

EDUCATION

University of Pennsylvania, Philadelphia 09.2010 - present
School of Social Policy & Practice
Ph.D. Candidate in Social Welfare, expected May 2015

Dissertation: *Attitudes and Responses to Organizational Change: Essays on Schools, Teachers and their Work*

Committee: Femida Handy (Chair), Roberta Rehner Iversen, Matthew Steinberg, Amy Wrzesniewski

University of Applied Sciences Osnabrück (Germany) 10.2006 - 04.2009
School of Business Management & Social Sciences

M.A. Management in Nonprofit Organizations

Thesis: *Nonprofit Employees: Influencing Factors for Disappointment and Recommendations for Human Resource Policies*

University of Applied Sciences and Arts Hildesheim (Germany) 10.2001 - 09.2004
School of Social Work & Health Care

Diploma in Social Work (equivalent to a bachelor's degree)

Thesis: *Corporate Volunteering—eine kritische Analyse unter besonderer Berücksichtigung von Zielgruppen der Sozialen Arbeit (Corporate Volunteering—a critical analysis particularly considering social service users' perspectives)*

RESEARCH INTERESTS

- Human behavior in organizations—particularly organizations operating in the nonprofit and public sector
- Meaning of work
- Organizational change—particularly employee behavior during change
- Volunteering and volunteer management

PUBLICATIONS

Peer-Reviewed Articles

1. **Walk, M.**, Schinnenburg, H., & Handy, F. (2014). Missing in action: strategic human resource management in German nonprofits. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 25(4), 991–1021.
2. McDougle, L., Handy, F., Konrath, S., & **Walk, M.** (2014). Health outcomes and volunteering: the moderating role of religiosity. *Social Indicators Research*, 117(2), 337–351.
3. **Walk, M.** (2013). Critical juncture of unification: window of (missed) opportunity for the German welfare state? *Social Work & Society*, 11(1), 1–14.
4. **Walk, M.**, Schinnenburg, H., & Handy, F. (2013). What do talents want? Work expectations in India, China, and Germany. *German Journal of Research in Human Resource Management*, 27(3), 251–278.
5. Willems, J., & **Walk, M.** (2013). Assigning volunteer tasks: the relation between task preferences and functional motives of youth volunteers. *Children and Youth Services Review*, 35(6), 1030–1040.
6. **Walk, M.**, Handy, F., & Schinnenburg, H. (2013). Expectations and experiences of young employees: the case of German nonprofits. *Administration in Social Work*, 37(2), 133–146.
7. König, N., Ojinnaka, J., Ritzenhoff, C., & **Walk, M.** (2008). Codes of conduct: ein Gütesiegel für die Legitimität von NGOs? Eine Untersuchung anhand der Diskurstheorie des Rechts von J. Habermas (Codes of conduct: a hallmark of legitimacy for NGOs? A study by reference to J. Habermas' Discourse Theory of Law). *Journal for Business, Economics & Ethics*, 9(3), 396–410 (authors in alphabetical order).

Book Chapters

1. **Walk, M.**, Greenspan, I., Crossley, H., & Handy, F. [forthcoming]: Chapter 8: Canadian immigrants and their access to services: a case study of Academy of Computer & Employment Skills (A.C.E.S.). In: J. Quarter, S. Ryan, & A. Chan (eds.): *Social Purpose Enterprises: Case Studies for Social Change*. Toronto: University of Toronto Press. Canada.
2. Werding, E., Schinnenburg, H., & **Walk, M.** (2014): Kompetenzentwicklung und Mitarbeiterzufriedenheit im Rahmen von Inklusionsprozessen in Kindertageseinrichtungen (Development of competencies and employee satisfaction during the implementation of inclusion in childcare organizations). In G. Hensen, et al. (ed.): *Inklusive Bildung. Organisations- und professionsbezogene Aspekte eines sozialen Programms (Inclusive Education. Organizational and profession-related aspects of a social program)*, 206-236. Beltz Juventa, Weinheim.

Working Papers

1. **Walk, M.** (2012). Life concepts of business and social work students: influencing factor for sector choice? ISTR Working Paper Series. Baltimore, Maryland.
2. **Walk, M.** (2011). Expectations and experiences of young nonprofit employees: toward a typology. RGK Working Paper Series. Austin, Texas.

Book Reviews

1. **Walk, M.** (2014). Susan A. Ostrander. *Citizenship and Governance in a Changing City*, Temple University Press, Philadelphia, 2013. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 25(1), 273-274.
2. **Walk, M.** (2012). The Jossey-Bass Handbook of Nonprofit Leadership and Management, 3rd ed., edited by D. O. Renz (2010). *Nonprofit Sector Voluntary Quarterly*, 41(5), 900-902.

Invited Articles

1. **Walk, M.** (2014, April). Writing a multiple paper dissertation. *The Fellow*, http://www.sp2.upenn.edu/docs/programs/the_fellow/Fellow_Volume8_Issue3.pdf
2. **Walk M.** (2011, Dec.). Junge Mitarbeiter in Wohlfahrtsverbänden (The young workforce in German free welfare associations). *SOZIALWirtschaft*, Vol. 6, 16-18.
3. **Walk, M.** (2006, Oct.): Corporate Volunteering und Sozialpraktika – kritische Beobachtungen aus der Praxis (Corporate volunteering and its practical application – critical observations). *CSR News*.

Articles In Progress

1. **Walk, M.**, Greenspan, I., Crossley, H., & Handy, F. (revise & resubmit). Mind the gap: discrepancies between expectations and experiences of clients utilizing job training services in a social purpose enterprise.
2. McDougle, L., Konrath, S., **Walk, M.**, & Handy, F. (under review). Coping strategies and mortality risk in older adults.
3. **Walk, M.**, & Schinnenburg, H. (under review). Success factors and (unintended) consequences of inclusive education in the United States: implications for the German context.
4. **Walk, M.**, Handy, F., Schinnenburg, H., & Xiaomin Yu (developing). For-profit, nonprofit, or public sector? Influencing factors for sector choice in China.
5. **Walk, M.**, Handy, F., & Crossley, H. (developing). Measuring impact: a social return on investment analysis of employment training programs.

GRANTS, FELLOWSHIPS, AWARDS AND HONORS

I. Grants and Fellowships

- **Health & Society Scholars Program Research and Education Fund**
The Robert Wood Johnson Foundation and University of Pennsylvania
Project Title: The Role of Spirituality in the Relationship between Volunteering and Health Outcomes among Older Adults. Co-investigator - 2011/2012
- **University of Pennsylvania**
School of Social Policy and Practice, Chai Doctoral Fellowship, 2011/2012
- **University of Texas at Austin**
RGK Center for Philanthropy and Community Service, Research Fellowship, June 2011
- **University of Pennsylvania**
School of Social Policy and Practice, Research Fellowship, 2010-2014
- **German Academic Exchange Service (DAAD)**
Graduate Scholarship, study abroad in Nowy Sacz (Poland), February-June 2008

II. Awards and Honors

- **Academy of Management**
Public -Nonprofit Division Doctoral Consortium, Philadelphia (PA), August 2014
- **International Society for Third Sector Research (ISTR)**
PhD Seminar, Münster (Germany), July 2014
- **Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA)**
Emerging Scholar Award, November 2013
- **Network for Social Work Management**
Research to Practice Institute, Rutgers University, May 2013, Newark (NJ)
- **Graduate and Professional Student Assembly (GAPSA)**
University of Pennsylvania travel award - SSWR 2013, January 2013, San Diego (CA)
- **Graduate and Professional Student Assembly (GAPSA)**
University of Pennsylvania travel award - ARNOVA 2011, November 2011, Toronto (Canada)
- **German Academic International Network (GAIN)**
Conference stipend, September 2011, San Francisco (CA)
- **University of Pennsylvania**
International Leadership Program, October 2010

EXPERIENCE

I. Research

University of Applied Sciences Osnabrück (Germany), <i>Research Fellow</i> School of Business Management & Social Sciences, Project: Organizational Management & Human Resource Development during the Implementation of Inclusive Education	09.2012 - present
University of Pennsylvania , <i>Research Fellow</i> School of Social Policy and Practice, Philadelphia (PA)	09.2010 - present
University of Texas at Austin , <i>Research Fellow</i> RGK Center for Philanthropy and Community Service hosted by Peter Frumkin (PhD)	06. 2011
University of Applied Sciences Osnabrück (Germany), <i>Research Assistant</i> Department of Public Management and Social Work	11.2008 - 03.2009
International School of Management Dortmund (Germany), <i>Research Assistant</i> Project: "Realignment of HRM politics against the background of demographical changes in Germany"	08.2007 - 09.2007

II. Teaching

- University of Pennsylvania, Teaching Assistant** 09.2013 –
School of Social Policy and Practice, 10.2013
Course: Poverty and the Nonprofit Sector taught by Lindsey McDougle (PhD) 11. 2012
- University of Applied Sciences Osnabrück (Germany), Instructor**
School of Business Management and Social Sciences
Course: Survey Development & Analysis, two-day seminar for graduate students in management, language of instruction: English 11.2008
- University of Applied Sciences Osnabrück (Germany), Teaching Assistant**
School of Business Management and Social Sciences
Course: Ethics, accountability & governance in nonprofits taught by Femida Handy (PhD)

III. Professional

- University of Applied Sciences Osnabrück (Germany), Coordinator graduate program Business Management M.A.** 03.2009 -
School of Business Management and Social Sciences 08.2010
Tasks: Guidance & support of 50 graduate students, organization & coordination of extracurricular courses, application process including applicant selection
- Kolping Youth (Germany), Social Worker** 10.2005 -
Diocesan Association Osnabrück 02.2008
Tasks: supervision & coordination of different regional youth committees, development & realization of workshops & leadership training, assistance & tutoring of volunteers & youth group leaders
- Regionsjugendring Hannover e.V. (Germany), Social Worker** 12.2006 -
Representation of all Youth Associations 02.2007
Tasks: Coordination of volunteers, project management, administration
- World Youth Day Office (Germany), Social Worker (requirement to get federally-certified)** 10.2004 -
Bischöfliches Generalvikariat Hildesheim (head-quarters Diocese of Hildesheim) 09.2005
Tasks: Planning and organization of an event with 4.000 domestic & international youth, support & supervision of volunteers, organization of intercultural leadership trainings, management and coordination of working groups

PRESENTATIONS*

I. Selected Conference Presentations

- International Society for Third Sector Research (ISTR)** (11th biannual)
Caring for the future - Challenges for childcare professionals in the wake of inclusive education, July 2014, Münster (Germany); Presenters: Werding, E.; Walk, M.; Schinnenburg, H.:
Aiming at a data driven definition of volunteer types: The key to improved volunteer management practices; Presenters: Walk, M.; Willems, J.
- International Human Resource Management Conference**
Young talents: Individualistic, boundaryless and disloyal? Challenges for International HRM and Development, July 2014, Cracow (Poland); Presenters: Schinnenburg, H.; Böhmer, N.; Walk, M.; Handy, F.
- German Educational Research Association Conference** (24th annual)
Inklusive Bildung – Herausforderung für Lehrkräfte (Inclusive Education – Challenges for Teachers), poster, March 2014, Berlin (Germany); Presenters: Walk, M.; Beck, A.; Maykus, S.; Werding E.
- Association for Research on Nonprofit Organization and Voluntary Action** (42nd annual)
For-profit, nonprofit, or public sector? Influencing factors for sector choice in China, November 2013, Hartford (CT); Presenters: Walk, M.; Handy, F.; Schinnenburg, H.; Xiaomin Y.
- CIRIEC International Research Conference on Social Economy** (4th annual)
Mind the Gap: Discrepancies Between Expectations And Experiences Of Clients Utilizing Job Training Services In A Social Purpose Enterprise, October 2013, Antwerp (Belgium); Presenters: Handy, F.; Walk, M.; Greenspan, I.; Crossley, H.

Society for Social Work and Research (17th annual)

The Work-Expectation-Scale: A New Measure for Research in Human and Social Service Organizations?*

January 2013, San Diego (CA)

Association for Research on Nonprofit Organization and Voluntary Action (41nd annual)

The Role of Spirituality in the Relationship between Volunteering and Health Outcomes among Older Adults, November 2012, Indianapolis (IN); Presenters: McDougle, L.; Walk, M.; Konrath, S.; Handy, F.
Exploring Volunteer Task Preferences: Dimensions and the Relatedness to functional Motives; Presenters: Willems, J., Walk, M.

International Society for Third Sector Research (10th biannual)

Human Resource Management in German Nonprofits – Are Strategies missing?* July 2012, Siena (Italy)
Life Concepts of Business and Social Work Students – Influencing Factor for Sector Choice?*

Association for Research on Nonprofit Organization and Voluntary Action (40th annual)

Young Employees in German Free Welfare Associations: Do they romanticize nonprofit work?*

November 2011, Toronto (Canada)

Association for Nonprofit and Social Economy Research (4th annual)

The impact of social businesses: The case of the Academy of Computer & Employment Skills (A.C.E.S), June 2011, Fredricton (Canada); Presenters: Greenspan, I., Crossley, H., Handy, F., & Walk, M.

II. Invited Presentations

University of St. Thomas, May Meaning Meeting (Minneapolis, MN)

“The burden’s always on us” – Exploring the Meaning of Work during Organizational Change*, May 2014

University of Applied Sciences Hildesheim (Hildesheim, Germany)

Inklusive Bildung und Schulsozialarbeit (Inclusive education and social work in schools)*, July 2013

Kolpingjugend Region Nord (Bremen, Germany)

Ehrenamtsmanagement – wie finde ich die beste Passung von Motiven meiner Ehrenamtlichen zu Aufgaben (-präferenzen)? (Volunteer Management – how to find a match between the motives of volunteers to their task (preferences)?)*, June, 2013

Network for Social Work Management, Research for Practice Institute, Newark (NJ)

Meaning of Work and Job Satisfaction during Organizational Change - The Implementation of Inclusive Education in German Pre- and Elementary Schools*, May 2013

DSSC/SAS Student Research Seminar, University of Pennsylvania, Philadelphia (PA)

Assigning Volunteer Tasks: The Relation between Task Preferences and Functional Motives of Youth Volunteers*, March 2013

III. Presentations in Preparation

Association for Research on Nonprofit Organization and Voluntary Action (43rd annual)

Measuring Impact – A Social Return on Investment Analysis of Employment Training Programs, November 2014, Denver (CO); Presenters: Walk, M.; Handy, F.; Crossley, H.

Immigrant Volunteering –country of origin as determinant of volunteer behavior, poster; Presenters: Walk, M.; Handy, F.; Greenspan, I.

* denotes individually presented

SERVICE AND MEMBERSHIPS

I. Academic Service

Reviewer , 74 th Annual Meeting, Academy of Management, Philadelphia, PA	02.2014
Panel Chair , 42 nd Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA) conference, Hartford, CT	11.2013
Co-Chair , Doctoral Steering Committee (DSSC) Student Research Seminar Series/GAPSA iTalks, School of Social Policy and Practice, University of Pennsylvania	01.2012 – 05.2014
Graduate Supervision , University of Applied Sciences Osnabrück (Germany) (2011 – M.A. Business Management, 2013 – M.A. Nonprofit Management, 2014 – M.A. Health Care Management)	04.2011 - present
Reviewer , Nonprofit & Voluntary Sector Quarterly (NVSQ)	12.2010 - present

Representative , Graduate and Professional Student Assembly (GAPSA), University of Pennsylvania (Research Student Council, Finance Committee, Provost's Teaching Award Committee '11/12, G12 Synergy Fund Committee '12/13)	09.2011 – 12.2012
Co-chair , Doctoral Steering Committee (DSSC), School of Social Policy and Practice, University of Pennsylvania	05.2011 – 12.2012
Chair , Student Council and Vice-Chair for Transportation, University of Applied Sciences and Arts Hildesheim (Germany)	03.2003 – 10.2004
Representative , Student Council of the School of Social Work and Health Care, University of Applied Sciences and Arts Hildesheim (Germany)	03.2002 – 02.2003

II. Professional Memberships

- Academy of Management (AOM), PNP and OB divisions, since 2014
- Education and Science Workers' Union (*Gewerkschaft Erziehung und Wissenschaft*, GEW), since 2013
- Society for Social Work and Research (SSWR), 2012 - 2014
- International Society for Third Sector Research (ISTR), since 2012
- Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA), since 2010
- German Academic International Network (GAIN), since 2010
- Wiconnect, Alumni Organization, University of Applied Sciences Osnabrück (Germany), since 2006

III. Community Service and Internships

Coordinator , German Academic International Network (GAIN) / German Scholar Organization (GSO) meeting group, Philadelphia	07.2011 – 05.2014
Deputy Volunteer Coordinator , 12 th Society for Social Work and Research (SSWR) Conference, Washington D.C., January 11-15, 2012	11.2011- 01.2012
Intern , Department for International Relations, Beautiful Foundation, Seoul (South Korea)	08.2008 – 09.2008
Intern , Caritas counselling center for children, adolescent and their families, Diocese of Hildesheim (Germany)	10.2003 – 02.2004
Volunteer , Kolping Youth, Diocese Hildesheim (Germany)	09.2002 – 12.2005
Intern , Youth Department, Diocese Hildesheim (Germany)	07.2002 – 09.2002
Voluntary Year of Social Service , Caritas Children and Youth Welfare Service St. Joseph, Hanover (Germany)	09.2000 – 07.2001

ADDITIONAL EDUCATION / DEVELOPMENT AND SKILLS

I. Additional Education / Development

University of Bologna (Italy)

European Summer School on "Social Economy, Social Business and Social Innovation" (ESSE), July 2011

University of Osnabrück (Germany), School of Social Sciences

Graduate coursework in "Democratic Governance and Civil Society", April 2009 – February 2010

Kyung Hee University, Seoul (South Korea)

Global Collaborative Summer Program on "Global Governance & East Asian Civilization", July 2008

Wyższa Szkoła Biznesu - National-Louis University Nowy Sącz (Poland), Dep. of Economics

Study abroad in „Marketing and Management”, February – June 2008

II. Skills

Languages

- German (first language)
- English (fluent, TOEFL, GRE)
- French and Polish (basic knowledge)

Statistical software

- STATA used for ANOVAs, ordinary, ordered, multinomial and logistic regression analysis, hierarchal linear modeling
- SAS used for exploratory and confirmatory factor analysis, canonical correlation analysis, multiple imputation, discriminant factor analysis, cluster analysis, growth-curve modeling, multilevel modeling
- MPlus used for (multilevel) structural equation modeling and confirmatory factor analysis
- MAXQUDA used for coding and analysis of qualitative data

Philadelphia, September 2014