

# Richard M. Clerkin

**Office:**

North Carolina State University  
School of Public and International Affairs  
Department of Public Administration  
Campus Box 8102  
Raleigh, NC 27695  
(919) 515-5097  
Richard\_Clerkin@ncsu.edu

**Home:**

6713 Candlewood Drive  
Raleigh, NC 27612  
(919) 518-5163

---

## Academic and Administrative Appointments

---

**Professor**, Department of Public Administration, School of Public and International Affairs, NC State University, July 2017 – current.

**MPA Director**, Department of Public Administration, School of Public and International Affairs, NC State University, July 2019 – current.

**Executive Director**, Institute for Nonprofits, College of Humanities and Social Science, NC State University, January 2015 – June 2019.

**Interim Director**, Institute for Nonprofits, College of Humanities and Social Science, NC State University, July 2013 – December 2014.

**Associate Professor**, Department of Public Administration, School of Public and International Affairs, NC State University, August 2012 – June 2017.

**Assistant Professor**, Department of Public Administration, School of Public and International Affairs, NC State University, August 2006 – August 2012.

**Instructor**, Department of Political Science and Public Administration, NC State University, August 2005 – August 2006.

---

## Education

---

**Indiana University**, Bloomington, Indiana

Ph.D., Public Affairs, 2006.

Dissertation: *Equifinality in Nonprofit Advocacy: A Neoinstitutional Exploration of Nonprofit Advocacy*

**University of Delaware**, Newark, Delaware

M.P.A., Nonprofit Concentration, 2001.

Thesis: *Reframing Accountability in Nonprofit Organizations: Is There a Role for Community Benefit?*

**Grinnell College**, Grinnell, Iowa

B.A., Economics, with honors, 1993.

---

## Peer-Reviewed Publications

---

Prentice, C.R. Brudney, J., Clerkin, R.M., & Brien, (2020). At Your Service: Nonprofit Infrastructure Organizations and COVID-19. *The Foundation Review*, 12(4). <https://doi.org/10.9707/1944-5660.1542>

Paarlberg, L.E., Nesbit, B., Clerkin, R.M., & Christensen, R.K. (2019). The Politics of Donations: Are red counties more donative than blue counties? *Nonprofit and Voluntary Sector Quarterly*, 48(2):283-308. [doi.org/10.1177/0899764018804088](https://doi.org/10.1177/0899764018804088)

- \*Albrecht, K., Varkey, S., Colville, K. & Clerkin, R.M.(2018). Perceptions of Nonprofits and For-profit Social Enterprises: Current Trends and Future Implications. *Journal of Nonprofit Education and Leadership*, 8(3), 254-276.
- Clerkin, R.M., Christensen, R.K., & Woo, H. (2017). A Quasi-experimental Design Testing Public Administration's Separation of Powers Theory: Values, Motives and Sector. *Public Performance & Management Review*, 40(3), 581-600.
- \*Lee C. & Clerkin, R.M. (2017). The Use of Outcomes Measures in Human Services Nonprofits. Targeting. *Public Performance & Management Review*, 40(3), 601-624.
- \*Lee C. & Clerkin, R.M. (2017). The Adoption of Outcomes Measures in Human Services Nonprofits. *Journal of Public and Nonprofit Affairs*, 3(2), 109-132.
- \*Walton, M., Clerkin, R.M., Nesbit, B., Paarlberg, L., Christensen, R.K., & Tschirhart, M. (2017) Means, Motives, and Opportunities: Exploring Board Volunteering. *Personnel Review*, 46(1), 115-135.
- \*Clerkin, R.M. & Fotheringham, E. (2017) Exploring the Relationship Between Public Service Motivation and Formal and Informal Volunteering. *Journal of Public and Nonprofit Affairs*, 3(1), 23-39.
- Christensen, R. K., Clerkin, R. M., Nesbit, B., & Paarlberg, L. E. (2016). Are Parent Teacher Groups Leading? An Exploratory Study Assessing Nonprofits' Financial Support of Public Schools. *Journal of Nonprofit Education and Leadership* 6(1), 47-59.
- Dula, L., Paarlberg, L. E., Tschirhart, M., Christensen, R. K., Clerkin, R. M., Nesbit, B., & (2015). Older Adult Secular Volunteering: Volunteer Engagement Pathways for Newcomers and Longer Term Residents in an American Community. *Voluntary Sector Review* 6(3), 241-259.
- \*Taylor, J. K., Clerkin, R.M., Ngaruiya, K. M., & Knox Velez, A. (2015). An Exploratory Study of Public Service Motivation and the Institutional–Occupational Model of the Military. *Armed Forces & Society* 41(1), 142-162. Published on-line June 11, 2013.
- \*Ngaruiya, K. M., Knox Velez, A., Clerkin, R. M., & Taylor, J.K. (2014). Public Service Motivation, Institutional-Occupational Motivations Among Undergraduate Students and ROTC Cadets, *Public Personnel Management* 43(4), 442-458.
- Clerkin, R. M. & Swiss, J. E. (2014). Does Charging Nonprofit Volunteers Affect Their Satisfaction? *Nonprofit Management and Leadership* 24(4), 487-501. Published on-line May 8, 2014.
- Paarlberg, L. E., Nesbit, B., Clerkin, R. M., & Christensen, R. K., (2014). Leading, Following or Complementing in Economic Crisis: A Conceptual Model Illustrating Nonprofit Relationships with Public Schools. *Administrative Sciences* 4(2), 120-136.
- Clerkin, R. M. & Swiss, J. E. (2013). The Effect of Differing Religious Motivations on Social Service Volunteering and on Volunteer Satisfaction. *Interdisciplinary Journal of Research on Religion*, (9), Article 11.
- Nesbit, B., Christensen, R. K., Tschirhart, M., Clerkin, R. M., & Paarlberg, L. E. (2013). Philanthropic Mobility and the Influence of Duration of Donor Residency on Donation Choices. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, DOI: 10.1007/s11266-013-9433-y.
- Clerkin, R. M., Paarlberg, L. E., Christensen, R. K., Nesbit, B., & Tschirhart, M (2013). Place, Time, and Philanthropy: Exploring Geographic Mobility and Philanthropic Engagement. *Public Administration Review*, 73 (1), 97-106.
- Clerkin, R.M. & Cogburn, J. D. (2012). The Dimensions of Public Service Motivation and Sector Work Preferences. *Review of Public Personnel Administration*, 32 (3), 209-235.
- \*Taylor, J. K., & Clerkin, R. M., (2011). Public Service Motivation and Political Action in College Undergraduates. *Politics & Policy*, 39 (5), 715-740.
- \*Clerkin, R. M., Paynter, S. R., & Taylor, J. K. (2009). Public Service Motivation in Undergraduate Giving and Volunteering Decisions. *American Review of Public Administration*, 39 (6), 675-698.

Christensen, R. K., Clerkin, R. M., Nesbit, B., & Paarlberg, L. E. (2009). Light and Dark Sides of Nonprofit Activities and the Rules to Manage Them. *Administration and Society*, 41, 213-234.

Clerkin, R.M. & Grønbjerg, K.A., (2007). The Capacity and Challenges of Faith-Based Human Service Organizations, *Public Administration Review*, 67 (1), 115-126.

Grønbjerg, K.A. & Clerkin, R.M., (2005). Examining the Landscape of Indiana's Nonprofit Sector: Does What You Know Depend on Where You Look? *Nonprofit and Voluntary Sector Quarterly*, 34 (2), 232-259.

Paarlberg, L., Nesbit, B., Clerkin, R. M., and Christensen, R. K. (2005). Charitable bingo in Indiana: Issues and implications, *Nonprofit Management and Leadership*, 15 (4), 433-448.

### Articles for Peer-Review in Process

---

\*Clerkin, Varkey, & Sudweeks. 5 Leadership Challenges in the Nonprofit Literature. Under review.

\*Clerkin & Albrecht. Are we all on the same page? Using data and dialogue to understand nonprofit capacity building. Under review

\*Clerkin, Penbroke, Riestler, Sudweeks, & Walton. Tension in Nonprofits: Developing a Theoretical Model. Targeting *Nonprofit and Voluntary Sector Quarterly* for February 2020 submission

### Textbook and Book Chapter Publications

---

Rosenbloom, D.H., Kravchuk, R.S., & Clerkin, R.M. (2021, expected). *Public Administration: Understanding Management, Politics, and Law in the Public Sector, 9th Edition*. New York: Routledge.

Rosenbloom, D.H., Kravchuk, R.S., & Clerkin, R.M. (2014). *Public Administration: Understanding Management, Politics, and Law in the Public Sector, 8th Edition*. New York: McGraw Hill.

Rosenbloom, D.H., Kravchuk, R.S., & Clerkin, R.M. (2008). *Public Administration: Understanding Management, Politics, and Law in the Public Sector, 7th Edition*. New York: McGraw Hill.

Clerkin, R.M. & Grønbjerg, K.A., (2007). Infrastructure and Activities: Relating IT to the Work of Nonprofit Organizations, *Nonprofits and Technology*, Michael Cortés and Kevin Rafter (Eds.) Chicago: Lyceum Books.

Clerkin, R. M. (2004). Instructor's Manual and Test Bank for *Public Administration: Understanding Management, Politics, and Law in the Public Sector, 6th Edition*, by David H. Rosenbloom and Robert S. Kravchuk. New York: McGraw Hill.

### Grants (Funded)

---

**\$250,000 Texas Institute for Excellence in Mental Health, University of Texas Austin (September 2020– August 2021).** *Texas Nonprofit Leadership Fellows Academy*. PI

**\$182,000 The NC Division of Mental Health, Development Disabilities and Substance Abuse Services (July 2020– June 2021).** *Nonprofit Leadership Fellows Academy*. PI

**\$92,500 Oak Foundation (July 2019– June 2021).** *Nonprofit Leadership Fellows Academy*. PI.

**\$200,000 The NC Division of Mental Health, Development Disabilities and Substance Abuse Services (July 2019– June 2020).** *Nonprofit Leadership Fellows Academy*. PI.

**\$200,000 The NC Division of Mental Health, Development Disabilities and Substance Abuse Services (July 2018 – June 2019).** *Nonprofit Leadership Fellows Academy*. PI.

**\$10,000 University Extension, Engagement and Economic Development Grant (April 2018 – December 2018).** *Wake County Nonprofit Leadership Fellows Academy*. Co-PI.

**\$195,000 The NC Division of Mental Health, Development Disabilities and Substance Abuse Services (July 2017 – June 2018).** *Nonprofit Leadership Fellows Academy*. PI.

\*Article written with student(s).

**\$31,018 Triangle Community Foundation (December 2016 – June 2017).** *Developing a Collaborative Approach to Capacity Building in the Triangle.* PI.

**\$86,235 The NC Division of Mental Health, Development Disabilities and Substance Abuse Services (October 2016 – June 2017).** *Leadership Development Academy for Consumer Operated Nonprofit Organizations.* PI.

**\$10,000 University Extension, Engagement and Economic Development Grant (September 2007 – June 2008).** *Giving Voice To Mission: Nonprofit Lobbying & Advocacy Workshop Series.* Co-PI with Jocelyn D. Taliaferro, Assistant Professor, Department of Social Work, & William J. Kinsella, Associate Professor, Communication.

## Professional Reports and Publications

---

Stewart, A.J., Clerkin, R.M., Coupet, J.A., and Spencer, S.E. (2020) Skills Based Volunteering: A Strategic Opportunity in Corporate Engagement, *e-Volunteerism*, XX(2), January 2020-April 2020.

Clerkin, R.M. (2019). Leadership Challenges – a lens to reflect on educating nonprofit students. On My Mind series in NACC News the Nonprofit Academic Centers Council's monthly newsletter. May 2019.

Clerkin, R.M. & Albrecht K. (2017). What the Data Tell Us: A Report of Data Collected for a Collaborative Approach to Capacity Building in the Triangle.

Clerkin, R.M. & Khater, A. (2016). Lebanese American Philanthropy: A Preliminary Study. [https://lebanesestudies.ncsu.edu/documents/Lebanese-American\\_Philanthropy.pdf](https://lebanesestudies.ncsu.edu/documents/Lebanese-American_Philanthropy.pdf)

Carman, J. G. and Clerkin, R. M. (February 8, 2016). Trend Spotter: Clear and Meaningful Responsibilities Ease Board Recruitment Challenges. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/2016/02/08/trend-spotter-clear-and-meaningful-responsibilities-ease-board-recruitment-challenges>.

Carman, J. G. and Clerkin, R. M. (November 3, 2015). Trend Spotter: What Keeps You Up At Night. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/2015/11/03/trend-spotter-what-keeps-you-up-at-night>.

Carman, J. G. and Clerkin, R. M. (December 17, 2013). Trend Spotter: Using Social Media. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/resources/special-reports/nonprofit-tech/trend-spotter-using-social-media>.

Carman, J. G. and Clerkin, R. M. (October 28, 2013). Trend Spotter: (Mis)Perceptions and challenges of nonprofit advocacy. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/2013/12/02/trend-spotter-misperceptions-and-challenges-nonprofit-advocacy/>.

Carman, J. G. and Clerkin, R. M. (August 19, 2013). Trend Spotter: Managing volunteers in your nonprofit organization. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/resources/managementleadership/trend-spotter-managing-volunteers-your-nonprofit-organization>.

Carman, J. G. and Clerkin, R. M. (July 15, 2013). Trend Spotter: Investing in staff and your nonprofit's future. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/resources/trend-spotter-investing-staff-and-your-nonprofit-s-future>.

Carman, J. G. and Clerkin, R. M. (May 6, 2013). Trend Spotter: Learning and leading nonprofit organizations in uncertain times. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/north-carolina/nc-top-news/trend-spotter-learning-and-leading-nonprofit-organizations-uncertain-time>.

Carman, J. G. and Clerkin, R. M. (April 15, 2013). Snap Poll: Increases in tax rates will not greatly affect charitable giving. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/resources/fundraisinggiving/snap-poll-increases-tax-rates-will-not-greatly-affect-charitable-giving>.

Carman, J. G. and Clerkin, R. M. (March 11, 2013). Trend Spotter: Challenges of evaluation for nonprofit organizations. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/resources/managementleadership/trend-spotter-challenges-evaluation-nonprofit-organizations>.

Carman, J. G. and Clerkin, R. M. (January 28, 2013). Trend Spotter: Raising Money for Your Nonprofit Organization. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/resources/fundraisinggiving/trend-spotter-raising-money-your-nonprofit-organization>.

Carman, J. G. and Clerkin, R. M. (November 19, 2012). Trend Spotter: Raising Awareness for Your Nonprofit Organization. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/news/top-stories/trend-spotters-raising-awareness-your-nonprofit-organization>.

Carman, J. G. and Clerkin, R. M. (August 10, 2012). Recruiting Competent Board Members. *Philanthropy Journal* at <http://pj.news.chass.ncsu.edu/news/top-stories/recruiting-competent-board-members>.

Grønberg, K.A. and Clerkin R. M. (2004). *Indiana Nonprofits: Managing Financial and Human Resources*, updated on September 13, 2004 at [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof).

Grønberg, K.A. and Clerkin R. M. (2003). *The Indianapolis Nonprofit Sector: Management Capacities and Challenges* at [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof).

Clerkin R. M., et. al., (Guest Editors) (2002). The Dark Side of Nonprofits, *ARNOVA Abstracts* 25, 2.

Curtis, K. A., Taliaferro, J. and Clerkin, R. (2000) *Welfare Reform in the First State 2000: Snapshot of Low-Income Families*, Citizens' Inquiry on Welfare Reform, Center for Community Development and Family Policy, University of Delaware.

Curtis, K. A., Barnekov T., et. al. (1999). *1999 Delaware Community Needs Assessment*. Center for Community Development and Family Policy, College of Human Resources, Education, and Public Policy, University of Delaware.

## Invited Presentations

---

**Presenter.** Clerkin, R.M. (2018, November). Grassroots Nonprofit Leadership. Wake County Community Advocacy Committee Retreat, Raleigh, NC.

**Presenter.** Clerkin, R.M. (2019, March) *Volunteerism*. Raleigh Arts Council. 2019 Lunch and Learn Series, Raleigh, NC.

**Presenter.** Clerkin, R.M. (2018, May) *Leadership Challenges and Capacities in the Nonprofit Sector*. Raleigh Arts Council. 2018 Lunch and Learn Series, Raleigh, NC.

**Presenter.** Clerkin, R.M. (2018, February) *Governance Challenges and Solutions*. AFP Triangle North Carolina Chapter. 2018 Altru Conference, Durham, NC.

**Presenter.** Clerkin, R.M. (2017, September) *Capacity Building Challenges in the Nonprofit Sector*. NC Center for Nonprofits. 2017 Network of Capacity Builders Meeting, Concord, NC.

**Presenter.** Clerkin, R.M. (2017, June) *Leadership Challenges in the Nonprofit Sector*. AFP Triangle North Carolina Chapter. 2017 Education Breakfast Series, Durham, NC.

**Key Note Speaker.** Clerkin, R.M. (2017, April) *Nonprofit Perspectives on Volunteering*. Good Together Gala, Activate Good, Raleigh, NC.

**Presenter.** *Survey and Focus Group Data for Collaborative Approaches to Capacity Building*. United Way of the Greater Triangle & Triangle Community Foundation, Durham, NC.

**Presenter.** *Social Entrepreneurship and Innovation Incubators*. Entrepreneurship Center, Craven County Economic Development, New Bern, NC.

**Guest Lecturer.** Clerkin, R.M. (2016, February) *A Conversation on Trends in the Nonprofit Sector in the Charlotte Area*. UNC-Charlotte, MPAD6104, Charlotte, NC.

**Presenter.** Clerkin, R.M. (2016, January) *A Conversation on Trends in the Nonprofit Sector in Eastern NC*. United Way of Coastal Carolina Board Retreat, New Bern, NC.

**Presenter.** Clerkin, R.M. (2015, November) *Surviving Pre-Tenure for Assistant Professors*. Association for Research on Nonprofit Organizations & Voluntary Action meeting, Chicago, IL.

**Presenter.** Clerkin, R.M. (2015, May) *Nonprofit Mission, Vision, and Values and Nonprofit Board Ethics*. United Way of the Greater Triangle Board Training – Ethics. Morrisville, NC.

**Presenter.** Clerkin, R. M. (2014, May) *Changing Philanthropy*. Presented to the AFP of the Triangle, Research Triangle Park, NC.

**Co-Presenter.** Clerkin, R. M., Paarlberg, L. E., Christensen, R. K., Nesbit, B. (2014, January) *Changing Philanthropy*. Presented to J.W. Fanning Institute of Leadership Development, Athens, GA.

**Lead Presenter.** Grønbjerg, K. A. and Clerkin, R. M. (2004, October) *Infrastructure and Activities: Relating IT to the Work of Nonprofit Organizations*. Paper presented at research symposium on Information Technology Adoption in the Nonprofit Sector, sponsored by the Institute for Nonprofit Management and the Community Technology Foundation of California, San Francisco, CA.

**Presenter.** Clerkin, R. M. (2004, September) *Indiana Nonprofit Sector Project*. Presented summary of findings to the NW Indiana Quality of Life Council, Valparaiso, IN.

**Presenter.** Clerkin, R. M. (2003, June) *The Indianapolis Nonprofit Sector: Management Capacities & Challenges*. Presented summary of findings to the Indianapolis Family Services Council, Indianapolis, IN.

## Conference Presentations

---

**Presenter.** Clerkin, R.M., Cogburn, J.D., Lawrence, K.A., *Volunteers in Name Only? Implications of Court-Ordered Service on Volunteer Management*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting. San Diego, CA. November 2020.

**Co-Author.** Coupet, J.A, Berrett, J., & Clerkin, R.M. *How Productive are Volunteers? Evidence from Two Sectors*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting. San Diego, CA. November 2019.

**Presenter.** Varkey, S., Sudweeks, J., & Clerkin, R.M. *Five Nonprofit Leadership Challenges: Assessing Sub-themes within the Typology*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting. San Diego, CA. November 2019.

**Presenter.** Clerkin R.M., Sudweeks, J., & Varkey, S. *Five Nonprofit Leadership Challenges: A Proposed Typology of Common Issues That Nonprofit Leaders Face*. Presented at NACC Biennial Conference. London, UK. July 2019.

**Presenter.** Clerkin R.M. & Albrecht, K. *Are we all on the same page? Using data and dialogue to understand nonprofit capacity building*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting. Austin, TX. November 2018.

**Co-Author.** Clerkin R.M., Sudweeks, J., & Varkey, S. *Five Nonprofit Leadership Challenges: A Proposed Typology of Common Issues That Nonprofit Leaders Face*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting. Austin, TX. November 2018.

**Presenter.** Clerkin R.M. & Albrecht, K. *Are we all on the same page? Using data and dialogue to understand nonprofit capacity building*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting. Austin, TX. November 2018.

**Co-Author.** Clerkin R.M., Sudweeks, J., & Varkey, S. *Five Nonprofit Leadership Challenges: A Proposed Typology of Common Issues That Nonprofit Leaders Face*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting. Austin, TX. November 2018.

- Presenter.** Clerkin R.M. & Albrecht, K. *Are we all on the same page? Using data and dialogue to understand nonprofit capacity building.* Presented at West Coast Data Conference. Salt Lake City, UT. May 2018.
- Presenter.** Clerkin, R.M. & Benefield, E.A. *Social Innovation Fellows: Discover, Design, Do Good!* Presented at University Global Partnership Network. Guildford, England. April 2018.
- Co-Author.** Clerkin, R.M., Coupet, J.A., Spencer, S.E., & Stewart, A.J. *Skills Based Volunteering: Exploring an Innovation in Corporate Management.* Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Grand Rapids, MI. July 2017.
- Presenter.** Clerkin, R.M., Coupet, J.A., Spencer, S.E., & Stewart, A.J. *Skills Based Volunteering: Exploring an Innovation in Corporate Management.* Presented at Nonprofit Academic Centers Council Biennial Conference, Indianapolis, IN. November 2017.
- Presenter.** Clerkin, R.M., Nesbit, B., Paarlberg, L., & Christensen, R.K. *The Generosity of Politics: Are Counties in Red States More Generous than Counties in Blue States?* Presented at Association for Research on Nonprofit Organizations and Voluntary Action, Washington, DC. November 2016.
- Presenter.** Bodkin, C.P., & Clerkin, R.M. *Nonprofit Leadership Challenges: A Framework for Inquiry.* Presented at Association for Research on Nonprofit Organizations and Voluntary Action, Washington, DC. November 2016.
- Presenter.** Albrecht, K., Varkey, S., Colville, K., & Clerkin, R.M. *Perceptions of Nonprofits and For-Profit Social Enterprises: Current Trends and Future Implications.* Presented at Association for Research on Nonprofit Organizations and Voluntary Action, Washington, DC. November 2016.
- Presenter.** Clerkin, R.M. *5 Leadership Challenges for Organizing the Institute for Nonprofit's Research Agenda.* Presented at Wisconsin-North Carolina Nonprofit Research Workshop, Raleigh, NC. October 2016.
- Presenter.** Clerkin, R.M. *Nonprofits and Philanthropy in North Carolina in Brief: Size and Scope.* Presented at Wisconsin-North Carolina Nonprofit Research Workshop, Raleigh, NC. October 2016.
- Presenter.** Clerkin, R.M., Daviz, N., DeHoog, R. & Garvin, L. *Higher Education and Nonprofit Partnerships.* Presented at NC Center for Nonprofits Annual Conference, Durham, NC. September 2016.
- Presenter.** Lee, C. & Clerkin, R.M. *The Use of Outcome Measurement in Human Service Nonprofits.* Presented at Academy of Management meeting, Anaheim, CA. August 2016.
- Presenter.** Lee, C. & Clerkin, R.M. *The Use of Outcome Measurement in Human Service Nonprofits.* Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Chicago, IL. November 2015.
- Presenter.** Sudweeks, J. & Clerkin, R.M. *Factors Affecting Professional Solicitation Returns in North Carolina.* Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Chicago, IL. November 2015.
- Co-Author.** Nesbit, B., Myser, S., Christensen, R.K., Clerkin, R.M., Paarlberg, L., & Tschirhart, M. *Packing and Unpacking Philanthropy (Part Two): How Moving Affects Donations.* Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Chicago, IL. November 2015.
- Presenter.** Lee, C. & Clerkin, R.M. *The Adoption of Outcome Measurement in Human Service Nonprofits.* Presented at Academy of Management Meeting, Vancouver, BC. August 2015.
- Co-Author.** Walton, M., Clerkin, R.M., Nesbit, B., Paarlberg, L., Christensen, R.K., & Tschirhart, M. *Means, Motives, and Opportunities: Exploring Board Volunteering.* Presented at Academy of Management Meeting, Vancouver, BC. August 2015.
- Presenter.** Christensen, R.K., Clerkin, R.M., & Woo, H. *Quasi-experimental Design Testing Public Administration's Separation Theory: Values, Motives and Sector.* Presented at Public Management Research Association, Minneapolis, MN. June 2015.

**Presenter.** Clerkin, R.M., Penbrooke, T., Riester, M., Sudweeks, J., & Walton, M. *Tension in Nonprofits: Developing a Theoretical Model*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Denver, CO. November 2014.

**Presenter.** Ngaruiya, K.M. & Clerkin, R.M. *Donor Behaviors: Linking Civic Engagement and Giving Practices*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Denver, CO. November 2014.

**Co-Author.** Paarlberg, L., Christensen, R.K., Clerkin, R.M., Nesbit, B., & Tschirhart, M. *A Multi-level Model of Philanthropic Behaviors*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Denver, CO. November 2014.

**Co-Author.** Sudweeks, J., Knight, A., & Clerkin, R.M. *An Exploration of Nonprofit Solicitation Practices in North Carolina*. Presented at Southeastern Conference for Public Administration, Atlanta, GA. September 2014.

**Presenter.** Paarlberg, L., Clerkin, R.M., Christensen, R.K., & Nesbit, B. *Boom Towns or Bane Towns: The Impacts of Significant Community Growth on the Nonprofit Sector*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Hartford, CT. November 2013.

**Presenter.** Clerkin, R. M., Walton, M., & Christensen, R.K. *Motivation to Serve: Exploring the Impact of Public Service Motivation and Geographic Mobility on Nonprofit Board Service*. Presented at Southeastern Conference for Public Administration, Charlotte, NC. September 2013.

**Co-Author.** Nesbit, B., Myser, S., Paarlberg, L., Christensen, R.K., Clerkin, R.M. & Tschirhart, M. *Packing and unpacking philanthropy: how geographic moves affect giving and volunteering*. Presented at Academy of Management Meeting, Orlando, FL. August 2013.

**Presenter.** Clerkin, R. M. & Christensen, R.K. *Public Service Motivation in Philanthropic Communities*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action, Indianapolis, IN. November 2012.

**Co-author.** Knox Velez, A., Ngaruiya, K. M., & Clerkin, R.M. *Testing Public Service Motivation in Nonprofit Volunteers*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action meeting, Indianapolis, IN. November 2012.

**Co-author.** Ngaruiya, K. M., Knox Velez, A., Clerkin, R.M., & Taylor, J. *Public Service Motivation, Military Service and ROTC Cadets*. Presented at Midwest Political Science Association meeting, Chicago, IL. April 2012.

**Co-author.** Taylor, J., Clerkin, R.M., Ngaruiya, K. M., & Knox Velez, A. *Public Service Motivation and Military Service*. Presented at Western Political Science Association meeting, Portland, OR. March 2012.

**Co-author.** Paarlberg, L., Dula, L., Nesbit, B., Christensen, R.K., Tschirhart, M., Clerkin, R.M., & Rodriguez, D. *Understanding how giving and volunteering are changing across communities*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action, Toronto, ON, Canada. November 2011.

**Presenter.** Clerkin, R.M., Paarlberg, L., Christensen, R.K., Nesbit, R.A., Tschirhart, M., & Rodriguez, D. *Place, Time, and Philanthropy: Managing geographic mobility and philanthropic engagement*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action, Toronto, ON, Canada. November 2011.

**Co-author.** Tschirhart, M., Nesbit, R., Christensen, R.K., Clerkin, R.M., Meinhold, S., Paarlberg, L., & Rodriguez, D. *Managing Philanthropic Mobility: An Organizational Analysis of Donor Residency and Giving Patterns*. Presented at Association for Research on Nonprofit Organizations & Voluntary Action, Toronto, ON, Canada. November 2011.

**Presenter.** Clerkin, R.M. & Cogburn, J. D. *Public Service Motivation and Sector Work Preferences*. Presented at Academy of Management meeting, San Antonio, TX. August 2011.



**Co-author.** Clerkin, Richard M, Nesbit, Rebecca, Christensen, Robert, Paarlberg, (2010, November). *The Price of Partnership: Assessing Parent Teacher Groups' Financial Support of Public Schools*. Paper presented at the annual meeting of the Association of Research on Nonprofit Organizations and Voluntary Action, Alexandria, VA.

**Presenter.** Clerkin, Richard M, Nesbit, Rebecca, Christensen, Robert, Paarlberg, Laurie, Rodriguez, Darlene, & Tschirhart, Mary . (2010, October). *Transplant Philanthropy in North Carolina*. Paper presented at the annual meeting of the Southeastern Conference for Public Administration, Wilmington, NC.

**Presenter.** Clerkin, Richard M, Cogburn, Jerrell . (2010, October). *Public Sector Motivation and Sector Work Preferences*. Paper presented at the annual meeting of the Southeastern Conference for Public Administration, Wilmington, NC.

**Co-author.** Fotheringham, Eric & Clerkin, Richard M. (2010, October). *Formal and Informal Volunteering and Attitudes Towards Volunteerism Among Young Adults*. Paper presented at the annual meeting of the Southeastern Conference for Public Administration, Wilmington, NC.

**Co-author.** Taylor, J.K. and Clerkin, R.M. (2010, April). *Public Service Motivation and Political Action in College Undergraduates*. Paper presented at the annual meeting of the Midwest Political Science Association, Chicago, IL.

**Presenter.** Nesbit, B., Christensen, R. K., Clerkin, R. M., and Paarlberg, L. (2009, November). *The Changing Roles of Parent-Teacher Associations in School Governance during Economic Recessions*. Paper presented at the annual meeting of the Association of Research on Nonprofit Organizations and Voluntary Action, Cleveland, OH.

**Presenter.** Hamel, Sean, Clerkin, Richard M (2008, November). *Unlocking the Importance of Board Interlocks Across Nonprofit Organizations: Some Initial Insights and Suggested Directions*. Paper presented at the annual meeting of the Association of Research on Nonprofit Organizations and Voluntary Action, Philadelphia, PA.

**Presenter.** Clerkin, Richard M., Paynter, S. R., Bosworth, R. (2008, November). *Because I Said So: The Effect of Mandatory Service Learning Curricula on Charitable Choices*. Paper presented at the annual meeting of the Association of Research on Nonprofit Organizations and Voluntary Action, Philadelphia, PA.

**Presenter.** Clerkin, R. M., Paynter, S. R., Taylor, J. K. (2008, August). *Beyond the Warm Glow: Public Service Motivation in Giving and Volunteering*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA..

**Presenter.** Christensen, R. K., Clerkin, R. M., Nesbit, B., and Paarlberg, L. (2007, November) *The Challenges of Volunteer Led Programs: The Case of Charitable Bingo* Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action Conference, Atlanta, GA.

**Co-author.** Clerkin, R. M., Paynter, S. R., Taylor, J. K. (2007, November). *Beyond the Warm Glow: Public Service Motivation in Giving and Volunteering*. Paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action Conference, Atlanta, GA.

**Co-presenter.** Clerkin, R. M., Paynter, S. R., Taylor, J. K. (2007, October). *The Linkage of Public Service Motivation and Volunteering and Donating Behavior*. Paper presented at the Bi-annual meeting of the National Public Management Conference, Tucson, AZ.

**Presenter.** Clerkin, R. M. (2007, August). *Institutional Isomorphism among Indiana Nonprofits: Measuring Homogenization and Formalization*. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.

**Co-presenter.** Christensen, R. K., Clerkin, R. M., Nesbit, B., and Paarlberg, L. (2006, November) *Nonprofit Strategy in the Competitive Market Place: The Case of Charitable Bingo*. Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action Conference, Chicago, IL.

**Presenter.** Clerkin, R. M. (2006, August). *Equifinality in the Probability of Nonprofits to Advocate*. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.

**Presenter.** Clerkin, R. M. (2005, November) *Verifying a Model of Nonprofit Advocacy*. Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action Conference, Washington, D.C.

**Co-presenter.** Grønberg, K. A. and Clerkin, R. M. (2004, August) *The Indiana Nonprofit Survey: Does What You Know Depend on How You Draw Your Sample?* Paper presented at the annual meeting of the Academy of Management, New Orleans, LA. Revised version of paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action Conference (2003, November), Denver, CO.

**Co-presenter.** Christensen, R. K., Clerkin, R. M., Nesbit, B., and Paarlberg, L. (2004, April) *The Paradox of Charitable Gaming*. Paper presented at the Indiana University School of Public and Environmental Affairs Young Researchers Conference, Bloomington, IN.

**Co-presenter.** Christensen, R. K., Clerkin, R. M., Nesbit, B., and Paarlberg, L. (2003, November) *Charitable Bingo in Indiana: Framing the Issues for Understanding a Paradox*. Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action Conference, Denver, CO.

**Co-presenter.** Clerkin, R. M. and Grønberg, K. A. (2003, August). *The Role of Congregations in Delivering Human Services*. Paper presented at the annual meeting of the Academy of Management, Seattle, WA. Revised version of paper presented at the Independent Sector Spring Research Forum (2003, March), Washington, D.C.

**Presenter.** Clerkin, R. M. (2003, March) *Testing the Formalization Hypothesis*. Paper presented at the Indiana University School of Public and Environmental Affairs Young Researchers Conference, Bloomington, IN.

**Presenter.** Clerkin, R. M. (2002, November). *A Model of the Impact of the United Way of America's Outcomes Measurement Model on Organizational Sensemaking*. Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action Conference, Montreal, QUE, Canada.

**Presenter.** Clerkin, R. M. (2002, August). *Outcomes Measures as Organizational Sensemaking*. Paper presented at the annual meeting of the Academy of Management, Denver, CO.

**Presenter.** Clerkin, R. M. (2002, March). *Accountability Responses and Nonprofit Healthcare Organizations*. Paper presented at the Indiana University School of Public and Environmental Affairs Young Researchers Conference, Bloomington, IN.

**Presenter.** Clerkin, R. M. (2001, November). *Reframing Accountability in Nonprofit Organizations: Is There A Role For Community Benefits?* Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action Conference, Miami, FL.

## Teaching Experience

---

**Instructor of Record.** *Nonprofits and Public Policy, Advocacy, and Social Change*. (PA598, 3 credit hour graduate course). North Carolina State University. Spring 2020. This course introduces students to the roles that nonprofit organizations play in the policy process and provides them with the tools to develop an advocacy strategy for a nonprofit organization. Upon successful completion of this course students will be able to: 1) Recognized the import role nonprofit organizations play in the democratic policy making process, 2) Understand the tactics and tools nonprofits can use to influence social change, 3) Design a planning process to develop an advocacy strategy.

**Instructor of Record.** *MPA Capstone.* (PA517, 3 credit hour graduate course). North Carolina State University. Spring 2020. Students will demonstrate their achievement of core competencies developed through their MPA course of study. The course will include three key components: [1] Academic Portfolio; [2] Capstone Project; and [3] Reflection Essay. Students will develop a professional academic portfolio in which they identify activities and assignments from their course of study that demonstrate their attainment of the program's expected learning outcomes. Students will complete a hands-on, supervised course project focusing on a major public service problem or issue and that demonstrates practical application of core competencies. Students will prepare a reflection essay of what they learned in the MPA program during their preparation for a public service career.

**Instructor of Record.** *Capstone in Nonprofit Studies.* (NPS498, 1 credit hour undergraduate course). North Carolina State University. Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017, Summer I 2017, Fall 2017, Spring 2018, Fall 2018, Spring 2019, Fall 2019. This capstone seminar integrates the knowledge, skills, and abilities gained through coursework in the minor in Nonprofit Studies through class discussions and reflective writings where students draw upon previous service-learning experiences to reflect on challenges facing nonprofit leaders.

**Instructor of Record.** *Internship in Nonprofit Studies.* (NPS490, 4 credit hour undergraduate course). North Carolina State University. Spring 2014, Spring 2019, Summer 2019, Fall 2019. The 150-hour internship provides students with the opportunity to apply the knowledge, skills, and abilities gained through their coursework in the minor in Nonprofit Studies to a nonprofit organizational work setting.

**Co-Instructor of Record.** *Preparing for a Field Experience.* (PA598, 3 credit hour graduate course). North Carolina State University. Maymester 2014, Maymester 2015. The objective of this course is for Masters of Public Administration (MPA) students with limited prior professional work experience to gain the training and skills necessary for a positive internship experience. In particular, this course prepares MPA students for a summer internship in a North Carolina Cooperative Extension County Center. Through collaboration between North Carolina State Cooperative Extension (CES), the Institute for Nonprofit Research, Education and Engagement (INPREE), and the Department of Public Administration, students will develop professional and programmatic tools to add capacity to County Centers during an 8-week paid summer internship.

**Instructor of Record.** *Management of Nonprofit Organizations.* (PA536, 3 credit hour graduate course). North Carolina State University. Fall 2010, Spring 2011, Summer 2011, Fall 2011, Spring 2012, Summer 2012, Fall 2012. Explore strategies for developing board leadership, staffing, and managing volunteers, working in multi-cultural environments, developing partnerships with other organizations, conducting government relations. Examine the legal requirements and constraints on nonprofits: incorporation, lobbying, and tax policies.

**Instructor of Record.** *International Nonprofit Organizations.* (PA598, 3 credit hour graduate course). The Prague Institute, North Carolina State University. Summer I 2009. Review the types of, and institutional issues related to, nonprofit organizations and voluntary action in different countries by: 1) Examining the concept of global civil society. 2) Examining indigenous nonprofits across the globe, with special attention paid to the indigenous nonprofit sector in the Czech Republic and Eastern Europe. 3) Examining international nongovernmental organizations (INGOs), the role of INGOs in civil society and how INGOs are shaped by world politics, states, and economic forces.

**Co-Instructor of Record.** *Nonprofit Budgeting and Financial Management.* (PA538, 3 credit hour graduate course). North Carolina State University. Fall 2008. Nonprofit budgeting and financial management practices, including budgeting, financial analysis, cash flow forecasting, internally controlling financial transactions, borrowing, external auditing, investing, managing risk, purchasing and inventory control.

**Instructor of Record.** *Fund Development.* (PA539, 2 credit hour graduate course). North Carolina State University. Spring 2007, Spring 2008. This graduate course helps students interested in nonprofit management careers develop sophisticated analytical skills and acquire a working knowledge of various fundraising strategies and tactics. The course's overall goal is to prepare students to oversee, direct, or participate in a variety of fundraising programs and initiatives.

**Instructor of Record.** *Introduction to Nonprofits.* (PS203, 3 credit hour undergraduate course). North Carolina State University. Spring 2007, Summer 2008, Spring 2009, Fall 2009, Spring 2010, Summer 2010, Spring 2011, Spring 2017. This undergraduate level course provides a broad overview of the nonprofit sector. Referred to in many ways (Third Sector, voluntary sector, independent sector, etc.) the nonprofit sector is a growing part of the social, political, and economic landscape of the United States. The course examines 1) The origin, composition, and role of nonprofit organizations in American society. 2) The relationship between the nonprofit, business, and governmental sectors. 3) The characteristics of the major nonprofit sub-sectors. 4) Legal and regulatory issues affecting the nonprofit sector. 5) Key leadership functions of nonprofit organizations. 6) The issues of ethics, accountability, and diversity in nonprofits. This is a core course in the minor in Nonprofit Studies and will include a service-learning component designed to enhance students' learning through nonprofit service experience.

**Instructor of Record.** *Foundations of Public Administration.* (PA761, 3 credit hour graduate course). North Carolina State University. Fall 2006, Fall 2007, Fall 2008, Fall 2009, Fall 2010, Fall 2011, Fall 2012, Fall 2013, Fall 2014, Fall 2015, Fall 2016, Fall 2017, Fall 2018, Fall 2019, Fall 2020. This doctoral level course provides each student with an in-depth introduction to research and theory about public administration to provide them a base of knowledge from which to pursue their own research on public organizations. The public manager and the public management function in society are central to the theme of this course.

**Instructor of Record.** *Nonprofit Sector Research.* (PA798/PA771, 3 credit hour graduate course). North Carolina State University. Spring 2006, Spring 2008, Spring 2010, Spring 2012, Spring 2014, Spring 2016. This doctoral level course helps students develop a broad background on nonprofit sector research to provide them a base of knowledge from which to pursue their own research on nonprofit organizations and voluntary action. We study the historical and philosophical roots of the sector, explore the theories of the sector scholars use to frame their research, as well as look at nonprofits in the community and in the welfare state. Students are expected to assume a leadership role in shaping the content of portions of the course as they discuss their research interests with their peers. An outcome of this course is students have a paper that is the front end of a research article.

**Instructor of Record.** *Public Organization Behavior.* (PA513, 3 credit hour graduate course). North Carolina State University. Fall 2005, Spring 2006, Fall 2006, Fall 2007, Summer 2008, Spring 2009, Summer 2010. This graduate course focuses on the behavior and theory of public organizations in four areas: (1) individuals and groups in public organizations, (2) the design of public organizations, (3) organization-environment relations, and (4) interorganizational relations. The course focused on class interaction and capitalized on the experiences of class members in their respective roles in public and nonprofit organizations.

**Instructor of Record.** *Management Foundations and Approaches.* (V241, 3 credit hour undergraduate course). Indiana University, Bloomington. Fall 2004. This undergraduate course examined core functions of management and the political socio-economic context within which organizations operate in different sectors of employment. It was organized into five main parts: what management entails; approaches to the study of management; contextual factors; core issues; and management functions. The course utilized lecture, discussion, class debate, quizzes, papers, and exams and included a capstone exercise.

**Instructor of Record.** *Public Organization.* (V504, 3 credit hour graduate course). Indiana University-Purdue University Indianapolis. Summer 2004. This intensive four weekend graduate course geared toward mid-career professionals focused on the behavior and theory of public organizations in four areas: (1) individuals and groups in public organizations, (2) the design of public organizations, (3) organization-environment relations, and (4) interorganizational relations. The course focused on class interaction and capitalized on the experiences of class members in their respective roles in public and nonprofit organizations.

**Guest Lecturer.** *National and International Policy.* (V160, 3 credit hour undergraduate course). Indiana University, Bloomington. Spring 2004. Presented lecture on Faith-based Initiatives during a class session of this undergraduate course.

**Guest Lecturer.** *Management in the Nonprofit Sector*. (V525, 3 credit hour graduate course). Indiana University, Bloomington. Spring 2002. Presented simulation of United Way funding allocation decisions during a session of this graduate course.

## Awards

---

Award for the Best Paper at the 2011 Annual Research Conference, Association for Research on Nonprofit Organizations and Voluntary Action. Paarlberg, L., Clerkin, R. M., & Xiomora Rodriguez, D. *Place, Time, and Philanthropy: Exploring Geographic Mobility and Philanthropic Engagement*.

William H. Newman Award Divisional Nominee, Academy of Management (August 2007). Clerkin, R. M. *Institutional Isomorphism among Indiana Nonprofits: Measuring Homogenization and Formalization*. Best single-authored divisional paper based on a dissertation.

Honorable Mention, Best Dissertation Award, Public and Nonprofit Division, Academy of Management (August 2007). Clerkin, R. M. *Equifinality in nonprofit advocacy: A neoinstitutional exploration of nonprofit advocacy*.

Emerging Scholar Award, Association for Research on Nonprofit Organizations and Voluntary Action. November 2002.

Chancellor's Fellowship, Indiana University, Bloomington, IN. 2001–2004.

CHEP Panel of Outstanding Graduate Students, College of Human Resources, Education, and Public Policy, University of Delaware, Newark, DE. May 2001.

Phi Kappa Phi honor society member. Initiation, May 2001.

## Professional Service

---

**Track Primary Chair.** Voluntarism and Volunteering, ARNOVA Annual Meeting. 2018.

**Conference Planning Committee member.** ARNOVA. 2015.

**Track Co-Chair.** Philanthropy, Fundraising and Giving, ARNOVA Annual Meeting. 2013.

**Academic Advisory Council.** Institute for Nonprofit Research, Education, and Engagement, North Carolina State University, Raleigh, NC. 2011 – present.

**Best Paper Committee.** Academy of Management, Public & Nonprofit Division. 2011.

**Track Co-Chair.** Strategy, Programs, & Faith-based, ARNOVA Annual Meeting. 2009, 2010.

**Research committee member.** Institute for Nonprofit Research, Education, and Engagement, North Carolina State University, Raleigh, NC. 2005 - present. Involved in defining and implementing the duties of the committee.

**Best Book Committee.** Academy of Management, Public & Nonprofit Division. 2008.

**Proposal Reviewer.** Academy of Management Annual Meeting, 2006 – 2010. Review proposals for OMT and PNP divisions.

**Secretary.** Association of School of Public and Environmental Affairs Ph.D. Students, Indiana University, Bloomington. 2004. Responsible for maintaining association records and chairing orientation meeting with incoming students.

**Planning committee member.** School of Public and Environmental Affairs Young Researchers Conference, Indiana University, Bloomington. 2004. Reviewed submitted proposals, organized accepted proposals into sessions, and recruited session chairs.

**Proposal Reviewer.** Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Annual Meeting, Los Angeles, CA. 2004. Reviewed proposals in the areas of accountability and evaluation, capacity building, and efficiency and effectiveness.

**Manuscript reviewer.** *Nonprofit and Voluntary Sector Quarterly*. ARNOVA, 2004–present.

**Proposal reviewer.** ARNOVA Annual Meeting, Denver, CO. 2003. Reviewed proposals in the areas of accounting/finance, efficiency and effectiveness, and accountability and evaluation.

**Planning committee member.** ARNOVA Annual Meeting Denver, CO. 2003. Involved in developing the conference theme.

**Member.** Delaware Foster Care Reform Steering Committee, Wilmington, DE. 2001. Reviewed existing research to inform the committee's work.

**President and Founding Member.** Student Organization of the Center for Community Development and Family Policy. Newark, DE. 2000. Organized a student group to represent the needs and interests of graduate research assistants to the administration of the Center for Community Development and Family Policy.

### **Professional Affiliations**

---

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), 2000-present.

Academy of Management (AOM), 2001-present. Doctoral student consortium attendee August, 2002 and August, 2004.

The American Society for Public Administration (ASPA), student member, 2001-present.

### **Community Service**

---

**Dog Foster.** Saving Grace NC. 2020-current

**Community Impact Committee.** United Way of the Greater Triangle. 2014 – current.

**Baseball Scorekeeper.** Sanderson High School Varsity team. 2015-2016.

**Baseball Scorekeeper.** Sanderson High School JV team. 2013-2014.

**Baseball Coach.** Wake Raiders Baseball. 2010-2014.

**Baseball Coach.** West Raleigh Baseball 12u Tarheel All-Stars. Summer 2011.

**Baseball Coach.** Our Lady of Lourdes Middle School. 2010-2012.

**Baseball Coach.** Raleigh Parks and Recreation, Raleigh, NC. 2009–2010.

**Basketball Coach.** Raleigh Parks and Recreation, Raleigh, NC. 2005–2010.

**Basketball Coach.** Banneker Youth Sports League. Bloomington, IN. 2003–2005.

**Lector.** Liturgical ministries. St. Charles Borromeo Church. Bloomington, IN. 2002–2005.

**Instructor.** Religious education program. St. Pius X Church, Tulsa, OK. 1998.

**Consultant.** Junior Achievement, twelfth grade Applied Economics. Muscatine, IA. 1996.

**Team member and leader.** RCIA, Youth Council, SCC. St. Mathias Church, Muscatine, IA. 1994–1995.

**Re-founding member, vice-president and president.** Grinnell Debating Union. Grinnell College, Grinnell, IA. 1990–1993.

### **Professional Experience**

---

DELAWARE EMERGENCY MANAGEMENT AGENCY. Smyrna, DE.

**Senior Planning Intern.** Summer 2000. Developed an Initial Damage Assessment Plan with standard operating procedures to coordinate state and county resources, Access and Palm OS databases, and integration of GIS equipment into the data collection and analysis procedures.

GREAT PLAINS STAINLESS. Tulsa, OK.

**Assistant General Manager.** 1999.

Strategic planning, inventory management, and computer systems operations.

**Strategic Planner.** 1998–1999.

Developed and refined forecasting tools and strategic planning processes to address operational needs and establish and evaluate scenarios for growth. Maintained 25–user Macintosh network including hardware installation, maintenance, troubleshooting, and beta testing. Utilized research and analytical skills in a self-directed project focusing on long-range planning issues while maintaining day-to-day operations of computer network.

**Inventory/Purchasing Analyst.** 1996–1998.

Inventory management, purchasing negotiations, and coordination of information flow.