

# Lewis Faulk

American University  
School of Public Affairs, Department of Public Administration and Policy  
4400 Massachusetts Ave, NW, Washington, DC 20016  
faulk@american.edu • 202-885-6384 (office)

---

## APPOINTMENTS AND AFFILIATIONS

2011-present American University, School of Public Affairs

Associate Professor of Public Administration and Policy, 2017-  
Assistant Professor of Public Administration and Policy, 2011-2017

### *Internal Affiliations*

Affiliated Faculty, AU Center for Innovation, 2017-  
Affiliated Faculty, Kogod School of Business, Management Department, 2017-  
Faculty Fellow, Metropolitan Policy Center, 2014-

### *External Affiliations*

Independent Sector

Visiting Scholar, 2020

Universität Hamburg, Germany, School of Business, Economics and Social Sciences  
Visiting Researcher, Summer 2018

National Center on Nonprofit Enterprise, Research Advisory Network, 2017-  
Arizona State University, Center for Organizational Research and Design  
Research Fellow, 2016-

*Nonprofit Management and Leadership*,

Editor-in-Chief, 2021- (term beginning Jan 2021)

Editorial Board, 2015-2020

## EDUCATION

2011	Ph. D.	Public Policy	Georgia State University & Georgia Institute of Technology
2010	M.S.	Urban Policy Studies	Andrew Young School of Policy Studies, Georgia State University
2003	B.A.	Spanish	Davidson College

## PEER-REVIEWED JOURNAL ARTICLES

Willems, Jurgen, Lewis Faulk, and Silke Boenigk (2020). "Reputation Shocks and Recovery in Public-Serving Organizations: The Moderating Effect of Mission Valence." *Journal of Public Administration Research and Theory*. <https://doi.org/10.1093/jopart/muaa041>

Svensson, Per, Fredrik O. Andersson, and Lewis Faulk (2020). "Organizational Capacity and Entrepreneurial Behavior." *Nonprofit Management and Leadership*, 30(4), 693-707. [doi.org/10.1002/nml.21407](https://doi.org/10.1002/nml.21407)

Faulk, Lewis, Sheela Pandey, Sanjay K. Pandey, and Kristen Scott Kennedy (2020). "Donors' responses to profit incentives in the social sector: The entrepreneurial orientation reward and the profit penalty." *Journal of Policy Analysis and Management*, 39(1), 218-242. [doi.org/10.1002/pam.22179](https://doi.org/10.1002/pam.22179)

Willems, Jurgen and Lewis Faulk (2019). "Does Voluntary Disclosure Matter When Organizations Violate Stakeholder Trust?" *Journal of Behavioral Public Administration*, 2(1). [doi.org/10.30636/jbpa.21.45](https://doi.org/10.30636/jbpa.21.45)

- AbouAssi, Khaldoun, Lewis Faulk, Long Tran, Lilli Shaffer, and Minjung Kim (2019). Use and Perceptions of the Availability of Local Government and Nonprofit Services in Diverse Urban Settings. *Nonprofit and Voluntary Sector Quarterly*, 48(5), 975-997. [doi.org/10.1177/0899764019845521](https://doi.org/10.1177/0899764019845521)
- Svensson, Per, Fredrik O. Andersson, and Lewis Faulk (2018). "A Quantitative Assessment of Organizational Capacity and Organizational Life Stages in Sport for Development and Peace." *Journal of Sport Management*, 32(3), 295-313. [doi.org/10.1123/jsm.2017-0244](https://doi.org/10.1123/jsm.2017-0244)
- Faulk, Lewis, and Amanda J. Stewart (2017). "As You Sow, so Shall You Reap? Evaluating if Targeted Financial Capacity-Building Improves Nonprofit Financial Growth." *Nonprofit Management and Leadership*, 27(3), 317-334. [doi.org/10.1002/nml.21247](https://doi.org/10.1002/nml.21247)
- Faulk, Lewis, Jasmine McGinnis Johnson, and Jesse Lecy (2017). "Competitive Advantage in Nonprofit Grant Markets: Implications of Network Embeddedness and Status." *International Public Management Journal*, 20(2), 261-293. [doi.org/10.1080/10967494.2016.1141811](https://doi.org/10.1080/10967494.2016.1141811)
- Willems, Jurgen, Marc Jegers, and Lewis Faulk (2016). "Organizational Effectiveness Reputation in the Nonprofit Sector." *Public Performance & Management Review*, 39(2), 454-475. [doi.org/10.1080/15309576.2015.1108802](https://doi.org/10.1080/15309576.2015.1108802)
- Faulk, Lewis, Jurgen Willems, Jasmine McGinnis Johnson, and Amanda J. Stewart (2016). "Network Connections and Competitively Awarded Funding: The Impacts of Board Network Structures and Status Interlocks on Nonprofit Organizations' Foundation Grant Acquisition" *Public Management Review*, 18(10), 1425-1455. [doi.org/10.1080/14719037.2015.1112421](https://doi.org/10.1080/14719037.2015.1112421)
- Andersson, Fredrik O., Lewis Faulk, and Amanda J. Stewart (2016). " Toward More Targeted Capacity Building: Diagnosing Capacity Needs Across Organizational Life Stages." *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 27(6), 2860-2888. [doi.org/10.1007/s11266-015-9634-7](https://doi.org/10.1007/s11266-015-9634-7)
- Stewart, Amanda J. and Lewis Faulk (2014). "Administrative Growth and Grant Payouts in Nonprofit Foundations: Fulfilling the Public Good amid Professionalization?" *Public Administration Review*, 74(5), 630-639. [doi.org/10.1111/puar.12231](https://doi.org/10.1111/puar.12231)
- Ashley, Shena and Lewis Faulk (2014). "Financial Analysis for Measuring and Comparing Risk in Grantmaking Portfolios." *The Foundation Review*, 6(3), article 8. [doi.org/10.9707/1944-5660.1212](https://doi.org/10.9707/1944-5660.1212)
- Faulk, Lewis (2014). "Overcoming the Cause of Failure and the Role of Issue Salience: Toward a Comprehensive Theory for Nonprofit Activity and Competition in a Three-Sector Economy." *Nonprofit Policy Forum*, 5(2), 335-365. [doi.org/10.1515/npf-2014-0004](https://doi.org/10.1515/npf-2014-0004)
- Faulk, Lewis, Lauren Hamilton Edwards, Gregory B. Lewis, and Jasmine McGinnis (2013). "An Analysis of Gender Pay Disparity in the Nonprofit Sector: An Outcome of Labor Motivation or Gendered Jobs?" *Nonprofit and Voluntary Sector Quarterly*, 42(6), 1268-1287. [doi.org/10.1177/0899764012455951](https://doi.org/10.1177/0899764012455951)  
Selected for the *Robert Cleary Award for Excellence in Public Affairs Research*, 2014
- Ashley, Shena and Lewis Faulk (2010). "Nonprofit Competition in the Grants Marketplace: Exploring the Relationship Between Nonprofit Financial Ratios and Grant Amount." *Nonprofit Management and Leadership*, 21(1), 43-57. [doi.org/10.1002/nml.20011](https://doi.org/10.1002/nml.20011)

## **PEER-REVIEWED BOOK CHAPTERS**

- Young, Dennis R. and Lewis Faulk (2018). "Franchises and Federations: The Economics of Multi-site Nonprofit Organizations." In Bruce A. Seaman and Dennis R. Young, eds. *Handbook of Research on Nonprofit Economics and Management*, 2<sup>nd</sup> edition. Edward Elgar Publishers.
- Faulk, Lewis, and Jasmine McGinnis Johnson. (2016). "Philanthropy: Shaping and Being Shaped by Public Policy." In Elizabeth T. Boris and C. Eugene Steuerle, eds. *Nonprofits and Government*, 3<sup>rd</sup> ed. Lanham, MD: Roman & Littlefield. (Original chapter in the 3<sup>rd</sup> ed.)

Young, Dennis R., Lewis Faulk, and Jasmine McGinnis (2013). "Voluntary Organizations." In Bruni, L. and Zamagni, S., eds. *Handbook of the Economics of Philanthropy, Reciprocity and Social Enterprise*, Edward Elgar Publishers, 441-452.

Young, Dennis R. and Lewis Faulk (2010). "Franchises and Federations: The Economics of Multi-site Nonprofit Organizations." In Bruce A. Seaman and Dennis R. Young, eds. *Handbook of Research on Nonprofit Economics and Management*, Edward Elgar Publishers.

## **REPORTS, CONFERENCE PROCEEDINGS, AND OTHER PUBLICATIONS**

Faulk, L. (2018). "Takeaways for Researchers and Nonprofit Leaders." Report summarizing the research and discussions presented at the 2018 ARNOVA Symposium on Public Policy and key takeaways for researchers and practitioners. [www.arnova.org/?page=symposium](http://www.arnova.org/?page=symposium)

Faulk, L. (2016). "Takeaways for Researchers, Funders, and Policymakers." Report summarizing the research and discussions presented at the 2016 ARNOVA Symposium on Public Policy and key takeaways for researchers, funders, and policymakers. [www.arnova.org/?page=symposium](http://www.arnova.org/?page=symposium)

Faulk, L. (2016). "Private Foundation and Public Charity Grantmaker Funding of the Kansas City Nonprofit Sector from 2003-2013." Report for the Midwest Center for Nonprofit Leadership.

Faulk, L. and Stewart, A. J. (2015). "Takeaways for Researchers, Funders, and Policymakers." Report summarizing the research and discussions presented at the 2015 ARNOVA Symposium on Public Policy and key takeaways for researchers, funders, and policymakers. [www.arnova.org/?page=symposium](http://www.arnova.org/?page=symposium)

Johnson, Jasmine McGinnis, Lewis Faulk, and Susannah B. Ali (2015). "Exploring the Risks of Government Funded Growth in Human Service Organizations." *Academy of Management Proceedings* (Meeting Abstract Supplement) [18243](#).

Young, Dennis R. and Lewis Faulk (2010). "Nonprofit Federations." In Helmut Anheier, Regina List, and Stefan Toepler, eds. *International Encyclopedia of Civil Society*, Springer Science Publishers, 660-666.

Faulk, L. (2010). "Edifice Complex: Building Ownership and Financial Strength of Nonprofit Theaters." RGK Center for Philanthropy and Community Service Working Paper Series. University of Texas at Austin, LBJ School of Public Affairs. [www.rgkcenter.org/programs/summerfellows](http://www.rgkcenter.org/programs/summerfellows)

Young, Dennis R., Lewis Faulk and Nicholas Harvey (2009). "The Boundaries of Social Enterprise: When Can a Failing Business Succeed in Nonprofit Form?" EMES European Research Network, *EMES Conferences Selected Papers Series*, ECSP-B08-11.

## **FUNDED RESEARCH AND DATA PROJECTS**

"Developing a Data Platform for Analysis of Nonprofit Organizations" (2020-2023, \$1,440,544). Funded by the National Science Foundation, Human Networks and Data Science – Infrastructure Program (Collaborative Award, numbers 2024310, 2024307, 2024320, 2024330). Lewis Faulk (PI), Mirae Kim (PI), Calton Pu (PI), Teresa Derrick-Mills (PI), Alan Abramson (Co-PI), and Elizabeth Boris. To build the Nonprofit Organizations Research Panel Platform (NORPP), a collaborative web-based data and research platform for the Nonprofit Panel Dataset Project.

"Impacts of Recent Giving Trends on Nonprofits and Communities" (2020-2021, \$400,000). Funded by the Generosity Commission and the Giving USA Foundation, with additional support from Independent Sector. Elizabeth Boris, Teresa Derrick-Mills, Lewis Faulk, Allison Grayson, and Mirae Kim. A national wave of the Nonprofit Organizations Research Panel (NORP) under the Nonprofit Panel Dataset Project.

"The Nonprofit Entrepreneurship Financing Study" (2018-2020, \$11,120) and "Nonprofit Startup Survey" (2020-2021). Funded in part by an Indiana University Lilly Family School of Philanthropy Research Grant (2018-2020). Fredrik O. Andersson and Lewis Faulk.

“Reputation Shocks and Recovery in Public-Serving Organizations.” Data for Willems, J., Faulk, L., & Boenigk, S. (2020). Reputation Shocks and Recovery in Public-Serving Organizations: The Moderating Effect of Mission Valence. *Journal of Public Administration Research and Theory*. Dataset available through the Open Science Framework, <https://osf.io/y7rvu>. Citation: Willems, J., & Faulk, L. (2020), “Supplementary materials: Reputation shocks and recovery in public-serving organizations,” *Open Science Foundation*, <https://osf.io/y7rvu>. Figures are available under a CC BY 4.0 license at <https://doi.org/10.6084/m9.figshare.12902321> and <https://doi.org/10.6084/m9.figshare.12902324>.

“Voluntary Disclosure and Nonprofit Trust” (2018). Data from 3 experiments that test the effects of nonprofit scandals and organizations’ voluntary disclosure of those events on individuals’ donation behavior. Jurgen Willems and Lewis Faulk. Dataset available through the Open Science Framework, <https://osf.io/wqzsa/>. Citation: Willems, J., & Faulk, L. (2019), “Does voluntary disclosure matter when nonprofit organizations violate stakeholder trust? - Additional materials,” *Open Science Foundation*, <https://osf.io/wqzsa/>

“DC Area Survey” (2016, 2018). Funded by AU School of Public Affairs and Provost’s Office. Khaldoun AbouAssi, Lynn Addington, Michael Bader (PI), Kim Blankenship, Ernesto Castaneda, Lewis Faulk, Maria de Jesus, Sonya Grier, Eric Hershberg, Derek Hyra, Robin Lumsdaine, Vicky Wilkins, Matthew Wright, and Thespina Yamanis. Surveys of residents in diverse neighborhoods in the DC metropolitan area, focused on attachment to place, health, safety, trust in local organizations, and governance, <http://www.american.edu/spa/metro-policy/dc-area-survey.cfm>

“Intra-Metropolitan Population Shifts and the Responsiveness of Local Nonprofit Organizations” (2015-present). Funded in part by an American University Metropolitan Policy Center and School of Public Affairs Faculty Research Grant (2015, \$9,810). Lewis Faulk and Michael Bader. Data on nonprofit organizations in gentrified urban neighborhoods on organizational, program, and funding changes as they respond to intra-metropolitan demographic shifts. Pilot of the Nonprofit Panel Dataset Project.

“A Survey Experiment on the Effects of Organizational Form and Financing Strategy” (2015). Funded by AU School of Public Affairs. Lewis Faulk, Sheela Pandey, Sanjay Pandey, and Kristen Scott Kennedy. Data from an experimental design testing the effects of competition for individual contributions between nonprofit organizations, for-profit social enterprises, and organizations using Social Impact Bonds. Dataset available through the Open Science Framework, <https://osf.io/63wfg>. Citation: Faulk, L., Pandey, S., Pandey, S. K., & Scott Kennedy, K. (2019). “Donor support for social causes: A survey experiment on the effects of organizational form and financing strategy,” *Open Science Foundation*, <https://osf.io/63wfg>

“American University Grantseeking and Grantmaking Survey” (2014, \$8,500). Funded by American University’s Provost’s Office Faculty Research Support Grant. Lewis Faulk and Amanda J. Stewart. Data from parallel surveys to grantmaking foundations and nonprofit grant-seeking organizations in 10 metropolitan markets across 3 fields of human services activity.

“Longitudinal Foundation Grant Application and Grant Decision Data” (2013). Supported by the MAXIMUS Charitable Foundation. Lewis Faulk, Amanda J. Stewart, and John F. Boyer. Extensive data on all grant applications, funding decisions, and foundation management processes over 12 funding cycles for a foundation active on the local and national levels.

“U.S. Community Foundations, Programs, Donor Advised Funds, and Activities” (2012, 2019). Lewis Faulk and Jasmine McGinnis Johnson. Longitudinal data on program descriptions, expenses for each program, and Donor Advised Funds for a sample of community foundations across the U.S.

## **SELECTED HONORS AND AWARDS**

*Award for Outstanding EWI Contribution*, American University School of Public Affairs, 2015-2016  
Selected from over 20 *Excellence with Impact* projects.

*Excellence with Impact (EWI) Grant*, American University School of Public Affairs, 2015  
To host June 2015 Shaping the Future of Nonprofit Data symposium and expand a partnership with the Urban Institute to advance the Nonprofit Panel Dataset Project.

*Robert Cleary Award for Excellence in Public Affairs Research*, American University, 2014  
For the article “An Analysis of Gender Pay Disparity in the Nonprofit Sector: An Outcome of Labor Motivation or Gendered Jobs?”

*The Gabriel Rudney Award for Best Dissertation, 2012*

Awarded by the Association for Research on Nonprofit Organizations and Voluntary Action for the dissertation "Nonprofit and Foundation Behavior in Competitive Markets for Grants"

*Outstanding Doctoral Student in Public Policy Award, 2010*

Recognizing academic excellence and scholarship in the field of public policy, Georgia State University and Georgia Institute of Technology, Ph.D. in Public Policy Program

*RGK Center for Philanthropy and Community Service Summer Fellowship, 2010*

LBJ School of Public Affairs, University of Texas, Austin

*ARNOVA Doctoral Fellowship, 2010*

Award to participate in the ARNOVA dissertation seminar and the ARNOVA conference

*Andrew Young Fellowship, 2008-2010*

Andrew Young School of Policy Studies, Georgia State University

*Torch of Peace Award, 2007*

Recognizing service to the Atlanta nonprofit community, Georgia State University

*William B. Hight, Jr. Teaching Award, 2003*

Recognizing great potential for success in teaching, Davidson College

*Leadership and Service Award, 2003*

Recognizing leadership and service in the Davidson community, Davidson College

*Bonner Scholarship, 1999-2003*

For community service and leadership, Davidson College

*Sunshine Lady Foundation Sunbeam Grant, \$10,000, 2000-2001*

To improve the Ada Jenkins Community Center, Davidson, NC

*Ballard-Faulk Service Award, 1999*

Inaugural award recognizing service to the Elkin-Jonesville community, Elkin, NC

## **RESEARCH IN PROGRESS**

### **Working Papers**

"Testing Differences between Donation and Volunteering Citizen Participation Intentions in Experiments and Actual Behaviors." With Minjung Kim.

"Public Support Revenue and Media Visibility: The Case of U.S. Advocacy-Oriented Nonprofit Organizations." With Long Tran and Lilli Shaffer.

"Foundation Financing of Nonprofit Start-Ups." With Fredrik O. Andersson.

"The Effect of Nonprofit Debt on Major Foundation Giving." With Shena Ashley.

"Public Leaders or Private Accountants? The Relationship between Donor Advised Funds and Public Problem Solving Programs in U.S. Community Foundations." With Jasmine McGinnis Johnson.

"Illuminating the Black Box: Testing the Two-Stage Competitive Process for Grants." With Amanda J. Stewart, and John F. Boyer.

"The Adoption, Use, and Impact of Performance Management Practices by Nonprofits in Foundation Grant Funding Markets."

"Exploring the Risks of Rapid, Government Funded Growth in Human Service Organizations." With Jasmine McGinnis Johnson and Susannah Bruns Ali.

"Understanding Grantseeking and Grantmaking in Competitive Nonprofit Markets." With Amanda J. Stewart.

"The Influence of Foundation Activity and Grant Market Competition on Nonprofit Administrative and Fundraising Expenses."

"Market Density as a Determinant of Nonprofit Philanthropic Resource Attainment." With Shena Ashley.

“Foundation Grantmaking in Competitive Nonprofit Markets.” With Shena Ashley.

“A Partial Theory of Competition in Grant Markets.” With Jesse D. Lecy and Jasmine McGinnis Johnson.

“Explaining the Use of Commercial Revenue Surplus in Nonprofit Organizations.” With Marcus Lam and Janelle Kerlin.

“Nonprofits, the Compensatory State, and the Paradox of Neoliberalism.” With Robert F. Durant and Amanda J. Stewart.

### **In Progress**

“Neighborhood Gentrification, Intra-Metropolitan Population Shifts, and the Responsiveness of Local Nonprofit Programs.” With Michael Bader.

“A Comparison of Online and Mailed Survey Modes to Nonprofit Organizations and Philanthropic Foundations.” With Amanda J. Stewart.

“Transparency and Accountability in Foundations.” With Angela Bies, Khaldoun AbouAssi, and Bingying Wu.

“Explaining Grantmaking Responses to Economic Shock: Implications for Foundations, Organizations, and Public Policy.” With Lilli Shaffer.

## **CONFERENCE PAPERS AND PRESENTATIONS**

### **Academic Conferences**

“Testing Differences between Donation and Volunteering Citizen Participation Intentions in Experiments and Actual Behaviors.” The 7th Annual Science of Philanthropy Initiative (SPI) Conference, hosted virtually by the Lilly School of Philanthropy at Indiana University, September 16th & 17th, 2020. Presentation available online: <https://www.youtube.com/watch?v=bKE2juk-hAQ&feature=youtu.be>. With Minjung Kim.

“Growth Aspirations among Nonprofit Entrepreneurs,” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), San Diego, November 2019. With Fredrik O. Andersson.

“Signal Accumulation in Organizational Reputation Building: The Moderating Effect of Mission Valence on Trust Breach and Forgiveness.” Public Management Research Association (PMRA) Conference, Chapel Hill, NC, June 11-14, 2019. With Jurgen Willems.

“Financial Resource Drivers of Nonprofit Startup and Sustainability,” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Austin, TX, November 2018. With Fredrik O. Andersson.

“Public Support Revenue and Media Visibility: The Case of U.S. Advocacy-Oriented Nonprofit Organizations,” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Austin, TX, November 2018. With Long Tran and Lilli Shaffer.

“Big Open Nonprofit Data.” Panel Discussant. 13th International Conference of the International Society for Third Sector Research (ISTR), Amsterdam, Netherlands, July 2018.

“Public Support Revenue and Media Visibility: The Case of U.S. Advocacy-Oriented Nonprofit Organizations,” 13th International Conference of the International Society for Third Sector Research (ISTR), Amsterdam, Netherlands, July 2018.

“Individual Perceptions and Use of Nonprofits in Diverse Urban Settings: Supplements or Complements to Local Government Failings?” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Grand Rapids, MI, November 16-18, 2017. With Khaldoun AbouAssi, Minjung Kim, Lilli Shaffer, and Long Tran.

“Cutback Management and Foundation Grantmaking.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Grand Rapids, MI, November 16-18, 2017. With Lilli Shaffer.

“Nonprofit Panel Dataset Project – Expanding Partnerships.” Association for Research on Nonprofit

Organizations and Voluntary Action (ARNOVA), Grand Rapids, MI, November 16-18, 2017.

“So Close, Yet So Far: Obstacles and Opportunities in Research on Nonprofits and NGOs” Mini Plenary Panelist. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Grand Rapids, MI, November 16-18, 2017.

“Use and Perceptions of Nonprofit and Local Government Services in Diverse Urban Settings.” Public Management Research Association (PMRA) Conference, Washington, DC, June 8-10, 2017. With Khaldoun AbouAssi, Minjung Kim, Lilli Shaffer, and Long Tran.

“Neighborhood Gentrification, Intra-Metropolitan Population Shifts, and the Responsiveness of Local Nonprofit Programs.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Washington, DC, November 17-19, 2016.

“The Nonprofit Panel Dataset: Sharing Progress and Seeking Constituent Feedback.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Washington, DC, November 17-19, 2016.

“Emerging Scholars: Surviving Pre-Tenure.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Washington, DC, November 17-19, 2016.

“Measuring the Impacts of Changes in Organizational Finance on Nonprofit Advocacy Activities Over Time.” International Society for Third Sector Research (ISTR) conference, Stockholm, Sweden, June 28 – July 1, 2016.

“Foundation Financing of Nonprofit Start-Ups.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Chicago, Illinois, November 19-21, 2015. With Fredrik O. Andersson.

“Continuing the Quest for Longitudinal Examination: Researching and Serving Together.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Chicago, Illinois, November 19-21, 2015. With Teresa Derrick-Mills.

“As You Sow, so Shall You Reap? Evaluating if Targeted Financial Capacity-Building Improves Nonprofit Financial Health.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Chicago, Illinois, November 19-21, 2015. With Amanda J. Stewart.

“Donor Support for Social Causes: A Survey Experiment on the Effects of Organizational Form and Financing Strategy.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Chicago, Illinois, November 19-21, 2015. With Sheela Pandey, Sanjay K. Pandey, and Kristen Scott Kennedy.

“Exploring the Risks of Government Funded Growth in Human Service Organizations.” Academy of Management (AOM) Conference, Vancouver, British Columbia, August 7-11, 2015. With Jasmine McGinnis Johnson and Susannah Bruns Ali.

“The Adoption, Use, and Impact of Performance Management Practices by Nonprofits in Foundation Grant Funding Markets.” Public Management Research Association (PMRA) Conference, Minneapolis, Minnesota, June 11-13, 2015.

“Understanding Grantseeking and Grantmaking in Competitive Nonprofit Markets.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Denver, Colorado, November 19-22, 2014. With Amanda Janis Stewart.

“Understanding Grantseeking and Grantmaking in Competitive Nonprofit Markets.” International Society for Third Sector Research (ISTR) conference, Muenster, Germany, July 22-25, 2014. With Amanda Janis Stewart.

“Illuminating the Black Box: Testing the Two-Stage Competitive Process for Grants.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Hartford, Connecticut, November 20-23, 2013. With Amanda Janis and John F. Boyer.

“Seeking Common Ground: Assessing Concepts and Measures of Professionalization.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Hartford, Connecticut, November 20-23, 2013. With Amanda Janis.

“Publicness of Goods and Issue Salience: Implications for Competition in the Provision of Public Services.” Conference on Nonprofit Competition and Public Policy, held by *Nonprofit Policy Forum* and Syracuse University at the Greenberg House in Washington D.C., October 4, 2013.

“Smart Scaling: Ensuring Sustainable Human Services for Vulnerable Populations.” The Public Management Research Conference (PMRC), Madison, Wisconsin, June 20-22, 2013. With Jasmine McGinnis Johnson and Susannah Bruns Ali.

“Nonprofits, the Compensatory State, and the Paradox of Neoliberalism.” Annual Conference of the American Society for Public Administration (ASPA), New Orleans, LA, March 15–19, 2013. With Robert F. Durant and Amanda Janis.

“A Fresh Look at Foundation Payout: Fulfilling the Public Good amidst Professionalization?” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Indianapolis, Indiana, November 15-17, 2012. With Amanda Janis.

“A Partial Theory of Competition in Grant Markets.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Indianapolis, Indiana, November 15-17, 2012. With Jesse D. Lecy and Jasmine A. McGinnis.

“Scaling Up: An Analysis of Rapid Growth with Government Funding and Maintaining Human Services through Economic Turmoil.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Indianapolis, Indiana, November 15-17, 2012. With Jasmine A. McGinnis and Susannah Bruns Ali.

“Scaling Up: An Analysis of Rapid Growth with Government Funding.” Poster presented at Association for Public Policy Analysis and Management (APPAM), Baltimore, Maryland, November 8-10, 2012. With Jasmine A. McGinnis and Susannah Bruns Ali.

“The Professionalization of Community Foundations and their Emerging Roles in Defining Public Values and Setting Local Agendas,” Creating Public Value in a Multi-Sector, Shared-Power World Conference, Minneapolis, Minnesota, September 20-22, 2012. With Jasmine A. McGinnis.

“Impact of Board Network Structures on Grant Success,” International Society of Third Sector Research (ISTR), Siena, Italy, July 10-13, 2012. With Jurgen Willems, Jasmine A. McGinnis, and Amanda Janis.

“Entrance barriers and competition in foundation grant markets,” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Toronto, Canada, November 18, 2011. With Jesse D. Lecy and Jasmine A. McGinnis.

“Explaining the Use of Commercial Revenue Surplus in Nonprofit Organizations.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Washington, D.C., November, 2010. With Marcus Lam and Janelle Kerlin.

“Exploring Nonprofit Organizational Evolution: An Assessment of the Relationship between Life-Stages and Organizational Capacity.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Washington, D.C., November, 2010. With Fredrik O. Andersson.

“Nonprofit Competition and the Allocation of Philanthropic Resources.” International Society of Third Sector Research (ISTR), Istanbul, Turkey, July, 2010. With Dennis R. Young, Bruce A. Seaman, Amanda L. Wilsker, and Nicholas Harvey.

“Foundation Grantmaking in Competitive Nonprofit Markets: Spreading the Wealth or Winner Takes All?” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Cleveland, Ohio, November 19-21, 2009. With Shena Ashley.

“Explaining Gender Pay Disparities in Nonprofit Industries: A Multilevel Model.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Cleveland, Ohio, November 19-21, 2009. With Lauren Hamilton Edwards, Gregory B. Lewis, and Jasmine McGinnis.

“Concentration, Competition and Collaboration in the U.S. Nonprofit Sector: Implications for Efficiency and Public Policy.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Cleveland, Ohio, November 19-21, 2009. With Dennis R. Young, Bruce A. Seaman, Amanda L. Wilsker, and Nicholas Harvey.



“Wage Differentials and Gender Diversity in the Nonprofit Workforce: Are Nonprofits Really More Equitable?” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Philadelphia, Pennsylvania, November 20-22, 2008. With Gregory B. Lewis.

“Calculated Risks: An Approach to Measuring Risk in Grantmaking Portfolios.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Philadelphia, Pennsylvania, November 20-22, 2008. With Shena Ashley.

“The Boundaries of Social Enterprise: When Can a Failing Business Succeed in Nonprofit Form?” International Society for Third Sector Research (ISTR) and EMES-ISTR European Conference of Barcelona, Barcelona, Spain July 8-12, 2008. With Dennis R. Young and Nicholas Harvey.

“Social Capital is a Two-Way Street: Accounting for Community Social Capital Investments in Nonprofit Organizations.” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Atlanta, Georgia, 15-17 November 2007.

### **Invited Talks**

"Overview of the U.S. Nonprofit (NGO) Sector, Current Trends, and Challenges." Building NGO Resilience: A Grassroots Perspective. A Project for the Organization for Security and Co-operation in Europe (OSCE), U.S. Department of State, International Visitor Leadership Program, Washington DC, November 6, 2018.

"Overview of the U.S. Nonprofit Sector: Tax Structure, Current Trends, and Challenges." Building Civil Society: Strategies for NGO Growth and Sustainability, U.S. Department of State, International Visitor Leadership Program, Washington DC, October 16, 2018.

“Grantmaking Foundation Management and Professionalization: Perspectives from Current Research.” Invited by the University of Maryland, College Park, Office of China Affairs, presentation to visiting foundation leaders from the China Charity Alliance. College Park, MD, October 19, 2016.

"Milwaukee Grants: Who gets funded (And who doesn't)?" Invited by the Greater Milwaukee Foundation and the Helen Bader Institute. Milwaukee, Wisconsin, November 17, 2015.

“Grantseeking and Grantmaking Study Shows Challenges Faced by Philanthropic Leaders.” Invited by the Donors Forum of Wisconsin and the Helen Bader Foundation. Milwaukee, Wisconsin, November 18, 2014.

“Developing Nonprofit Resources.” Invited by the United Way of the National Capital Area, Emerging Leaders Board Leadership and Development Program, September 30, 2014.

“Fundraising and Resource Development.” Invited by the United Way of the National Capital Area, Emerging Leaders Board Leadership and Development Program, February 27, 2014.

“The \$137 Billion Connection: Nonprofit-Government Contracts and Grants.” Invited panelist at the release of the Nonprofit-Government Contracts and Grants: Findings of the 2013 Survey, The Urban Institute, Washington, D.C., December 5, 2013.

“Understanding the Philanthropic Marketplace: An analysis of the local grants economy.” Invited presentation to the Association of Philanthropic Counsel’s Educational Forum, Atlanta, Georgia, November 5-7, 2009.

### **Events and Invited Roundtables**

2018 ARNOVA Symposium on Public Policy for Nonprofits. Invited discussant and participant. Washington, D.C., November 10, 2018.

Wise Economic Decision Making: Implications from Nonprofit Research. Invited panelist and participant. Cleveland State University, March 17, 2017.

2016 ARNOVA Symposium on Public Policy for Nonprofits. Invited discussant and participant. Washington, D.C., November 15, 2016.

2nd Foundation Grants Data Summit, Helen Bader Institute, Milwaukee, WI. Co-organizer, November 17, 2015.

Foundation Grants Data Summit, Syracuse University, Syracuse, NY. Invited by the Campbell Public Affairs Institute, September 5-6, 2015.

Shaping the Future of Nonprofit Data Symposium, American University and The Urban Institute, Co-organizer, June 27-28, 2015.

2015 ARNOVA Symposium on Public Policy for Nonprofits. Invited discussant and participant, Urban Institute, Washington, D.C., May 13, 2015.

“Foundation Grantmaking Over the Economic Cycle.” Invited roundtable discussion participant, Tax Policy and Charities Project, The Urban Institute, Washington, D.C., March 13, 2014.

Alliance for Nonprofit Management Strategy Lab. Invited roundtable participant to discuss pressing nonprofit management issues and evidence of best practice, The Meyer Foundation, Washington, D.C., November 29, 2012.

## **TEACHING EXPERIENCE**

### Graduate Level

*Managing Nonprofit Organizations* (PUAD 681, American University)  
*Nonprofits and Public Policy* (PUAD 696/685, American University)  
*Nonprofit Policy Advocacy and Law* (PUAD 696/685, American University)  
*Nonprofit Resource Development* (PUAD 682, American University)  
*Introduction to the Nonprofit Sector* (PMAP 8210, Georgia State University)  
*Program Performance Evaluation and Management* (PUAD 696, American University)  
*How to Start a Nonprofit* (American University, SPA Analytics & Management Institute)  
*Social Entrepreneurship* (Universität Hamburg, Germany)  
*Social Network Analysis Using R* (American University, SPA Analytics & Management Institute)

### Undergraduate Level

*Nonprofit and Social Entrepreneurship* (MGMT 360, American University)  
*Complex Problems –Organizations and World Change*, (CORE 105, American University)

## **PROFESSIONAL SERVICE**

### **External Service and Association Activity**

Nonprofit Panel Dataset Project, lead (2017-present), co-lead and co-coordinator (with Teresa Derrick-Mills, Urban Institute, 2015-2017)

DC Area Nonprofit and Civil Society Scholars, Washington, DC.  
Co-founder and co-organizer (October 2012 - Present)

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)  
ARNOVA/IS Symposium on Public Policy for Nonprofits and Philanthropy, co-chair (2020)  
Conference Track Chair (Nonprofit Public Policy, Regulation and Advocacy) (2017, 2018)  
Research Committee (2014-2017)  
2016 Conference Host Consortium, Local Arrangements Committee (2014-2016)  
Conference Planning Committee (2013)  
Gabriel Rudney Award for Best Dissertation Selection Committee (chair, 2013)

International Society for Third Sector Research (ISTR)  
PhD Seminar Faculty (2015-2016, 2017-2018)

*Nonprofit Policy Forum* (Editorial Assistant, 2010-2011)

Ad-Hoc Manuscript Reviewer: *Nonprofit and Voluntary Sector Quarterly (NVSQ)*, *Nonprofit Management and Leadership (NML)*, *Nonprofit Policy Forum (NPF)*, *Voluntas*, *Public Finance Review (PFR)*, *Public Administration Review (PAR)*, *Journal of Policy Analysis and Management (JPAM)*, *Journal of Public Administration Research and Theory (JPART)*, *Public Performance and Management Review (PPMR)*, *Review of Public Personnel Administration (ROPPA)*, Israel Science Foundation, The Urban Institute, Edward Elgar Publishing

Other Professional Service: Public Management Research Association (PMRA) Panel Chair and Discussant (2017); Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference Volunteer (2007); International Society for Third Sector Research (ISTR) Conference Submission Reviewer (2008), Association of Public Policy Analysis and Management (APPAM) conference panel discussant (2011, 2013).

### **Internal Service (American University)**

Community-Based Research Scholars (CBRS) Advisory Committee (2015-present)  
Community-Based Learning (CBL) Faculty Advisory Group (2018-present)  
School of Public Affairs Excellence with Impact (EWD) Review Committee (2018-2019, 2019-2020)  
MPA/MPP Application Review Committee (2014-2015, 2015-2016, 2016-2017, 2017-2018, 2018-2019)  
Public Administration and Policy Faculty Search Committee (2017 - 2018)  
AU President Search Committee, SPA Faculty Representative (2016-2017)  
Public Administration and Policy Faculty Search Committee (2016 - 2017)  
School of Public Affairs Education Policy Committee (2015-2017)  
Grant Seeking and Management Panel Co-coordinator and Moderator (2015)  
NP Management and Org Behavior Faculty Search Committee (2014 - 2015)  
Urban/Metropolitan Faculty Search Committee (2013 - 2014)  
Department of Public Administration and Policy PhD Application Review Committee (2013 - 2014)  
Nonprofit Management Comprehensive Field Exam Chair (May 2013)  
School of Public Affairs School-Wide Planning Steering Committee (2012 – 2013)  
Subcommittee Chair, Developing a Culture of Excellence Subcommittee  
Senior Faculty and Department Chair Search Committee (2012 - 2013)  
Nonprofit Management Comprehensive Field Exam Committee (September 2011)  
Careers in Nonprofit Management Alumni Panel Coordinator (2011, 2012, 2013, 2018)

### **Consulting**

Meyer Foundation, Washington DC. (December 2014-March 2015)  
MAXIMUS Charitable Foundation (Nov. 2011-Aug. 2012)  
Provided an evaluation of the foundation's grantmaking activity and potential growth opportunities. Supported improvements to the foundation's grantmaking activity, employee engagement, capacity, and operations.  
Marietta Youth Empowerment through Learning, Leading, and Serving (2010)  
Startup assistance, document review, state incorporation, and 501(c)(3) exemption and compliance  
Regional Council of Churches of Atlanta (2006, Supervised by Harvey K. Newman, PhD)  
Performance evaluation development and implementation support

### **MEDIA APPEARANCES AND INTERVIEWS**

WalletHub, Internet. (December 2015)  
<https://wallethub.com/edu/most-and-least-charitable-states/8555/>  
Expert interview for WalletHub's "2015's Most and Least Charitable States" report of recent state-level donation trends and policy issues.  
BizTimes.com, January 2, 2015  
Research profiled in "Connecting to Philanthropy: The understudied behaviors of grant seekers and grantmakers" By Jill Van Calster  
<https://www.biztimes.com/2015/industries/nonprofit-philanthropy/connecting-to-philanthropy-the-understudied-behaviors-of-grant-seekers-and-grantmakers-2/>  
Nonprofit Quarterly, December 6, 2013  
Quoted in Nonprofit Quarterly's Cohen Report on the Urban Institute's release of Nonprofit-Government Contracts and Grants: Findings of the 2013 Survey report.  
<http://us4.campaign-archive1.com/?u=322fdd736769904659c292327&id=2ee9292ab4&e=48d805febe>  
The Urban Institute (webcast), December 5, 2013

Panelist in webcast of "The \$137 Billion Connection: Nonprofit-Government Contracts and Grants Release of Nonprofit-Government Contracts and Grants: Findings of the 2013 Survey" panel discussion [http://www.urban.org/events/The\\_137\\_Billion\\_Connection.cfm](http://www.urban.org/events/The_137_Billion_Connection.cfm)

American Magazine, May, 2012

Interviewed and quoted in the article "All in for Nonprofits" by Charles Spencer, May 2012, pp. 31-34. <http://www.american.edu/americanmagazine/features/AU-Alums-All-in-for-Nonprofits.cfm>

WRC-TV NBC4, WTOP.com, February 3, 2012 / WTOP 103.5 FM, February 4, 2012

Expert interview on the controversy surrounding the Susan G. Komen Foundation's decision to cut off and then subsequently restore funding to Planned Parenthood affiliates.

## **PROFESSIONAL MEMBERSHIPS**

Public Management Research Association (PMRA)

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)

International Society for Third Sector Research (ISTR)