

EDUCATION

Harvard Business School, Program for Leadership Development

2019

- Coursework included strategy, governance, organizational behavior, and leadership.
- Completed Harvard Climate Action Training (climate change certificate, 2022).

George Washington University, BBA Finance and International Business

2013

- Dean's List, Scholarship Recipient.
- Selected Coursework: Financial Management, International Finance, Statistics, Regression Analysis, Strategic Management.
- Studied abroad at Universidad Torcuato Di Tella (Buenos Aires) and conducted comparative economic analysis.

Stanford University, Certificate

2022

- Completed Energy Innovation and Emerging Technologies (renewable energy certificate, 2022)

RESEARCH & ANALYTICAL INTERESTS**Primary Focus Areas**

- Governance and fiduciary design for institutional capital allocation
- Climate and real-asset finance under cross-border and regulatory complexity

Applied Research Themes

- Governance transparency in energy and infrastructure systems
- Climate-finance design and institutional trust
- AI-assisted ESG measurement and verification
- Tokenized environmental and infrastructure records
- Cross-border renewable energy and payment systems
- Sustainable finance and risk modeling

SELECTED WORKING PAPERS & RESEARCH – GOVERNANCE & CAPITAL ALLOCATION

Conceptual and analytical working papers on fiduciary duty, capital allocation, and the institutional design of financial and real-asset systems. Drafts and full texts available at chungheising.com/publications/.

1. Sing, C. Fiduciary Duty in Complex Organizations.
2. Sing, C. Capital Allocation as a Board Responsibility.
3. Sing, C. What Boards Actually Do Well.
4. Sing, C. Why “Code Is Law” Fails for Real-World Assets.
5. Sing, C. The RWA Tokenization Stack.
6. Sing, C. Why Tokenized Funds Will Scale Before Tokenized Projects.
7. Sing, C. Renewable Energy as an Institutional Asset Class.
8. Sing, C. Private Credit as a Structural Allocation.
9. Sing, C. Hedge Funds in Institutional Portfolios.

SELECTED RESEARCH OUTPUTS – CLIMATE, ENERGY & GOVERNANCE

Selected applied research, governance briefs, and analytical papers focused on climate finance, energy systems, and institutional decision-making.

Digital Governance & Climate-Finance

- Sing, C. (2024). Governance Risk Assessment for Cross-Border Renewable Energy Projects in Southeast Asia. *PowerChina Strategic Analysis Unit*.
- Sing, C. (2024). Payment-System Transparency and Institutional Trust in Emerging Power Markets. *PowerChina Regional Governance Brief*.

Environmental Data, ESG & Transparency

- Sing, C. (2023). ESG Disclosure Gaps and Environmental Performance Risks in Mekong Energy Systems. *PowerChina Environmental Risk Memo*.
- Sing, C. (2023). AI-Assisted Environmental Data Extraction for Weak-Disclosure Markets. *PowerChina & Partner Institutions*.

Sustainable Finance & Institutional Behavior

- Sing, C. (2022). Climate-Finance Constraints and Investor Risk Perception in Laos–Thailand Energy Trade. *PowerChina Overseas Market Research*.
- Sing, C. (2022). Institutional Capital Allocation Models for Renewable Energy in Emerging Markets. *Applied Derivative Research*.

SELECTED PROFESSIONAL & POLICY RESEARCH

Selected internal strategic research, governance briefs, and policy analysis prepared for executive, board, and institutional audiences. Materials are non-public and listed for context only.

Governance, Strategy & Organizational Systems

- Singerman, P., Sing, C. (2024). Board Governance Best Practices. *TEDCO*.
- Moy, M., Blevins, K. Sing, C. (2020). Digital Business Transformation: Governance. *AARP Enterprise Strategy*.
- Gardner, C., Padilla, A., Sing, C. (2020). Partnerships Structures: Aligning Profit with Impact. *AARP Partnerships*.

AI, Healthcare & Technology Innovation

- Stone, T., Liu, Lucy, Sing, C. (2019). Disruptive Forces Reshaping Healthcare. *Oliver Wyman & AARP*.
- Sing, C., Barnett, J. (2018). AI for Predictive & Preventive Care. *AARP Futurecasting*.

Social Impact & Economic Development

- Antzoulatos, D., Kerrigan, P., Landers, P., Sing, C. (2020). Social Impact Investing. *AARP Foundation*.
- Landers, P., Sing, C. (2019). Funding Models for Social Impact. *AARP Foundation*.

Capital Allocation & Investment Strategy

- Frisch, S., Mercer, K., Sing, C. (2021). Strategic Combinations & Mergers and Acquisitions. *AARP*.
- Yarrish, J., Sing, C. (2019). Opportunities in Growth Stage Investing. *AARP Enterprise Strategy*.

PROFESSIONAL EXPERIENCE

PowerChina – International Renewable Energy Division Director and Regional Head of Southeast Asia

*Hainan, Yunnan, Hong Kong; China
2022 – Present*

Lead international expansion and strategic development initiatives for PowerChina's renewable energy activities across Southeast Asia and selected international markets. Responsibilities span renewable infrastructure development (solar, wind, battery storage), cross-border regulatory and governance coordination, and the integration of engineering, financial structuring, and environmental risk frameworks. This role directly informs my research on institutional capital allocation, digital governance, and emerging models for financing and governing real-world assets.

- **Strategic Development & Market Entry:** Established cross-border origination and evaluation processes for renewable energy opportunities across multiple jurisdictions, supporting regional expansion and long-term pipeline development.
- **Project Structuring & Execution:** Coordinated multidisciplinary teams across engineering, finance, procurement, and compliance to advance renewable energy projects from early-stage evaluation through execution, integrating governance, risk, ESG and sustainability considerations.
- **Governance & Performance Systems:** Designed operating frameworks, KPIs, and decision processes to align origination, engineering, finance, ESG and compliance functions across diverse regulatory environments.
- **Regulatory & Stakeholder Engagement:** Managed relationships with government authorities, investors, developers, and external advisors, improving due diligence quality, ESG and cross-border coordination.

- **Digital & Financing Innovation:** Evaluated emerging digital and tokenization-based financing models for infrastructure assets, focusing on transparency, reporting, and institutional trust in cross-border capital flows.

Maryland Technology Development Corporation
Board Director and Chair of Investment Committee
Vice Chair, Board of Directors

Columbia, MD
2019 – Present
2019 – 2022

Provide board-level governance, investment oversight, and strategic guidance for a state-backed innovation and economic development agency. Responsibilities center on fiduciary oversight, capital allocation policy, governance reform, and public-sector accountability rather than day-to-day operations. This work informs my research on institutional governance, public capital allocation, and board decision-making.

- **Investment & Fiduciary Oversight:** Chair the Investment Committee, overseeing capital allocation frameworks, portfolio construction principles, and risk governance across early-stage and growth-oriented investment programs.
- **Governance & Policy Reform:** Led board-level reviews and updates of legacy governance policies, compliance frameworks, and internal controls to strengthen transparency and accountability.
- **Organizational & Leadership Oversight:** Served on Executive and Audit/Finance Committees, supporting leadership transitions, enterprise risk management, and long-term strategic alignment.
- **Public–Private Coordination:** Engaged with state officials, research institutions, and private-sector partners to align innovation policy objectives with responsible capital deployment.

Applied Derivative Research
Principal

New York, NY
2020 – Present

Founded and oversee a technology research-driven investment and advisory platform focused on multi-asset markets, special situations, and long-term capital allocation frameworks. Current involvement is centered on portfolio strategy design, governance analysis, and thematic research. This work informs my research on fiduciary duty, institutional portfolio construction, and data-driven decision systems.

- **Capital Allocation Research:** Developed multi-asset portfolio frameworks integrating public and private markets, governance considerations, and long-horizon risk management.
- **Governance & Investment Analysis:** Advised on investment governance, mandate design, and decision processes across equities, credit, and alternative assets.
- **Research Infrastructure:** Built analytical processes combining financial modeling, scenario analysis, and qualitative assessment to support long-term institutional decision-making.

Palm Drive Capital
Director

New York, NY
2018 – 2020

Directed strategy, investment processes, and operating model development for a Stanford-affiliated venture capital and growth equity firm investing in fintech, blockchain, AI, and healthcare IT. Advised Managing Partners on portfolio strategy, governance design, and competitive positioning, while supporting firm-wide investment and organizational initiatives. This experience informed my research interests in digital governance, tokenized assets, and the diffusion of innovation in institutional investment settings.

Arquitos Capital Management
Senior Analyst & Head of Business Development

New York
2016 – 2017

Served as senior investment analyst and head of business development for a value-oriented hedge fund specializing in special situations and governance-driven turnarounds. Worked closely with the portfolio manager and boards of portfolio companies on governance reforms, incentive alignment, and capital structure optimization. This role deepened my interest in governance mechanisms, transparency, and decision-making under uncertainty in institutional investment contexts.

Hindsight Investments
Co-Founder

New York, NY
2015 – 2017

Co-founded a fintech platform exploring early blockchain-based investment and financial infrastructure models. Oversaw governance design, capital structure decisions, and investor-facing strategy from a capital allocator's perspective. This role marked my initial engagement with blockchain governance and institutional trust in digital

financial systems, directly shaping my subsequent research focus on tokenized assets, fiduciary design, and financial infrastructure.

**University of North Carolina Management Company
Analyst**

*Chapel Hill, NC
2014 – 2016*

Supported the co-management of a global multi-asset institutional portfolio spanning private equity, real assets, private credit, and public markets. Conducted investment due diligence, LP advisory committee support, risk analysis, and board-level reporting. This role provided foundational exposure to institutional governance, portfolio construction, and long-term investment decision-making that now shapes my research in sustainable finance and AI-supported capital allocation.

EARLY CAREER EXPERIENCE (SELECTED)

GW Office of Entrepreneurship – Fellow (research commercialization)

Washington DC | 2013 – 2014

Diamond Dragon Advisors – Analyst (private equity fund advisory)

New York, NY | 2013 – 2013

Forest Hills Capital Management – Associate (private equity firm)

New York, NY | 2012 – 2012

Sagamore Capital Ventures – Analyst (multi-strategy private equity firm)

Washington DC | 2011 – 2012

ADVISORY & GOVERNANCE ROLES

Governance & Board Roles

Maryland State Retirement and Pension System – Governance Observer (pension fund)

2022 – Present

Rockville Retirement Board – Governance Observer (pension fund)

2021 – Present

Sitestar (OTCPK: SYTE) – Advisor (telecommunications and real estate public co)

2016 – 2017

Symmetric Capital – Board Director (private equity firm)

2014 – 2016

Selected Advisory Roles

ADL/JLens – Advisor (values-aligned investment firm)

2024 – 2025

Palm Drive Capital – Advisor (venture capital firm)

2020 – 2022

PUBLIC SERVICE & LEADERSHIP

AARP

Washington DC, USA

Strategic Advisor, Strategic Relationships Council & Risk Committee

2018 – 2023

Advised senior leadership and board committees on enterprise governance, organizational systems, and long-term sustainability strategy across healthcare, financial services, and digital engagement initiatives. Contributed to governance modernization, operating model redesign, and enterprise risk oversight, with a focus on institutional accountability and long-horizon decision-making.

Selected areas of contribution included:

- Enterprise governance and operating model redesign
- Digital and organizational transformation initiatives
- Revenue and partnership strategy development
- Board-level risk oversight and institutional resilience

Asia Technology Entrepreneurship Conference – Startup Selection Committee

2025 – Present

Evaluate and select ventures across Asia; contribute to regional innovation ecosystem development.

Harvard Business School Association of Hong Kong – Scholarship Committee

2024 – Present

Screen and interview candidates; recommend recipients for merit-based and full scholarships.

Harvard Business School Community Partners – Advisor

2020 – Present

Provide pro bono advisory support on strategy, financial planning, digital transformation, and governance to nonprofit and social-impact organizations.

Academic & Entrepreneurial Mentorship and Judging

2016 – Present

Mentor and judge for university-affiliated entrepreneurship, social enterprise, and investment programs at Harvard Business School and George Washington University.

AWARDS & RECOGNITION

Harvard Business School

- Ralph and Janice James Fellowship (*social impact focus*)
- Gerald D. Levy Fund Fellowship (*nonprofit management & public education*)
- Brendan Kutler Fellowship (*executive education*)
- MBA Class of 1973 Fellowship (*social enterprise*)
- Additional merit-based fellowships and institutional sponsorships

George Washington University

- Beta Gamma Sigma Honor Society
- Magna Cum Laude
- Outstanding Academic Achievement Award