

## MARK A. HAGER

### CONTACT

Arizona State University  
School of Community Resources & Development  
411 N Central Ave, Suite 550  
Phoenix, AZ 85004-0691

Mark.Hager@asu.edu  
(602) 496-1058

### EDUCATION

1999 Ph.D. Sociology University of Minnesota  
Explaining Demise among Nonprofit Organizations. Doctoral dissertation, University of Minnesota, Department of Sociology

1995 M.A. Sociology University of Minnesota

1990 B.S. Speech: Rhetoric Kansas State University

### PROFESSIONAL BACKGROUND

2008- Arizona State University, Phoenix, AZ  
Associate Professor: School of Community Resources & Development  
Associate Director: School of Community Resources & Development, 2018-2019  
Affiliate Graduate Faculty: School of Social Work  
Affiliate Graduate Faculty: Sociological Inquiry  
Associate Scholar: Lodestar Center for Philanthropy & Nonprofit Innovation  
Associate Scholar: Center for Organization Research and Design, 2013-  
Associate Scholar: Julie Ann Wrigley Global Institute of Sustainability, 2016-  
Honors Faculty: Barrett, the Honors College  
Director of Research, Lodestar Center for Philanthropy & Nonprofit Innovation, 2008-10

2005-2008 Director, Center for Community and Business Research, Institute for Economic Development, University of Texas at San Antonio

2004-2005 Senior Research Associate, Center on Nonprofits and Philanthropy, the Urban Institute, Washington, DC

2000-2003 Research Associate I, Center on Nonprofits and Philanthropy, the Urban Institute

1999-2000 Director of Research, Americans for the Arts, Washington, DC

1998-1999 Assistant Professor, Department of Sociology, Indiana University of Pennsylvania

1997-1998 Instructor, Department of Sociology, University of Minnesota

1991-1992 Instructor, Kamakwie Wesleyan Secondary School, U.S. Peace Corps -- Sierra Leone

**FELLOWSHIPS, HONORS AND AWARDS: RESEARCH**

Editors Prize for Best Scholarly Paper, Volume 25 of *Nonprofit Management & Leadership*: Mark A. Hager and Jeffrey L. Brudney for “In Search of Strategy: Universalistic, Contingent, and Configurational Adoption of Volunteer Management Practices,” 2016.

American Society for Association Executives Award for Outstanding Academic Publication on Membership Organizations: Mark A. Hager for “Engagement Motivations in Professional Associations,” 2014.

Editors Prize for Best Scholarly Paper, Volume 22 of *Nonprofit Management & Leadership*: Mark A. Hager and Jeffrey L. Brudney for “Problems Recruiting Volunteers: Nature versus Nurture,” 2013.

Best Paper, 2004 *Davis Conference on Qualitative Research*, Davis, CA.

Gabriel G. Rudney Memorial Award for an Outstanding Dissertation. *Association for Research on Nonprofit Organizations and Voluntary Action*, November 2000.

Best Dissertation Award. *Academy of Management, Public and Nonprofit Division*, August 2000.

Doctoral Dissertation Fellowship, “Explaining Organizational Demise among Nonprofits.” 1997. *The Aspen Institute, Nonprofit Sector Research Fund*, Washington DC. \$20,000.

John D. Rockefeller 3rd Graduate Summer Fellowship. Yale University *Program on Nonprofit Organizations*, Summer 1996. In residence, New Haven, CT.

Don Martindale Award for “Excellence in Graduate Scholarship.” *University of Minnesota, Department of Sociology*, May 1996. Minneapolis, MN.

**FELLOWSHIPS, HONORS AND AWARDS: SERVICE AND TEACHING**

Outstanding Faculty Award for Teaching, Arizona State University, School of Community Resources & Development, 2017.

Outstanding Faculty Award for Service, Arizona State University, School of Community Resources & Development, 2016.

Outstanding Reviewer Award, *Nonprofit and Voluntary Sector Quarterly*, 2011.

|                                      |                           |
|--------------------------------------|---------------------------|
| Golden Key Honor Society             | (Kansas State University) |
| Kappa Delta Pi Honorary in Education | (Kansas State University) |
| Phi Kappa Phi Honorary               | (Kansas State University) |

**EXTERNAL FUNDING APPLICATIONS, PAST FIVE YEARS**

AmeriCorps (Corporation for National and Community Service, U.S federal government)

- *Volunteer Management Capacity II*  
 Year 1, 2017-2018: **\$92,917 funded**  
 Year 2, 2018-2019: **\$94,954 funded**  
 Year 3, 2019-2020: **\$31,116 funded**
- *Technology Evolution in Volunteer Administration*  
 2019-2021: **\$118,884 funded**

National Science Foundation (U.S. federal government)

- Pilot grant **funded** by the ASU Institute for Social Science Research, Summer 2019, **\$4,470**
- *The De-Ecology of Community Organization: A Study of Closure, Merger, and Downsizing among Nonprofit Organizations*  
 Fall 2019: \$392,088 not funded  
 Spring 2020: \$420,649 not funded  
 Fall 2020: \$323,236 not funded

**PUBLICATIONS, PAPERS, AND PRESENTATIONS****Scholarly Articles**

- Tania L. Hernandez Ortiz, Mark A. Hager & Jeffrey L. Brudney. Forthcoming. "What Do Nonprofits Value in Their Volunteers?" Human Service Organizations: Management, Leadership, & Governance. Presented (revised title) at the 2020 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Online.
- ChiaKo Hung & Mark A. Hager. 2020. "Moderated Commitment: Members' Decisions Not to Give to Professional Associations." Public Performance and Management Review 43(4): 971-992. Presented at the 2018 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Austin, TX.
- ChiaKo Hung & Mark A. Hager. 2019. "The Impact of Revenue Diversification on Nonprofit Financial Health: A Meta-Analysis." Nonprofit and Voluntary Sector Quarterly 48(1): 5-27. *Republished* January 2020 in a virtual issue of Nonprofit and Voluntary Sector Quarterly, 'Editor's Choice: Top Articles from 2018-2019.' Presented at the 2018 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Austin, TX.
- Tyler Adams, Erica Mazzella, Kathy Renfro, Linda Schilling & Mark A. Hager. 2016. "Measurement in Volunteer Administration: Seven Arenas." International Journal of Volunteer Administration 32(1): 22-31. Presented at the 2015 *West Coast Nonprofit Data Conference*, San Diego, CA.

- Mark A. Hager & E.C. Hedberg. 2016. "Institutional Trust, Sector Confidence, and Charitable Giving." Journal of Nonprofit & Public Sector Marketing 28(3): 164-184. Presented at the 2011 *West Coast Nonprofit Data Conference*, Tucson, AZ.
- Mark A. Hager & Susanne McArdle. 2015. "Dimensions of Sales Tax Exemption Policy: The Arizona Model." Nonprofit Policy Forum 6(1): 45-58. Presented at the 2012 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Indianapolis, IN.
- Mark A. Hager & Jeffrey L. Brudney. 2015. "In Search of Strategy: Universalistic, Contingent, and Configurational Adoption of Volunteer Management Practices." Nonprofit Management & Leadership 25(3): 235-254. *Winner, Volume 25 Editors Prize for Best Scholarly Paper published in NML*. Republished, May 2021 in a virtual issue of Nonprofit Management & Leadership, 'Special Tribute to Professor Jeffrey Brudney, 1950-2021.' Presented (revised title) at the 2011 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Toronto, Canada.
- Kandyce M. Fernandez & Mark A. Hager. 2014. "Public and Private Dimensions of Grantmaking Foundations." Public Administration Quarterly 38(3): 405-439.
- Kelly Proulx, Mark A. Hager & Kimberly Klein. 2014. "Models of Collaboration between Nonprofit Organizations." International Journal of Productivity and Performance Management 63(6): 746-765.
- Mark A. Hager. 2014. "Engagement Motivations in Professional Associations." Nonprofit and Voluntary Sector Quarterly 43(2S): 39S-60S. *Winner, 2014 ASAE Award for Outstanding Academic Publication on Membership Organizations*.
- Mark A. Hager. 2013. "Gathering Information from Nonprofits: Toward Representative Survey Samples." Journal of Nonprofit Education and Leadership 3(1): 47-59.
- Mark A. Hager. 2013. "Toward Emergent Strategy in Volunteer Administration." International Journal of Volunteer Administration 29(3): 13-22.
- Mark A. Hager & Elizabeth T. Boris. 2013. "Compensation for Governance in Grantmaking Foundations." Public Integrity 15(1): 51-69.
- Mark A. Hager & HeeKyung Sung. 2012. "Local Arts Agency Participation in Cultural Tourism Management." Journal of Heritage Tourism 7(3): 205-217.
- Mark A. Hager & HeeKyung Sung. 2012. "Local Arts Agencies as Destination Management Organizations." Journal of Travel Research 51(4):400-411.

Mark A. Hager & Mary Kopczynski Winkler. 2012. "Motivational and Demographic Factors for Performing Arts Attendance across Place and Form." Nonprofit and Voluntary Sector Quarterly 41(3): 474-496.

Mark A. Hager & Jeffrey L. Brudney. 2011. "Problems Recruiting Volunteers: Nature versus Nurture." Nonprofit Management & Leadership 22(2): 137-157. *Winner, Volume 22 Editors Prize for Best Scholarly Paper published in NML*. Republished, February 2020 in a virtual issue of Nonprofit Management & Leadership, 'NML Best of the 2010s: Most Popular Articles from 2010-2019.' Republished, May 2021 in a virtual issue of Nonprofit Management & Leadership, 'Special Tribute to Professor Jeffrey Brudney, 1950-2021.' Presented at the 2010 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Alexandria, VA.

Mark A. Hager & Jeffrey L. Brudney. 2005. "Net Benefits: Weighing the Challenges and Benefits of Volunteers." Journal of Volunteer Administration 23(1): 26-31. Presented at the 2004 *International Conference on Volunteer Administration*, Portland, OR.

Mark A. Hager, Joseph Galaskiewicz & Jeff A. Larson. 2004. "Structural Embeddedness and the Liability of Newness among Nonprofit Organizations." Public Management Review 6(2): 159-188. Presented (revised title) at the 2000 Annual Meeting of the *American Sociological Association*, Washington DC.

Mark A. Hager & Thomas H. Pollak. 2004. "Haves and Have-Nots: Investment Capital among Performing Arts Presenters in the United States." International Journal of Arts Management 6(2): 54-65. Presented at the 2001 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Miami, FL.

Mark A. Hager, Sarah Wilson, Thomas H. Pollak & Patrick Michael Rooney. 2003. "Response Rates for Mail Surveys of Nonprofit Organizations: A Review and Empirical Test." Nonprofit and Voluntary Sector Quarterly 32(2): 252-267. Presented at the 2002 Annual Meeting of the *Academy of Management*, Denver, CO.

Mark A. Hager. 2003. "Current Practices in Allocation of Fundraising Expenditures." New Directions for Philanthropic Fundraising 41: 39-52. Presented (revised title) at the 2003 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Denver, CO.

Mark A. Hager, Patrick M. Rooney & Thomas H. Pollak. 2002. "How Fundraising is Carried Out in U.S. Nonprofit Organizations." International Journal of Nonprofit and Voluntary Sector Marketing 7(4): 311-324. Presented (revised title) at the 2002 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Montreal, Canada.

- Rosalyn Benjamin Darling, Mark A. Hager, Jami M. Stockdale & D. Alex Heckert. 2002. "Divergent Views of Clients and Professionals: A Comparison of Responses to a Needs Assessment Instrument." Journal of Social Service Research 28(3): 41-63. Presented at the 2000 Annual Meeting of the *American Sociological Association*, Washington DC.
- Melissa Middleton Stone, Mark A. Hager & Jennifer J. Griffin. 2001. "Organizational Characteristics and Funding Environments: A Study of a Population of United Way-Affiliated Nonprofits." Public Administration Review 61(3): 276-289.
- Mark A. Hager. 2001. "Financial Vulnerability among Arts Organizations: A Test of the Tuckman-Chang Measures." Nonprofit and Voluntary Sector Quarterly 30(2): 376-392. Presented at the 2000 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, New Orleans, LA.
- Thomas Pollak, Mark A. Hager & Elizabeth Rowland. 2000. "University Arts Programs and Local Communities: A Report on a Pilot Study." The Journal of Arts Management, Law, and Society 30(2): 146-159.
- Mark A. Hager, Joel J. Pins & Cheryl A. Jorgensen. 1997. "Unto Thy Maker: The Fate of Church-Based Nonprofit Clinics in a Turbulent Health Care Environment." Nonprofit and Voluntary Sector Quarterly 26(Supplement): S85-S100. Presented (revised title) at the 1996 Annual Conference of the *Midwest Sociological Society*, Chicago, IL.
- Mark Hager, Joseph Galaskiewicz, Wolfgang Bielefeld & Joel Pins. 1996. "Tales From the Grave: Organizations' Accounts of their Own Demise." American Behavioral Scientist 39(8): 975-994. Presented at the 1996 Annual Meeting of the *American Sociological Association*, New York, NY.
- Mark A. Hager. 1996. "Education Level, Liberal Attitudes, and Sexual Behavior: A Reinterpretation." The Alberta Journal of Educational Research XLII(4): 400-405.

### **Books**

- Martha Golensky & Mark A. Hager. 2020. Strategic Leadership and Management in Nonprofit Organizations: Theory and Practice, 2nd Edition. Oxford University Press.
- Martha Golensky & Mark A. Hager. 2020. Teacher's Manual to Accompany Strategic Leadership in Nonprofit Organizations: Theory and Practice, 2nd Edition. Oxford University Press.

### **Book Chapters**

- Mark A. Hager. Forthcoming. "Functions of Nonprofit Organizations." In International Encyclopedia of Civil Society, 2nd Edition, edited by List, Anheier & Toepler. New York, NY: Springer Nature.

- Mark A. Hager & Jeffery L. Brudney. 2021. "Sustaining Volunteer Involvement." Pp. 169-187 in Volunteer Administration: Professional Practice, 4<sup>th</sup> Edition, edited by Seel & Bennett. Toronto: LexisNexis Canada and the Council for Certification in Volunteer Administration.
- Mark A. Hager & Kathy T. Renfro. 2020. "Volunteer Management and the Psychological Contract." Pp. 278-290 in Routledge Companion to Nonprofit Management, edited by Anheier & Toepler. Philadelphia: Routledge.
- HeeKyung Sung, Roland Kushner & Mark A. Hager. 2020. "Exploring the Dimensional Structure of the Arts in Communities." Pp. 59-89 (Chapter 4) in Culture, Community, and Development, edited by Phillips, Brennan, and Li. New York: Routledge.
- Mark A. Hager. 2018. "Life Cycles of Nonprofit Organizations." In Global Encyclopedia of Public Administration and Public Policy, edited by A. Farazmand. New York: Springer.
- Mark A. Hager, Emma Juaneda-Ayensa, Mikulas Pstross, Fernando do Amaral Nogueira & David H. Smith. 2016. "Member Acquisition and Retention in Associations." Pp. 975-991 (Chapter 38) in Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations, edited by D.H. Smith, R.A. Stebbins, and J. Grotz.
- Mark A. Hager & Jeffery L. Brudney. 2016. "Sustaining Volunteer Involvement." Pp. 225-247 (chapter 7) in Volunteer Administration: Professional Practice, 3rd Edition, edited by K. Seel. Toronto: LexisNexis Canada and the Council for Certification in Volunteer Administration.
- Kelly Proulx, Mark A. Hager & Denise Wittstock. 2014. "The Promise of Information and Communications Technology in Volunteer Administration." Pp. 161-179 (chapter 10) in ICT Management in Nonprofit Organizations, edited by J.A. Ariza-Montes & A.M. Lucia-Casademunt. Hershey, PA: IGI Global. Presented (revised title and author order) at the 2013 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Hartford, CT.
- Mark A. Hager, Patrick M. Rooney & Thomas H. Pollak. 2014. "How Fundraising is Carried Out in United States Non-Profit Organizations." Republished in Voluntary and Non-Profit Management, edited by Stephen Osborne. Thousand Oaks, CA: Sage Publications.
- Mark A. Hager & Jeffery L. Brudney. 2013. "Sustaining Volunteer Involvement." Pp. 243-279 (chapter 8) in Volunteer Administration: Professional Practice, 2nd Edition, edited by K. Seel. Toronto: LexisNexis Canada and the Council for Certification in Volunteer Administration.
- Mark A. Hager. 2010. "Functions of Nonprofit Organizations." In International Encyclopedia of Civil Society, edited by H.K. Anheier & S. Toepler. New York, NY: Springer Publications.

- Mark A. Hager & Jeffery L. Brudney. 2010. "Sustaining Volunteer Involvement." Pp. 215-248 (chapter 7) in Volunteer Administration: Professional Practice, edited by K. Seel. Toronto: LexisNexis Canada and the Council for Certification in Volunteer Administration.
- Mark A. Hager & Jeffrey L. Brudney. 2008. "Management Capacity and Retention of Volunteers." Pp. 9-27 (chapter 1) in Challenges in Volunteer Management, edited by M. Liao-Troth. Charlotte, NC: Information Age Publishing.
- Woods Bowman, Elizabeth Keating & Mark A. Hager. 2007. "Investment Income." Pp. 157-181 (chapter 7) in Financing Nonprofits: Bridging Theory and Practice, edited by D.R. Young. Lanham, MD: AltaMira Press.
- Beth Duckles, Mark A. Hager & Joseph Galaskiewicz. 2005. "How Nonprofits Close: Using Narratives to Study Organizational Processes." Pp. 169-203 (chapter 7) in Qualitative Organizational Research, edited by K.D. Elsbach. Greenwich, CT: Information Age Publishing. Presented (revised title) at the 2004 *Davis Conference on Qualitative Research*, Davis, CA.
- Mark A. Hager, Amy Brimer & Thomas H. Pollak. 2005. "The Distribution of Nonprofit Social Service Organizations along the Rural-Urban Continuum." Pp. 73-85 (chapter 4) in Rural Social Work Practice, edited by N. Lohmann & R. Lohmann. New York: Columbia University Press.
- Mark Hager & Janet Greenlee. 2004. "How Important is a Nonprofit's Bottom Line? The Uses and Abuses of Financial Data." Pp 85-96 in In Search of the Nonprofit Sector, edited by P. Frumkin & J. Imber. Somerset, NJ: Transaction Publishers. Presented (revised title) at 2002 conference on *Nonprofit Organizational Effectiveness and Performance*, Kansas City, MO.
- Mark Hager, Joseph Galaskiewicz, Wolfgang Bielefeld & Joel Pins. 1999. "Tales From the Grave: Organizations' Accounts of their Own Demise" republished, pp. 51-70 in When Things Go Wrong: Organizational Failures and Breakdowns, edited by Helmut K. Anheier. Thousand Oaks, CA: Sage.
- Joseph Galaskiewicz & Wolfgang Bielefeld, with Mark Hager & Cheryl Jorgensen. 1998. "A Profile of the Twin Cities Public Charity Sector: 1980-1994." Pp. 41-81 in Nonprofit Organizations in an Age of Uncertainty: A Study of Organizational Change, by J. Galaskiewicz & W. Bielefeld. Hawthorne, NY: Aldine de Gruyter. Presented (Hager & Jorgensen, revised title) at the 1996 Annual Meeting of the *American Sociological Association*, New York, NY.
- Joseph Galaskiewicz & Wolfgang Bielefeld, with Mark Hager, Yoshito Ishio & Joel Pins. 1998. "Growth and Decline among Nonprofit Organizations." Pp. 83-124 in Nonprofit Organizations in an Age of Uncertainty: A Study of Organizational Change, by J. Galaskiewicz & W. Bielefeld. Hawthorne, NY: Aldine de Gruyter. Presented (Galaskiewicz, Hager, Ishio & Pins,

revised title) at the 1995 Annual Meeting of the *American Sociological Association*, Washington, DC.

### Book Reviews

Mark A. Hager. 2021. Richard Edwards, author of *Building a Strong Foundation: Fundraising for Nonprofits*, 2<sup>nd</sup> edition. Journal of Teaching in Social Work 41(4): 443-444.

Mark A. Hager. 2014. Michael Rushton, editor of *Creative Communities: Arts Works in Economic Development*. Artivate: A Journal of Entrepreneurship in the Arts 3(1): 51-53.

Mark A. Hager. 2008. Joanne Scheff Bernstein, author of *Arts Marketing Insights: The Dynamics of Building and Retaining Performing Arts Audiences*. Nonprofit and Voluntary Sector Quarterly 37(2): 370-373.

Mark A. Hager. 1998. David E. Mason, author of *Leading and Managing the Expressive Dimension: Harnessing the Hidden Power Source of the Nonprofit Sector*. Nonprofit and Voluntary Sector Quarterly 27(3): 383-386.

### Practice-Oriented Publications

Rachel Nova & Mark Hager. 2021. "Remote Technology in the Pandemic: Rebalancing Toward Equity and Access." Nonprofit Quarterly, December 14.

Mark A. Hager. 2021. "Volunteer Management Capacity Study: An Update." Research to Practice column, Engage. <https://engagejournal.org/article/july-2021/volunteer-management-capacity-study-update>

Mark A. Hager & ChiaKo Hung. 2019. "Is Diversification of Revenue Good for Nonprofit Financial Health?" Nonprofit Quarterly, Spring: 57-60.

Mark A. Hager. 2017 "When Management Gets in the Way." Research to Practice column, e-Volunteerism, XVII(3), [https://engagejournal.org/when\\_management\\_gets\\_in\\_the\\_way](https://engagejournal.org/when_management_gets_in_the_way).

Mark A. Hager & Elizabeth A.M. Searing. 2014. "10 Ways to Kill Your Nonprofit." Nonprofit Quarterly, Winter: 66-72.

Mark A. Hager. 2014. Invited introduction to "Deaths, Near Deaths, and Reincarnations." Nonprofit Quarterly, Winter: 32-34.

Mark A. Hager. 2007. "The Ultimate Question." Nonprofit Quarterly, Fall: 40-49.

Kennard Wing, Teresa Gordon, Mark Hager, Thomas Pollak & Patrick Rooney. 2006. "Functional Expense Reporting for Nonprofits: The Profession's Next Scandal?" CPA Journal, August: 14-18.

Mark A. Hager. 2006. "Should Your Nonprofit Build an Endowment?" Nonprofit Quarterly, Summer: 57-60.

Kennard Wing, Mark Hager, Patrick Rooney & Thomas Pollak. 2005. "Paying for Not Paying for Overhead." Foundation News and Commentary, May/June: 32-37.

Mark A. Hager. 2004. "Public Trust in the Public Face of Charities." Democracy & Society, Spring: 9, 15. Georgetown University: Center for Democracy and the Third Sector.

Patrick M. Rooney, Mark A. Hager & Thomas H. Pollak. 2003. "Research about Fundraising and Administrative Costs." Giving USA Update, Issue 2. Indianapolis: AAFRC Trust for Philanthropy.

Mark A. Hager. 2003. "Is Grant Proposal Writing a Fundraising Expense?" Nonprofit Quarterly 10(1): 24-28.

Mark A. Hager & Erin V. Lehman. 2002. "Research and Data on Arts and Culture." Commissioned background paper for Bruce A. Seaman, National Investment in the Arts. Washington DC: Center for Arts and Culture.

Elizabeth T. Boris & Mark A. Hager. 2001. "Using Research: Being a Responsible Consumer." NonProfit Times, Financial Management Edition, Dec 15.

Mark A. Hager. 2001. "Learning from the Misfortune of Others." The Not-For-Profit CEO Monthly Letter 9(1): 1-3.

Mark A. Hager. 2001. "Update: New Research on Financial Vulnerability." The Not-For-Profit CEO Monthly Letter 8(8): 4-6.

Mark A. Hager. 2000. "The Survivability Factor: Research on the Closure of Nonprofit Arts Organizations." Monographs 4(1). Washington DC: Americans for the Arts.

Mark A. Hager. 1998. "Organizational Demise: What Can We Learn from Failed Not-For- Profits?" The Not-For-Profit CEO Monthly Letter 6(2): 1-3.

Lilya Wagner & Mark A. Hager. 1998. "Board Members, Beware! Warning Signs of Troubled Nonprofits." Nonprofit World 16(2): 18-21.

Mark A. Hager. 1996. "A Governing Board Considers Closure: A Dramatic Narrative in Three Acts." Cases in Nonprofit Governance, Number 20; Miriam Wood, editor. Program on Nonprofit Organizations, School of Management, Yale University

### Research Reports

Mark A. Hager. 2021. Adjusting to Remote Volunteer Management: Topline Report of the Technology Evolution in Volunteer Administration Survey. Phoenix, AZ: Arizona State University.

Mark A. Hager and Jeffrey L. Brudney. 2021. Volunteer Management Capacity in America's Charities: Benchmarking a Pre-Pandemic Field and Assessing Future Directions. Phoenix, AZ: Arizona State University.

Mark A. Hager, Stephanie LaLoggia, Kayla L. McKinney, Annie Ackroyd & Leah Luben. 2010. Nonprofit Compensation & Benefits 2010 Report: Maricopa and Pima County Organizations. Phoenix, AZ: ASU Lodestar Center for Philanthropy & Nonprofit Innovation.

Mark A. Hager. 2010. Arizona Giving & Volunteering 2010: Generosity and Involvement in Challenging Times. Phoenix, AZ: ASU Lodestar Center for Philanthropy & Nonprofit Innovation.

Mark A. Hager & Brintha Gardner. 2010. Arizona Nonprofits: Scope of the Sector. Phoenix, AZ: ASU Lodestar Center for Philanthropy & Nonprofit Innovation.

Mark A. Hager & Tyler Curry. 2009. Models of Collaboration: Nonprofit Organizations Working Together. Phoenix, AZ: ASU Lodestar Center for Philanthropy & Nonprofit Innovation.

Mark A. Hager & Javier Oyakawa. 2008. Economic Impact of Port San Antonio and its Tenants, 2007. San Antonio, TX: UTSA Institute for Economic Development.

Robert McKinley, Javier Oyakawa, Michael Cline & Mark A. Hager. 2008. Manufacturing Sector Dynamics. San Antonio, TX: UTSA Institute for Economic Development & Institute for Demographic and Socioeconomic Research.

Elizabeth T. Boris, Loren Renz, Mark A. Hager, Rachel Elias & Mahesh Somashekhar. 2008. What Drives Foundation Expenses and Compensation? Results of a Three-Year Study. Washington, DC: The Urban Institute, the Foundation Center & GuideStar.

Mark A. Hager, Thomas F. Cannon, Robert McKinley & Gary Bridges. 2007. Operations, Construction, and Tourism Impacts of a Proposed Athletics Complex at the University of Texas at San Antonio. San Antonio, TX: UTSA Institute for Economic Development.

Javier Oyakawa & Mark Hager. 2007. Fort Sam Houston Impact Study: The Effect of BRAC 2005 on the City of San Antonio. San Antonio, TX: UTSA Institute for Economic Development.

Center for Community and Business Research. 2007. The Dolph and Janey Briscoe Western Art Museum: Business Projections and Economic Impact Assessment. San Antonio, TX: UTSA Institute for Economic Development.

Center for Community and Business Research. 2006. The Economic Impact of San Antonio's Institutions of Higher Education. San Antonio, TX: UTSA Institute for Economic Development.

Elizabeth T. Boris, Loren Renz, Asmita Barve, Mark A. Hager & George Hobor. 2006. Foundation Expenses and Compensation: How Operating Characteristics Influence Spending. Washington, DC: The Urban Institute, the Foundation Center & GuideStar.

Center for Community and Business Research. 2005. Boeing Logistics Support Systems: Role in the San Antonio and Texas Economies. San Antonio, TX: UTSA Institute for Economic Development.

Elizabeth T. Boris, Loren Renz & Mark A. Hager. 2005. Foundation Expenses and Compensation: Interim Report. Washington, DC: The Urban Institute, the Foundation Center & GuideStar.

The Urban Institute. 2004. Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report. Washington, DC: The Urban Institute. (primary author)

Mark A. Hager & Jeffrey L. Brudney. 2004. Volunteer Management Practices and Retention of Volunteers. Washington, DC: The Urban Institute. Presented at the 2004 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Los Angeles, CA.

Mark A. Hager & Jeffrey L. Brudney. 2004. Balancing Act: The Challenges and Benefits of Volunteers. Washington, DC: The Urban Institute.

Nonprofit Overhead Cost Project Briefs, available at <http://www.coststudy.org>:

Who Raises Contributions for America's Nonprofit Organizations? (2004)

Getting What We Pay For: Low Overhead Limits Nonprofit Effectiveness (2004; with Ken Wing)

The Quality of Financial Reporting by Nonprofits: Findings and Implications (2004; with Ken Wing)

The Pros and Cons of Financial Efficiency Standards (2004; with Ted Flack)

Donating to Charity: A Guide (2004; with Ken Wing, Patrick Rooney & Thomas Pollak)

Lessons for Boards (2004; with Ken Wing, Patrick Rooney & Thomas Pollak)

Special Issues in Nonprofit Financial Reporting (2004; with Ken Wing, Patrick Rooney & Thomas Pollak)

Mark A. Hager & Mary Kopczynski. 2004. The Value of the Performing Arts in Five Communities 2. Washington, DC: Performing Arts Research Coalition.

Mary Kopczynski & Mark A. Hager. Performing Arts Research Coalition reports:

Austin Community Report (2004).

Boston Community Report (2004).

Minneapolis-St. Paul Community Report (2004).

Sarasota Community Report (2004).

Alaska Community Report (2003).

Cincinnati Community Report (2003).

Denver Community Report (2003).

Pittsburgh Community Report (2003).

Washington, DC Community Report (2004).      Seattle Community Report (2003).

Mary Kopczynski & Mark A. Hager. 2003. The Value of the Performing Arts in Five Communities. Washington, DC: Performing Arts Research Coalition.

Mark A. Hager & Thomas H. Pollak. 2002. The Capacity of Performing Arts Presenting Organizations. Washington DC: The Urban Institute.

Mark A. Hager & Randy I. Cohen. 2000. United States Urban Arts Federation 2000: An Annual Statistical Report on the Budgets and Programming of Arts Councils in the 50 Largest U.S. Cities. Washington DC: Americans for the Arts.

Mark A. Hager. 1999. Explaining Demise among Nonprofit Organizations. Doctoral dissertation, University of Minnesota, Department of Sociology.

Mark A. Hager, Carol S. Eisenbarth, Brandy K. Siler & Cookie Crawford. 1993. A Response to Homelessness in Hutchinson, Kansas. Submitted to the Reno County Council for Children and Families and the Hutchinson Taskforce on Homelessness.

#### **Additional Papers Presented at Professional Meetings**

Tania L. Hernandez Ortiz & Mark Hager. "Sleuthing Digital Space for Organizational Traces." Paper presented at the 2021 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Atlanta, GA.

Mark A. Hager & Jeffrey Brudney. "Sorting Through a Paradox: Does Supervision and Communication Deter Volunteerism?" Paper presented at the 2020 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Online.

Mark A. Hager, Antonio Ariza, Pilar Tirado & Vicente Fernandez. "Context versus Culture in the Decision to Volunteer." Paper presented at the 2015 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Chicago, IL.

Patrick Rooney, Thomas Pollak, Michal Kramarek & Mark Hager. "Re-Evaluation of Overhead and Fundraising Efficiency Measures: The Role of Size, Age, and Subsector." Paper presented at the 2012 annual meeting of *International Society for Third Sector Research*, Siena, Italy.

Mark A. Hager. "Cultural Tourism as Economic Development." Paper presented at the 2008 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Philadelphia, PA.

Mark A. Hager. "Gleaning Data on Individual Trustees from Form 990-PF." Paper presented at the 2007 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Atlanta, GA.

Mark A. Hager, Jeffrey Brudney & Chris Toppe. "Measuring Volunteerism: Current Population Survey and the Panel Study of Income Dynamics." Paper presented at the 2007 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Atlanta, GA.

H. Woods Bowman, Elizabeth K. Keating & Mark Hager. "Organizational Slack in Nonprofits." Paper presented at the 2005 Annual Meeting of the *Academy of Management*, Honolulu, HI.

Omolara Fatiergun & Mark A. Hager. "Is Volunteer Management Formalization Always Beneficial?" Paper presented at the 2004 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Los Angeles, CA.

Amy Brimer & Mark A. Hager. "The Primary Duties of Volunteers: An Organizational Perspective." Paper presented at the 2004 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Los Angeles, CA.

Kennard Wing & Mark A. Hager. "Who Feels Pressures to Contain Overhead Costs? Results from a National Survey." Paper presented at the 2004 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Los Angeles, CA.

Mark A. Hager & Mary Kopczynski. "Crossing Community Boundaries: Central City versus Suburban Attendance of the Performing Arts." Paper presented at the 2003 annual meeting of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Denver, CO.

Stefan Toepler & Mark A. Hager. "Financial Vulnerability and Museums." Paper presented at the 2003 annual meeting of *Social Theory, Politics and the Arts*, Columbus, OH.

Mark A. Hager. "An Introduction to the Overhead Costs Study: Methods and Data." Paper presented at the 2002 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Montreal, Canada.

Mark A. Hager & Joseph Galaskiewicz. "Why and How Organizations Close: A Comparative Study of 31 Nonprofit Organizations." Paper presented at the 2001 Annual Meeting of the *American Sociological Association*, Anaheim, CA. Substantially revised, presented, and published in the Best Paper Proceedings at the 2002 Annual Meeting of the *Academy of Management*, Denver, CO.

Thomas H. Pollak, Patrick Rooney & Mark Hager. "Understanding Management and General Expenses in Nonprofits." Presented at the 2001 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Miami, FL.

Thomas Pollak, Patrick Rooney & Mark Hager. "Fundraising Tactics and Efficiency: An Exploratory Study Using the IRS Forms 990." Paper presented at the 2000 Annual Conference

of the *Association for Research on Nonprofit Organizations and Voluntary Action*, New Orleans, LA.

Mark A. Hager. "A Patchwork Theory of Organizational Demise." Paper presented at the 1998 Annual Conference of the *Midwest Sociological Society*, Kansas City, MO.

Mark A. Hager. "Event Structure Analysis as a Tool for Understanding Organizational Life Histories." Paper presented at the 1998 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Seattle, WA.

Mark A. Hager. "Neither Adaptation nor Selection: 'Mission Completion' as a Rationale for Organizational Dissolution." Paper presented at the 1997 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Indianapolis, IN.

Joseph Galaskiewicz, Wolfgang Bielefeld & Mark Hager. "Niche Position and the Growth and Decline of Nonprofit Organizations." Presented at the 1997 Annual Meeting of the *American Sociological Association*, Toronto, Canada.

Mark A. Hager & Dillon McGrath. "Predicting Recidivism among Sexual Predators: Psychological and Social Determinants." Presented at the 1997 Annual Meeting of the *American Sociological Association*, Toronto, Canada.

Wolfgang Bielefeld, Joseph Galaskiewicz, Mark Hager, Cheryl Jorgensen & Joel Pins. "Nonprofit Organizations in an Age of Uncertainty: Growth and Decline Among Nonprofits." Presented at the 1996 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, New York, NY.

Mark A. Hager. "Vision, Chaos, and Transformation: A Case of Organizational Demise." Presented at the 1995 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Cleveland, OH.

### **Additional Professional Presentations**

"Technology Adoption in Civic Engagement Leadership"

October, 2021; *University of Texas at Austin, LBJ School of Public Affairs*; Austin, TX

October, 2021; *University of Texas at Dallas, School of Economic, Political & Policy Sciences*; Dallas, TX

September, 2021; *James Madison University, School of Strategic Leadership Studies*; Harrisonburg, VA

"How to Treat Gender Fluidity in Measures of Respondent Sex?" Panel presentation at the 2021 conference for the International Society for Third Sector Research (ISTR), Online.

"The Culture of Academic Journals." Editor's Panel, AROCSA ARNOVA-Africa Conference, July 2019, Nairobi, Kenya.

- “Civic Engagement in the United States: Three Shifts.” Invited lecture, annual conference of the Center for the Study of Civil Society and Philanthropy in Israel, The Hebrew University of Jerusalem, May 2019, Jerusalem, Israel.
- “Effective Volunteer Management in Organizations.” Workshop presentation at The Center for the Study of Civil Society and Philanthropy in Israel, The Hebrew University of Jerusalem, May 2019, Jerusalem, Israel.
- “Fielding a National Study of Volunteer Administration.” Invited lecture: Research and Training Colloquia series, Mandel School of Applied Social Sciences, Case Western Reserve University, February 2018, Cleveland, OH.
- “Study of Volunteer Management Capacity.” Presentation at the 深圳大学 NPO Research Forum: A Global Perspective of NPO Research in China, June 2017, ShenZhen China.
- “Toward a Measure of Mission Transparency.” With Rodney Machokoto, Chia-Ko Hung & Terry Driscoll, Presentation at the 2016 West Coast Nonprofit Data Conference, Las Vegas, NV.
- “Publishing in Western Social Science Journals.” 2015; Two-day workshop at the Tsinghua University Institute for Philanthropy, Beijing, China.
- “Documenting Volunteer Involvement.” Workshop at the November 2015 Arizona Summit on Volunteerism & Civic Engagement, Glendale, AZ.
- “Volunteerism, Volunteer Management Practices, and Recruitment of Volunteers.” Workshop with the 2014 ASU cohort of the Young African Leaders Initiative, Phoenix, AZ.
- “Understanding Births and Deaths for the Nonprofit Sector,” “Evidence-Based Volunteering Management: Bridging the Gap,” and “(Almost) 100 Years of the Charitable Deduction.” Symposia panels at the 2014 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Denver, CO.
- “Accountants as Fundraisers: Implications of Using Paid Preparers for Form 990.” With Lars Ward, Presentation at the 2013 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Hartford, CT.
- “Nature versus Nurture in Volunteer Recruitment.” Workshops at the May 2013 member meeting of the Association for Volunteer Administration of Central Arizona and the August 2013 member meeting of the Arizona Society of Volunteer Administrators in Healthcare, Phoenix, AZ.
- “What Do Donors Look for in the Form 990?” Workshop at that 2013 YNPN National Leaders Conference, Phoenix, AZ.

“The Influence of Publicness on Operations Transparency in Administrative Reporting.”  
Presentation at the 2013 West Coast Nonprofit Data Conference, Berkeley, CA.

“Attracting and Retaining Volunteers.” Workshop at the 2010 American Humanics Management  
Institute, Phoenix, AZ.

“Vulnerability and Resilience during Economic Recession.” Presentation at the 2009 Annual  
Conference of the Association for Research on Nonprofit Organizations and Voluntary Action,  
Cleveland, OH.

“Reporting Outputs versus Measuring Outcomes.” October 2009, panel presentation to AmeriCorps  
subgrantee organizations, Arizona Governor’s Office for Children, Youth and Families.

“Giving and Volunteering in Arizona.” December 2008, Annual Nonprofit Conference on  
Sustainability Strategies, Arizona State University.

“The Economic Impact on the Arizona Nonprofit Sector.” December, 2008, panelist at the Annual  
Nonprofit Conference on Sustainability Strategies, Arizona State University.

“Foundation Trustee Compensation from Form 990-PF.” April, 2007, West Coast Nonprofit Data  
Conference, University of San Diego.

“Explaining Demise among Nonprofit Organizations.”

December, 2007; *University of North Carolina at Charlotte, Department of Political Science*; Charlotte, NC  
February, 2007; *University of Oregon, Department of Planning, Public Policy & Management*; Eugene, OR  
December, 2006; *North Carolina State University, Institute for Nonprofits*; Raleigh, NC  
November, 2006; *University of Georgia, Department of Public Administration and Policy*; Athens, GA  
February, 2006; *University of Texas at San Antonio, Department of Public Administration*; San Antonio, TX  
December, 2004; *Texas A&M University, Bush School of Government and Public Service*; College Station, TX  
January, 2004; *University of Texas, LBJ School of Public Affairs*; Austin, TX  
April, 2003; *The Foundation Center*; Washington, DC  
October, 2002; *Open University Business School*; Milton Keynes, England  
April, 2002; *Alabama Nonprofit Summit*; Birmingham, AL  
February, 2001; *Johns Hopkins Institute for Policy Studies*; Baltimore, MD  
February, 1998; *Indiana University of Pennsylvania, Department of Sociology*; Indiana, PA  
February, 1998; *U.S. Military Academy, Behavioral Sciences and Leadership Department*; West Point, NY  
December, 1997; *University of Indiana, Center on Philanthropy*; Indianapolis, IN  
May, 1997; *University of Texas-Arlington, Department of Sociology*; Arlington, TX  
March, 1997; *New York University, Wagner School of Public Service*; New York, NY  
February 1997; *DePaul University, Public Services Graduate Program*; Chicago, IL

“The Economic Impact of San Antonio's Institutions of Higher Education.”

November, 2006; Public Briefing sponsored by the Higher Education Council of San Antonio

October, 2006; Education Committee, Greater San Antonio Chamber of Commerce

“Manufacturing Sector Dynamics in Economic Development.” November, 2005, panelist at the Southwest Regional Conference of the Economic Development Administration, Santa Fe, NM

“Nonprofit Disclosure: The Answer to Accountability?” February, 2005, participant in Urban Institute First Tuesday panel discussion, Washington, DC

“Summary Results from the Volunteer Management Capacity Study.”

January, 2005; Workshop, American Humanics Management Institute, Atlanta, GA

October, 2004; Keynote speaker, Pennsylvania Society of Directors of Volunteer Services in Healthcare; Philadelphia, PA

June, 2004; National Conference on Community Volunteering and National Service; Kansas City, MO

February, 2004; Public Briefing at the Urban Institute; Washington, DC

“Performing Arts Research Coalition: Summary Results.”

October, 2004; Annual meeting of Social Theory, Politics and the Arts, Arlington, VA

January, 2004; Performing Arts Community, Minneapolis-St. Paul, MN

January, 2004; Performing Arts Community and City Council, Austin, TX

October, 2002; Annual meeting of Social Theory, Politics and the Arts, Charleston, SC

June, 2002; Board, Association of Performing Arts Presenters, Washington, DC

June, 2002; Foundation Center, Washington, DC

“Addressing the ‘NO’ in ARNOVA.” November 2004, invited plenary speaker at annual meeting of the Theories, Issues, and Boundaries section of the Association for Research on Nonprofit Organizations and Voluntary Action, Los Angeles, CA

“Fielding a National Survey of Volunteer Management.” November 2003, presentation at the Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Denver, CO

“IRS Forms 990 as a Research Tool.” September 2003, Bush School Speaker Series lecture, *Texas A&M University*, Bush School of Government and Public Service, College Station, TX

“A Community School Considers Closure.” June 2003, Workshop presentation at the annual AMICI Institute of the National Guild of Community Schools of the Arts, St. Paul, MN

“Overhead Costs Study: Allocation of Grant Writing and Professional Fundraiser Costs.” February, 2003, Invited presentation at the annual meeting of the Government and Nonprofit Section of the American Accounting Association, Washington, DC

“Hidden Gems: The Arts Programs of Nonarts Organizations.” With Kendall Golladay, November, 2002, presentation at the Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Montreal, Canada

- “America's Nonprofit Sector: A Look at Alabama.” April 2002, Workshop presentation at the annual Alabama Nonprofit Summit, Birmingham, AL
- “Fundraising and Administrative Costs in Nonprofit Organizations: Brand New Results from the Overhead Costs Study.” April 2002, Presentation at the Annual Meeting of the Association of Fundraising Professionals, St. Louis, MO
- “Early Findings from the Overhead Costs Project.” October 2001, Presentation to the Research Council of the Association of Fundraising Professionals, Washington, DC
- “Variations in Overhead and Fundraising Efficiency.” March 2001, Presentation at the Annual Meeting of the *Association of Fundraising Professionals*, San Diego, CA; November 2001, Substantially revised and presented at the Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Miami, FL
- “Providence: Assessing the Significance of the ‘Unincorporated’ Arts.” For Ann Galligan; November, 1999; Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Arlington, VA
- “Research Partnerships at Americans for the Arts.” July 1999; Center for Arts and Culture, Cultural Policy Network Conference, Washington, DC

## PROFESSIONAL SERVICE

### Service to Profession

*Editor-in-Chief*, Nonprofit Management & Leadership, 2015-2020

*Editorial Board*, Voluntaristics Review, 2014-present

*Editorial Board*, Nonprofit and Voluntary Sector Quarterly, 2010-2014

*Editorial Board*, Nonprofit Management & Leadership, 2009-2014

*Member*, *Association for Research on Nonprofit Organizations and Voluntary Action*, 1995-present

Chair, Doctoral Fellowship Seminars, 2018-2019; lead faculty, 2017

Chair, Best Dissertation Committee, 2018

Member, Best Dissertation Committee, 2002, 2003, 2006, 2013, 2015, 2017

Member, Best Conference Paper Committee, 2014

Member, Best NVSQ Article Committee, 2012

Board of Directors, Chair of Research Committee, 2008-2010

Member, Conference Program Committee, 2000-2002, 2010

Member, Membership Committee, 2000-2001

Conference Paper Reviewer, 2000-2006

Assistant Editor, ARNOVA Abstracts, 2001-2002

Jobs Table Coordinator, 1997

*Member, Academy of Management, 1996-1998, 2002-2005, 2015-2018*

Chair, Best Dissertation Award Committee; Public & Nonprofit Division: 2016, 2017

Member, Best Dissertation Award Committee; Public & Nonprofit Division, 2001

Conference Paper Reviewer, 2005, 2018

*Blind Peer Review of Scholarly Manuscripts: Nonprofit and Voluntary Sector Quarterly, Nonprofit Management & Leadership, Voluntas, Foundation Review, Nonprofit Policy Forum, and Voluntary Sector Review;*

*Public Administration Review, Social Forces, Social Problems, Administration & Society, Social Science Journal, Public Integrity, Children and Youth Services Review, Journal of Arts Management, Law and Society, Journal of Heritage Tourism, Journal of Policy Analysis and Management, Journal of Public Affairs Education, Society & Natural Resources, Social Science Journal, British Journal of Sociology, Management and Organization Review, Public Policy and Management Review, Public Performance and Management Review, International Journal of Productivity and Performance Management, Journal of Business Research, Government Information Quarterly, PLOS One, Public Budgeting and Finance, Leisure Sciences, Journal of Community Psychology, Journal of Business Ethics, and The Journal of Social Psychology.*

*Member, Research Advisory Network: National Center on Nonprofit Enterprise, 2003-present*

*Organizer and Moderator: “Jeff’s Big Ideas.” Panelist: “Volunteer Engagement Leadership and COVID-19: Reflections and Further Directions for Research and Practice.” Panelist: “TIBS Founders Colloquy @ARNOVA50: Origins and Legacy.” Sessions at the 2021 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Atlanta, GA.*

*Panelist: “Publishing in Nonprofit Journals.” Panelist: “Editor Perspectives on Advancing (and Publishing) Nonprofit Theory.” Sessions at the 2020 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Online.*

*Chair: “Revenue Diversification.” Colloquium Discussant: “Nonprofit Dissolution and Demise.” Panelist: “Succeeding in Publishing in Peer-Reviewed Nonprofit Journals.” Panelist: “Effective Peer Review and Article Revision: Guidance for Reviewers and Authors.” Sessions at the 2019 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, San Diego, CA.*

*Chair: “Philanthropic Transparency and the Public’s Trust.” Chair and Panelist: “The Nonprofit Starvation Cycle: Empirical Evidence and Avenues for Future Research on Nonprofit Overhead.” Panelist: “Succeeding in Publishing in Peer-Reviewed Nonprofit Journals.” Sessions at the 2018 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Austin, TX.*

*Chair:* “Financing Nonprofits: Revisiting Theories to Inform Practice.” *Panelist:* “Succeeding in Publishing in Peer-Reviewed Journals.” *Panelist:* “Effective Peer Review and Article Revision: Guidance for Reviewers and Authors.” Sessions at the 2017 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Grand Rapids, MI.

“Publishing in the Public Nonprofit Field: Why Would I do That?” Professional Development Workshop (PDW) panel at the Annual Meeting of the Academy of Management, August 2017, Atlanta, GA.

“Meeting the Journal Editors” Plenary panel at the 2017 ARNOVA-Asia conference, June 2017, Beijing, China.

*Member, Conference Advisory Committee:* ARNOVA-Asia 2019 (Tunghai University, Taiwan).  
*Member, Conference Program Committee:* ARNOVA-Asia 2017 (Renmin University, China).

*Panelist:* “Succeeding in Publishing in Peer-Reviewed Journals.” *Panelist:* “The Nonprofit Panel Dataset: Sharing Progress and Seeking Constituent Feedback.” *Panelist:* “Theory Use and Theory Building in Nonprofit and Voluntary Studies: Editorial Perspectives.” *Chair, Mini-Plenary Session:* “Frontiers of Nonprofit Data Collection.” *Research Roundtable Facilitator:* Early Scholars Program. Sessions at the 2016 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Washington, DC.

*Panelist:* “Publishing in Public and Nonprofit Journals: Why Would I do That?” Professional Development Workshop (PDW) at the Annual Meeting of the *Academy of Management*, August 2016, Anaheim, CA.

*Chair and Organizer, Mini-Plenary Session:* “Big Sources of Big Data.” *Chair:* “Social Stratification & Volunteering.” *Panelist:* “Journal Publishing.” *Research Roundtable Facilitator:* Early Scholars Program. Sessions at the 2015 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Chicago, IL.

*Chair:* “Evolving Relations between the Public Sector and the Nonprofit Sector” and “Geography and Philanthropy.” Paper sessions at the 2014 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Denver, CO.

*Chair:* “Nonprofit Human Services: Weathering the Financial Storm.” *Panelist:* “Building a Career in Academia – Early Stages.” Sessions at the 2013 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Hartford, CT.

*Chair and Organizer:* “Developing a Career as a Scholar & Teacher.” Special session at the 2012 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Indianapolis, IN.

*Member, Advisory Council:* “Scaling Philanthropy: A Visual Tour of Mega-Gifts,” Indiana University Center on Philanthropy, supported by the Bill & Melinda Gates Foundation, 2011-2012.

*Chair:* “Assessing Nonprofit Quality and Effectiveness.” Paper session at the 2011 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Toronto, ON.

*Chair:* “Accountability and Compliance to External Codes” and “Exploring Human Resources Management Practices,” paper sessions at the 2010 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Alexandria, VA.

*Local Host Committee Member,* American Humanics annual meeting in Phoenix, 2010.

*Member, Policy and Research Committee:* Americans for the Arts, 2005-2010.

*Chair:* “Effective Volunteer Management.” *Chair and Organizer:* “Reconsidering ARNOVA’s Research Mission” and “Developing a Career as a Scholar & Teacher,” special board-sponsored sessions at the 2009 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Cleveland, OH.

*Editorial Advisory Board,* “Development Office Management: Forms, Checklists and Guidelines.” LRP Publications, 2006.

*Guest Editor,* “Exploring Measurement and Evaluation Efforts in Fundraising,” *New Directions for Philanthropic Fundraising* #41, Fall 2003.

*Chair:* “Methodology: Experiences from the Field,” paper session at the 2003 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Denver, CO.

*Chair:* “Assessment of Effectiveness and Efficiency,” paper session at the 2002 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Montreal, Canada.

*Chair:* “Arts and Culture Organizations,” paper session at the 2001 Annual Conference of the *Association for Research on Nonprofit Organizations and Voluntary Action*, Miami, FL.

*Chair:* “Theoretical Perspectives on Nonprofit Organizations,” paper session at the *American Sociological Association* Annual Meeting, August 2001, Anaheim, CA.

*Conference Co-Organizer:* Social Theory, Politics and the Arts, 2000 Annual Conference.

*Discussant:* “Nonprofit Governance and Board-CEO Relationships,” paper session at the *Academy of Management* Annual Conference, August 2000, Toronto, Canada.

*Member, International Society for Third Sector Research, 2019-present*

*Member, Association for Volunteer Administration of Central Arizona, 2011-present*

*Member, Council for Community and Economic Research, 2005-2008*

*Member, American Sociological Association, 1995-2005*

*Member, Society for the Study of Social Problems, 1997-1999*

*Member, Midwest Sociological Society, 1995-1999*

*Employment, Training and Standards Committee: Midwest Sociological Society, 1997-1999.*

### **Service to University**

Arizona State University Faculty Senate, 2020-present

Student-Faculty Policy Committee, 2020-present

Graduate Program Director, nonprofit leadership and management, ASU School of Community Resources & Development, 2014-2021.

Admissions Committee, ASU Master of Nonprofit Leadership and Management, 2011-2021.

Graduate Programs and Curriculum Committee, ASU School of Community Resources & Development, 2008-2019, 2020-present.

Academic and Student Affairs Committee, ASU College of Public Service & Community Solutions, 2013-2016, 2020-present.

Advisor, Graduate Student Club, ASU School of Community Resources & Development, 2019-2020.

Associate Director, School of Community Resources & Development, 2018-2019.

ASU Undergraduate Standards Committee, College of Public Service & Community Solutions representative, 2017-2019.

Personnel Committee, ASU School of Community Resources & Development, 2015-2017.

Chair, Search Committee, Lecturer in Nonprofit Studies, 2014-2015 (hire: Sandy Price).

Faculty Mentor, ASU College of Public Service & Community Solutions Undergraduate Research Program, 2008-2010, 2011-present. Poster judge, Spring 2011.

Director of Research, ASU Lodestar Center for Philanthropy & Nonprofit Innovation, 2008-2010.

Faculty Representative, parents' orientation for ASU College of Public Service & Community Solutions freshmen, 2010 and 2011.

Trained SafeZONE Ally for LGBTQA students, faculty, and staff at Arizona State University, 2010.

Presentations on U.S. nonprofit sector to International Humphrey Fellows, 2010 and 2011.

Faculty Search Committee, School of Community Resource & Development, Nonprofit Studies, 2010 (no hire).

Obama Scholars Mentor, 2009-2010.

ASU Nonprofit Management Institute (NMI) curriculum review task force, 2009.

Public Allies Arizona interview team, 2009.

Evaluation team, national Collaboration Prize (Lodestar Foundation), including two site visits, 2008.

### **Service to Community**

Board of Directors, Friends of Sierra Leone, 2001 to present.

Application Reader Committee, Mandela Washington Fellowship for Young African Leaders, 2015 (Malawi), 2016 and 2019 (Nigeria).

Grant Review Panelist, City of Phoenix Office of Arts and Culture, 2017.

Scholarship Application Reviewer, Arizona Community Foundation, 2012-2014.

Grant Application Reviewer, Arizona Community Foundation, 2009.

Judging Committee, YNPN Phoenix Leadership Awards, 2012 and 2013.

Moderator, Listening Session for recent international refugees, organized by the Arizona Refugee Resettlement Program, 2010.