and value clarification to organizational and systemic EET practices that go beyond an Ethics Code and strengthen the moral behavior of leaders. This certificate program offers frameworks and tools for thinking and influencing through ethical decision making and equitable practices. The program embeds an applied learning philosophy through its Zone

*“I want to highlight the important impact that this training had on me, it came at a time in my life when I needed an important oxygen of good practices, good spirits, to see again all the good that I do within the organization, to see in a pleasant way how to improve, not in an accusatory way but with an empathic view of things.”*

– **Nancy Chromey**, Executive Secretary of FADA, UNA

*“Today more than ever I am sure that a Paraguay with new values and practices is possible, it is being generated and we are protagonists ... My firm commitment to continue betting more than ever on formalism as a strengthening of transparency, to practice human values and always bet on Integrity and solidarity!!”*

– **Yony Álvarez**, Director General of Projects of the Rector's Office, UNA

of Practice which is structured for Ambassador to develop and implement EET projects in their organizations and communities.



**Adriana González**  
Directora en la Dirección General de Investigación Científica y Tecnológica Universidad Nacional de Asunción



**Raquel Iglesias**  
Directora General del Observatorio de la Mujer, Ministerio de la Mujer



**Luz Martínez**  
Directora General Académica del Rectorado, Universidad Nacional de Asunción



**Maria Marcia Jimenez**  
Directora de Desarrollo Organizacional, Secretaría de la Función Pública



**Maximo Medina**  
Director General de Asuntos Jurídicos, Secretaría de la Función Pública



**Diego Parra**  
Estudiante Universitario de la FACEN, Universidad Nacional de Asunción



**Fernando Rivarola**  
Asesor Principal Ministerio de Hacienda



**Graciela Rojas**  
Docente y Jefa del Departamento de Postgrado INAES



**Raúl Salinas**  
Vicerrector de Vinculación Universidad Tecnológica Intercontinental



**Francisco Samaniego**  
Técnico en Transparencia Gubernamental Fundación CIRD



**Karina Sandoval**  
Docente de la Facultad de Odontología, Universidad Nacional de Asunción



**Rossana Zalazar**  
Docente y Auditora General del Rectorado, Universidad Nacional de Asunción

## MODULE 2: LEADING THE TRANSFORMATION OF THE SYSTEM

- Integration and learning from the experience of behavior and mentalities
- **Case Studies II** (cases of public ethical dilemmas)
- Construction of collective purpose and champions to lead the transformation of the system
- EET Project Preparation Lab
- **Social Innovation** Methodology
- **Project Ambassadors**
- **EET Community** Keep the program alive beyond the training

Project Ambassadors

DEPLOYMENT

Social-institutional and role modeling project

Program Dates \*subject to change

COHORT	MODULE 1	MODULE 2	N. PART.
PILOT	SEP 15-18	OCT 13-16	25
COHORT 2	MAR 2-5	APR 6-9	48
COHORT 3	OCT 5-8	NOV 2-5	48

For more information and to access the application, please visit:

<https://clc.camden.rutgers.edu/certificado-de-liderazgo/>

# Capitalizing on Partnerships

HEECET's Oversight Advisory Committee consists of diverse membership from the Paraguay and Rutgers communities. The President of the Advisory Committee, James Spalding, is a Paraguayan graduate of Rutgers and is well-respected in the local, national and international environments. From within Paraguay, Advisory Committee representation from project partners includes leadership of INAES, SFP, and ANEAES. From Rutgers University, representation from academic offices includes the Provost, Deans, Faculty and students. The Advisory Committee and project partners assist in facilitating resources, contacts, and meetings; represent the project in key official events and meetings; and participate in the evaluation and selection of Certification Training participants; as well as other key project activities.

## RUTGERS/UNA/BECAL COLLABORATION

Through collaboration with the UNA and the partnership with the Don Carlos Antonio López Program for Postgraduate Scholarships abroad (BECAL), students from UNA are invited to apply to Rutgers University – Camden graduate and certificate programs, either in-person or online. Upon receiving acceptance to the program, students are then able to apply for BECAL scholarship funding to cover the costs of the program.

## HECEET Advisory Committee

*Committee Chair	<b>James Spalding</b> , President, Financiera El Comercio SAECA
Secretaria la Función Publica	<b>Cristina Bogado</b> , Minister
Instituto Nacional de Educación Superior (INAES)	<b>Claudelina Martin Gibbons</b> , General Director
Instituto Nacional de Educación Superior (INAES)	<b>Maria Luz Miranda</b> , Academic Director
Universidad Nacional de Asunción (UNA)	<b>Prof. Dr. Zully Vera</b> , Rector UNA
Universidad Nacional de Asunción (UNA)	<b>Prof. Dr. Miguel Torres Ñumbay</b> , Vicerrector
Universidad Nacional de Asunción (UNA)	<b>Lic. Yony Álvarez</b> , Director de Proyectos
Universidad Nacional de Asunción (UNA)	<b>Prof. Luz María Martínez Villanueva</b> , General Academic Director
Agencia Nacional de Evaluación y Acreditación de la Educación Superior (ANEAES)	<b>Dr. Raúl Aguilera</b> , President
BECAL	<b>Federico Mora</b> , General Coordinador
Ministry of Finance	<b>Cecilia Rodriguez Alcala</b> , Senior Policy Advisor for Social Programs and Innovation/Founder Paraguay Educa
CONACYT	<b>Eduardo Felippo</b> , President
Lawyer	<b>Fátima Andrada</b> , Attorney, Rule of Law
District Court of New Jersey	<b>Hon. Noel Hillman</b> , US District Judge
United States Embassy, Paraguay	<b>Jazmín A. Ramírez A.</b> , Cultural Affairs Assistant Public Diplomacy Section
United States Embassy, Paraguay	<b>Julio Velilla</b> , Director del Centro de Recursos de Información Sección de Prensa, Cultura y Educación
Rutgers Universidad - Camden	<b>Donna Nickitas</b> , Dean and Professor- School of Nursing
Rutgers Universidad - Camden	<b>Howard Marchitello</b> , Dean-Graduate School of Arts and Sciences
Rutgers Universidad - Camden	<b>Michael Pallis</b> , Provost and Executive Vice Chancellor
Universidad Nacional de Asunción (UNA)	<b>Nicolás Prono</b> , President of Student Federation

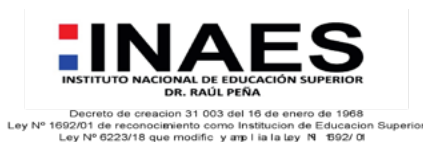


*“Through a partnership with Universidad Nacional de Asuncion and Rutgers University, with funding from USAID, this initiative is using an innovative methodology to strengthen the principles of ethics, equity and transparency in Paraguay. Using higher education as an anchor for this work, the initiative provides hands-on training and the Higher Education Center for Ethics, Equity and Transparency (HECEET) supports various research and academic exchanges making the HECEET a hub for knowledge and civic participation in issues of ethics, equity and transparency in our country.”*

**–James Spalding,** *President Chair, HECEET Advisory Committee*

*“This course on ethics, equity and transparency should be mandatory for all students and professionals. Within Paraguay, technical knowledge remains incomplete. We need to uphold the values that allow us to align our efforts towards the common good.”*

**–Federico Mora,** *General Coordinator, BECAL*





**RUTGERS**

Community Leadership Center  
Camden

# How to engage with the HECEET

**Gloria Bonilla-Santiago, PhD**

Board of Governors Distinguished Professor and Director of  
HECEET Project

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In Country Coordinator for HECEET, Paraguay

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**Wanda Garcia**

Associate Director, Community Leadership Center  
(Administrative, Contracts and Personnel Support)

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For more information, visit our website:

<https://clc.camden.rutgers.edu/heceet-paraguay>