

Peter Frumkin

Mindy and Andrew Heyer Chair in Social Policy
School of Social Policy and Practice
University of Pennsylvania
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Academic and Research Positions:

Mindy and Andrew Heyer Chair in Social Policy (8/2015-present)
Professor of Social Policy (8/2012-8/2014)
Director, Nonprofit Leadership Program
Faculty Director, Center for Social Impact Strategy
School of Social Policy and Practice, University of Pennsylvania

Professor of Public Affairs (10/2005-7/2012)
Director of the RGK Center for Philanthropy and Community Service
Lyndon B. Johnson School of Public Affairs, University of Texas at Austin

Senior Fellow (9/2001-9/2003) New America Foundation (Washington, D.C.)

Associate Professor of Public Policy (2/2002-9/2005)
Assistant Professor of Public Policy (8/1997-1/2002)
John F. Kennedy School of Government, Harvard University

Education:

University of Chicago
Ph.D. Doctor of Philosophy in Sociology, March 1997
“Conflict and the Construction of an Organizational Field: The Transformation of American Philanthropic Foundation 1900-1990.” (Andrew Abbott, chair)
Awards for best doctoral dissertation and for best research paper by a doctoral candidate from the Academy of Management’s Public and Nonprofit Division.

Georgetown University
M.P.P. Masters in Public Policy, August 1989

Oberlin College
B.A. Bachelor of Arts, February 1984

1. Books:

Peter Frumkin and Suzi Sosa. *Social Impact: Adventures in Innovation and Entrepreneurship*. Penn CSIS, 2018.

Peter Frumkin and Ana Kolendo. *Building for the Arts: The Strategic Design of Cultural Facilities*. University of Chicago Press, 2014.

Peter Frumkin, Bruno Manno, and Nell Edgington. *The Strategic Management of Charter Schools*. Harvard Education Press, 2011.

Peter Frumkin & JoAnn Jastrzab. *Volunteering for America: Who Benefits from National Service?* Harvard University Press, 2010.

Peter Frumkin. *The Essence of Strategic Giving: A Practical Guide for Donors and Fundraisers*. University of Chicago Press, 2010.

Peter Frumkin. *Strategic Giving: The Art and Science of Philanthropy*. University of Chicago Press, 2006.
John Grenzebach Research Award for Outstanding Published Scholarship from the Council for the Advancement and Support of Education.

Peter Frumkin. *On Being Nonprofit: A Conceptual and Policy Primer*. Harvard University Press, 2002.
Best Book Award from the Academy of Management's Public and Nonprofit Division.

Peter Frumkin and Jonathan B. Imber (eds.) *In Search of the Nonprofit Sector*. Transaction, 2004.

2. Articles and Chapters

In progress

Yuan Tian, Chiako Hung and Peter Frumkin. "Corporate Social Responsibility and the Willingness To Work: An Experimental Test."

Allison Russell, Michael Frisone and Peter Frumkin: "Business and Nonprofit Staffing Decisions during the Pandemic: Do Customers and Donors Notice and Care?"

a. Nonprofit Management

Yuan Tian, Chiako Hung and Peter Frumkin. "Breaking the Nonprofit Starvation Cycle? An Experimental Test." *Journal of Behavioral Public Administration*, 3(1) <https://doi.org/10.30636/jbpa.31.93> (2020): 1-19.

Peter Frumkin. "The Eight Building Blocks of Effective Nonprofit Brands." *The Nonprofit Quarterly* (Fall 2016).

Peter Frumkin and Suzi Sosa. "Toward a Theory of Sector Selection." *The Nonprofit Quarterly* (Fall 2015).

Peter Frumkin and Suzi Sosa. "Competitive Positioning: Why Knowing Your Competition is Essential to Social Impact Success." *The Nonprofit Quarterly* (Fall 2014): 32-40

Peter Frumkin and Elizabeth K. Keating. "Diversification Reconsidered: The Risks and Rewards of Revenue Concentration." *Journal of Social Entrepreneurship* (Volume 2 Fall 2011): 151-64.

Peter Frumkin and Elizabeth K. Keating. "The Price of Doing Good: Executive Compensation in Nonprofit Organizations." *Policy and Society* (November 2010). Reprinted in abridged form as "What Drives Nonprofit Compensation?" *The Nonprofit Quarterly*, Summer 2011: 38-43.

Peter Frumkin, JoAnn Jastrzab et al. "Inside National Service: AmeriCorps' Impact on Participants." *Journal of Policy Analysis and Management* 28 (3): 394-416, 2009.

Peter Frumkin & Lazar Treschan. "Building Volunteer Capacity: The Drivers of Successful Corporate and Service Partnerships at City Year," in *Gifts of Time and Money in America's Communities*, ed. by Arthur C. Brooks, Lanham, MD: Rowman and Littlefield, 2005:33-58.

Carol Chetkovich & Peter Frumkin. "Balancing Mission and Margin: Nonprofit Competitive Strategy in Donation and Fee-Based Markets." *Administration and Society* 35 (5) 2003:564-596.

Peter Frumkin & Mark T. Kim. "Strategic Positioning and the Financing of Nonprofit Organizations." *Public Administration Review* 61 (3) 2001: 266-75.

Peter Frumkin. "Are Nonprofit CEOs Overpaid?" *The Public Interest*, Number 142, Winter 2001: 83-94.

Peter Frumkin & Alice Andre-Clark. "When Mission, Markets, and Politics Collide: Values and Strategy in the Nonprofit Human Services." *Nonprofit and Voluntary Sector Quarterly*, 29 (1) 2000: 141-163.

Peter Frumkin & Alice Andre-Clark. "The Rise of the Corporate Social Worker." *Society* 36 (6) 1999: 46-52.

Peter Frumkin & Alice Andre-Clark. "Nonprofit Compensation and the Market." *University of Hawaii Law Review*, Special Issue on Nonprofit Policy and Law, 21 (2) 1999:425-85.

b. Philanthropy

Yuan Tian, Chiako Hung and Peter Frumkin. (In Press). An Experimental Test of the Impact of Corporate Social Responsibility on Consumers' Purchasing Behavior: The Mediation Role of Trust. *Corporate Social Responsibility and Environmental Management*. 27 (6) 2020: 2972-2982

Peter Frumkin & Heather MacIndoe. "The Foundations of Texas." *American Philanthropic Foundations: Regional Difference and Change*, Bloomington, IN: Indiana University Press, 2018

Peter Frumkin. "New Forms of Grantmaking: Competitions, Prizes and Crowd Sourcing." In *New Frontier of Philanthropy*, ed. by Lester Salamon, Oxford: Oxford University Press, 2014: 514-35.

Peter Frumkin. "Foundation Accountability Clubs and the Search for Philanthropic Standards." In *Voluntary Regulation of NGOs and Nonprofits*, ed. by Mary Kay Gugerty and Aseem Prokash, Cambridge: Cambridge University Press, 2010: 125-51.

Peter Frumkin. "Wielding Philanthropic Power Responsively." In *Giving Well, Doing Good*, ed. by Amy A Kass, Bloomington, IN: Indiana University Press, 2008: 321-4.

Peter Frumkin. "Accountability and Legitimacy in American Foundation Philanthropy." In *The Legitimacy of Philanthropic Foundations*, ed. by Kenneth Prewitt et al, New York: Russell Sage Foundation, 2006: 99-122.

Akash Deep & Peter Frumkin. "The Foundation Payout Puzzle." In *Taking Philanthropy Seriously*, ed. by William Damon and Susan Verducci, Bloomington, IN: Indiana University Press, 2006: 189-204.

Peter Frumkin. "Strategic Giving and Public School Reform: Three Challenges." In *With the Best of Intentions*, ed. by Frederick M. Hess, Cambridge, MA: Harvard Education Press, 2005: 275-294.

Peter Frumkin. "American Foundation and Overseas Funding: New Challenges in an Era of Globalization" In *Globalization, Philanthropy and Civil Society*, ed. by Soma Hewa and Darwin H. Stapleton, New York: Springer, 2005: 99-116.

Peter Frumkin. "Charity and Philanthropy after September 11th" In *In Search of the Nonprofit Sector*, ed. by Peter Frumkin and Jonathan B. Imber, New Brunswick, NJ: Transaction, 2004: 115-130.

Peter Frumkin. "Inside Venture Philanthropy." In *In Search of the Nonprofit and Voluntary Sector*, ed. by Peter Frumkin and Jonathan B. Imber, New Brunswick, NJ: Transaction, 2004: 99-113.

Peter Frumkin. "The Face of the New Philanthropy." *The Responsive Community* 10 (30) 2000: 41-48.

Peter Frumkin. "Philanthropic Leverage." *Society*, 37 (6) 2000: 40-46.

Peter Frumkin. "Private Foundations as Public Institutions." In *Philanthropic Foundations: New Scholarship, New Possibilities*, ed. by Ellen Condliffe Lagemann, Bloomington, IN: Indiana University Press, 1999: 69-98.

Peter Frumkin. "Grantmaker, Know Thyself: The Case for Open and Honest Evaluation in Philanthropy." In *Evaluating for Success*, Washington, DC: The Philanthropy Roundtable, 1999: 1-18.

Peter Frumkin. "The Long Recoil from Regulation: Private Philanthropic Foundations and the Tax Reform Act of 1969." *The American Review of Public Administration*, 28 (3) 1998: 266-286.

Peter Frumkin. "Fidelity in Philanthropy: Two Challenges to Community Foundations." *Nonprofit Management and Leadership* 8 (1) 1997: 65-76.

Peter Frumkin. "Philanthropy: Strangled Freedom." *The American Scholar* 64 (4) 1995: 590-597.

c. Public Management, Public Policy, and Inter-Sector Relations

Peter Frumkin and Kimberly Francis. "Constructing Effectiveness: The Emergence of the Evaluation Research Industry" In *LBJ's Neglected Legacy: How Lyndon Johnson Reshaped Domestic Policy and Government*, ed. by Robert H. Wilson, Norman J. Glickman and Laurence E. Lynn Jr., Austin, TX: University of Texas Press, 2015.

Peter Frumkin & Brendan Miller. "Visions of National Service" *SOCIETY* 45:436-443, 2008.

Peter Frumkin & Joseph Galaskiewicz. "Institutional Isomorphism and Public Sector Organizations." *Journal of Public Administration Research and Theory* 14 (3):283-307, 2004.

Peter Frumkin. "National Service in Theory and Practice." In *In Search of the Nonprofit and Voluntary Sector*, ed. by Peter Frumkin and Jonathan B. Imber, New Brunswick, NJ: Transaction, 2004: 131-149.

Elizabeth Keating & Peter Frumkin. "Reengineering Nonprofit Financial Accountability." *Public Administration Review* 63 (1) 2003: 3-15.

Marshall E. Dimock Award from the American Society of Public Administration for Best Article in PAR during the volume year.

Peter Frumkin & David Reingold. "Why Programs Get Replicated." *Nonprofit Quarterly* Fall 2004: 46-59.

Peter Frumkin "Making Public Sector Mergers Work." (IBM Center for the Business of Government 2003).

Peter Frumkin "The Strategic Management of Charter Schools." (Annie E. Casey Foundation 2003).

Peter Frumkin. "Service Contracting with Nonprofit and For-Profit Human Service Providers: On Preserving a Mixed Organizational Ecology" In *Market Based Governance*, ed. by John D. Donahue and Joseph S. Nye, Washington, D.C.: Brookings, 2002: 66-87.

Peter Frumkin. "Managing for Outcomes: Milestone Contracting in Oklahoma" in *Managing for Results*, ed. by Mark A. Abramson and John M. Kamensky. Lanham, MD: Rowman and Littlefield, 2001: 145-177.

Peter Frumkin. "After Partnership: Rethinking Public-Nonprofit Relations" in *Who Provides? Religion and the Future of Social Welfare in American Democracy*, ed. by Mary Jo Bane, Brent Coffin, and Ronald Thiemann. Boulder, CO: Westview Press 2000: 197-219.

L. David Brown, Sanjeev Khagram, Mark H. Moore & Peter Frumkin. "Globalization, NGOs and Multi-Sectoral Relations," in *Governance in a Globalizing World*, ed. by Joseph S. Nye and John D. Donahue, Washington, D.C. Brookings, 2000: 271-296.

3. Reviews, Essays, and Commentaries:

Review of *A World of Giving*, *Stanford Social Innovation Review* (Spring 2015).

"Between Nonprofit Management and Social Entrepreneurship," *Public Administration Review* 73 (2): 372-6, 2013.

"For Charter Schools, Managing Mission is Critical" (with Bruno V. Manno and Nell Edgington) *Education Week*, September 21, 2011.

Review of *The Foundation* by Joel L. Fleishman, *Journal of Policy Analysis and Management* 27(1): 215-8, 2008.

Review of *Contesting Communities: The Transformation of Workplace Charity* by Emily Barman. *Contemporary Sociology* 36(5): 447-8.

"The Five Meanings of Scale." *Social Edge*, www.socialedge.org/blogs/frumkin-on-philanthropy, Feb. 2 - Apr. 10, 2007.

"Philanthropic Engagement." *Social Edge*, www.socialedge.org/blogs/frumkin-on-philanthropy, Sept 12 – Oct. 31, 2006.

"The Strategy of Philanthropy." *Chronicle of Philanthropy* (opinion section), Sept. 28, 2006.

Review of *Sustaining Nonprofit Performance* by Paul C. Light. *Journal of Policy Analysis and Management* 25 (2): 229-231, 2006.

Review of *Civil Society: Measurement, Evaluation, Policy* by Helmut Anheier. *Nonprofit and Voluntary*

Sector Quarterly 35 (2): 327-330, 2006.

“The Salvation Army” and “The Rockefeller Foundation” in *The World’s Most Enduring Institutions*. New York: Booz Allen Hamilton, 2005.

Review of *Nonprofit Nation*, by Michael O’Neill. *Nonprofit Management and Leadership* 15 (3) Spring 2005.

Review of *Just Money: A Critique of Contemporary American Philanthropy*, ed. by H. Peter Karoff. *Stanford Social Innovation Review* 2 (3) 2004: 68-69.

“The Foundation Payout Debate.” *Philanthropy* 18(2): 31-33, 2004.

Review of *The Governance of Not-for-Profit Organizations*, by Edward L. Glaeser. *International Journal of Not-for-Profit Law* 6 (3) 2004.

“The Ironies of Foundation Regulation.” *The Chronicle of Philanthropy*, February 5, 2004.

“Chicago Philanthropy.” In *The Encyclopedia of Chicago History*, ed. by James R. Grossman, Ann Durkin Keating, and Janice L. Reiff, University of Chicago Press, 2004: 604-6.

Review of *Measuring the Impact of the Nonprofit Sector* by Patrice Flynn and Virginia A. Hodgkinson. *Contemporary Sociology* 32 (3) 2003: 398-399.

“Nonprofit Organizations.” In *The Encyclopedia of Community*, Great Barrington, MA: Berkshire Publishing Group/ Sage, 2003.

“Sex Scandal Puts Onus on Catholic Donors to Demand Change.” *The Chronicle of Philanthropy*, April 4, 2002.

“Good Performance Is Not Measured by Financial Data Alone.” *The Chronicle of Philanthropy*, May 30, 2002.

“A Manager’s Resolve: Pledges for Doing Better in 2002.” *The Chronicle of Philanthropy*, January 10, 2002.

Review of *Growing Civil Society* by Jon Van Til, *Society*, November/December 2001.

“Going Beyond Efficiency.” *The Nonprofit Quarterly* July 2001 (with Elizabeth Keating).

Review of *Visions of Charity* by Rebecca Anne Allahyari, *American Journal of Sociology* 107 (1) 2001: 237-239.

“Nonprofit Groups Should Lead Debate on Rights, Safety.” *The Chronicle of Philanthropy*, December 31, 2001.

“How Strategic Mistakes Derailed the Bush Faith-Based Plan.” *The Chronicle of Philanthropy*, November 15, 2001.

“Nonprofit Groups Must Meet the Challenges of a World in Tumult.” *The Chronicle of Philanthropy*, Oct. 4, 2001.

Review of *Nonprofits and Government* by Elizabeth T. Boris and C. Eugene Steuerle. *Nonprofit and Voluntary Sector Quarterly* 2000 29 (2): 345-7.

“He Who’s Got It Gets to Give It.” *Washington Post*, Outlook Section, October 3, 1999.

Review of *Private Wealth and Public Life* by Judith Sealander. *American Journal of Sociology* 1998, 103 (5): 1445-6.

“Failure in Philanthropy.” *Philanthropy*, 1998, 12 (3): 7-10.

“Candor Comes First.” *Foundation News and Commentary*, 1998, 39 (4): 34-5.

Review essay on *The Charitable Nonprofits* and *Inside the Boardroom* by William G. Bowen. *Journal of Higher Education*, 1997, 68 (2): 228-32.

Review essay on *The Billions of Dollars That Made Things Worse* by Heather MacDonald and *Narcissism and Philanthropy* by Gerald Freund. *Nonprofit and Voluntary Sector Quarterly*, 1997, 26 (2): 247-51.

Review of *Managing Change in the Nonprofit Sector* by Jed I. Bergman. *Nonprofit and Voluntary Sector Quarterly*, 1996, 25 (3): 390-3.

Review of *Partners in Public Service* by Lester Salamon. *American Journal of Sociology*, 1996, 101 (5): 1451-3.

“Left and Right in American Philanthropy.” *Minerva*, 1994, 32 (4): 469-75.

Teaching Cases and Materials:

Xeed: Prototyping Social Innovation (video case)

Program Portfolio Management at Lifeworks in Austin.

Change Is Difficult: Governance and Leadership at Habitat for Humanity.

Growing Pains at the Cesar Chavez Public Charter School.

The Third Floor: Planning the MATCH School’s Future.

Who’s School Is It Anyway? Governance at the Community Partnership Charter School.

Replicating Cristo Rey: Franchising Small, High-Poverty Schools.

The Struggle to Open: The Community Charter School of Cambridge.

Leadership Transition in the Midst of Financial Crisis: Compass Montessori School.

Customer Relations Challenges at a Start-up Virtual School.

Aspire Public Schools: The Data Aren’t Talking.

Chartering as a Tool for Financial Stability and School Improvement.

Zoning Restrictions on Social Services for the Poor: The Case of Hartford, Connecticut.

Oklahoma’s Milestone Contracting System.

Rebuilding Los Angeles: A Public, Private and Nonprofit Partnership

Family Foundation Governance at the J.M. Kaplan Fund.

Give and Take: Philanthropy and the Central Park Children’s Zoo.

The Hattie M. Strong Foundation: Change within Tradition.

The Heisley Family Foundation: Early Days.

Grants and Contracts (Acting as PI in all cases except where noted as Co-PI):

Contract to develop online curriculum for high school students related to social impact (AFS International, \$120,000)

Grant to operate social impact houses for arts and culture leaders (Kresge Foundation via National Arts Strategies, \$107,000, \$95,000 and \$97,000)

Multi-year grant to operate a Penn Social Impact House, serving Penn student and alumni change makers (Randi and Brian Schwartz, \$750,000)

Grants to create and operate a global competition that funds the start-up of students social enterprise projects (Dell Corporation, \$5,400,000; MFI Foundation, Inc. \$300,000; Reva and David Logan Foundation, \$50,000)

Grants to expand student travel and NGO consulting fellowships in Latin America (Rees Jones Foundation \$25,000 and McCune Foundation \$20,000)

Contract to evaluate effectiveness of national service programs in Texas (OneStar Foundation \$150,000)

Grant from the U.S. Department of State to deliver a summer program on social entrepreneurship for students from abroad (\$520,000 over two years)

Grant to develop and deliver executive education programs for nonprofit organizations (Dallas Foundation \$400,000)

Grant to develop and deliver executive education programs for nonprofit organizations (OneStar Foundation \$150,000)

Grant for research on philanthropic strategies to address the problem of school dropouts (George Foundation \$40,000)

RGK Center endowment grant (RGK Foundation \$1,000,000)

Research grant to support study of nonprofit organizations and their role in global development (Hall Foundation \$110,000)

Grant to support doctoral fellows (Bradley Foundation, \$150,000)

Grant for executive education of grantees and follow up consulting (St. David's Community Health Foundation, \$120,712)

Grant to survey and map the nonprofit sector in Texas (OneStar Foundation, \$50,000)

Executive education grant to develop a residential program on strategic management for nonprofit leaders (Sid Richardson \$106,000)

Research and curriculum development grant to develop nonprofit management case studies in the U.S., Canada and Mexico (U.S. Department of Education FIPSE \$205,860)

Student exchange and curriculum development grants for U.S., Mexican, and Canadian students interested in civil society (U.S. Agency for International Development \$212,162; U.S. Department of Education FIPSE \$214,313)

Research grants to study the effectiveness of national service programs (Smith Richardson Foundation \$75,000; Surdna Foundation \$40,000; Milton Fund \$30,000; Center for Public Leadership \$18,000)

Research grant to evaluate the effectiveness of corporate and nonprofit partnerships created by the national youth service organization City Year; Co-Principal Investigator with Joann Jastrzab and Abt Associates, (Atlantic Philanthropies \$325,000)

Research grant to study mergers and consolidations of public sector agencies and departments. (PricewaterhouseCoopers Endowment for the Business of Government \$15,000)

Research grants for the study of strategic management in charter schools, the development of new teaching cases, and the design of executive program for charter school leaders (Annie E. Casey Foundation, \$213,750)

Curriculum development grant. Co-Principal Investigator with David Eddy Spicer (Harvard Provost Fund for Innovation in Instructional Computing \$30,000)

Research grants for the writing of book on philanthropy. Burton G. Bettingen Corporation \$35,000

Research grant for study of measures of financial wellbeing and distress in nonprofit organizations; Co-Principal Investigator with Elizabeth Keating at Northwestern University (Aspen Institute, Nonprofit Research Fund \$25,000)

Research grants for study of the financial management practices of private philanthropic foundations; Co-Principal Investigator with Akash Deep (Rosenberg Foundation \$100,000; Bradley Foundation \$60,000)

Research grants for study of foundation-nonprofit relations; Co-Principal Investigator with Christine Letts (Surdna Foundation \$175,000, Edna McConnell Clark Foundation \$62,000, and Siragusa Foundation \$10,000)

Research grant for the creation of a first multimedia CD-ROM management case on nonprofit organizations (Burton G. Bettingen Corporation \$40,000)

Research grant for a study of milestone contracting and its impact on nonprofit organizations: (PricewaterhouseCoopers Endowment for the Business of Government \$15,000)

Courses Taught or Co-Taught:

Social Entrepreneurship
 Social Innovation
 Penn Social Impact Lab
 Strategic Management of Nonprofit Organizations
 Philanthropy: Policies and Practices
 The Nonprofit Sector
 Public Management

Executive Program Teaching (selected):

Social Innovation Design
 Social Impact Strategy (program chair)
 Arts and Culture Strategy (program chair)
 Leadership in the Cultural Sector (program chair for National Arts Strategies)
 Strategic Management for Nonprofit Leaders (program chair)
 Strategic Management of Charter Schools (program chair)
 Strategic Giving Program
 United Way of America
 American Red Cross Program
 United Jewish Communities

Editorial Work:

Editorial Boards: Society (ongoing), Public Administration Review, Stanford Social Innovation Review. Referee: American Journal of Sociology; Industrial and Labor Relations Review; International Journal of Public Management; Journal of Accounting and Public Policy; Journal of Policy Analysis and Management; Nonprofit Management and Leadership; Nonprofit and Voluntary Sector Quarterly; Policy Studies Journal, Public Administration Review; Public Productivity and Management Review; National Tax Journal.

Selected Recent Presentations (Over 100 speeches and presentations to date):

USC Center on Philanthropy and Public Policy 3/14/19
 Hong Kong Arts Association, Arts Management Forum, 11/12/18
 ARNOVA Annual Research Conference, 10/12/17
 ISTR Conference on Third Sector Research, Stockholm 6/15/16
 ARNOVA Annual Research Conference, 10/9/15
 Conference on Future of European Philanthropy, University of Basel 8/30/2014
 Conference on the Emerging Nonprofit Sector, Hong Kong University 6/4/2012
 Center for Social Innovation and Entrepreneurship, Massey University, Auckland NZ 12/3/11
 King Fahd University, Dammam, Saudi Arabia 11/28/11
 Catholic University Conference on Foundations and Philanthropy, Milan, Italy, 6/28/2011
 EMES Social Enterprise Research Conference, Roskilde, Denmark, 7/6/2011.
 Erasmus University, Rotterdam School of Management, Conference on Philanthropy, 11/11/10.
 UCLA Center for Civil Society's Exploring Social Enterprises Conference, 10/30/10.
 Heidelberg University, Conference on Strategic Philanthropy, 9/17/09.
 Hebrew University of Jerusalem, Conference on Philanthropy and Public Policy, 5/26/09.

Academic and Community Service:

Provost's Committee on Research, University of Pennsylvania
 Personnel Committee, School of Social Policy and Practice, University of Pennsylvania
 Expert Reviewer for Social Innovation Fund, Corporation for National and Community Service
 Member, Technical Advisory Board, Travis County Department of Health and Human Services
 Member, Texas Governor's Blue Ribbon Panel on Volunteerism
 Member and chair of numerous faculty search, strategic planning, curriculum reform and other committees at Harvard University and the University of Texas at Austin

Aspen Institute, Nonprofit Sector Research Fund, Grants Advisory Committee

Aspen Institute, Nonprofit Sector Research Fund, Foundation Initiative Advisory Committee

Academy of Management Public and Nonprofit Division, Best Book Award Committee

Academy of Management Public and Nonprofit Division, Best Dissertation Award Committee (chair)

ARNOVA Distinguished Lifetime Achievement Award (member then chair)