

EDUCATION

University of Pennsylvania, Philadelphia (USA), School of Social Policy & Practice 09.2010 - present
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), Faculty of Business Management & Social Sciences 10.2006 - 04.2009

M.A. Management in Nonprofit Organizations

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

University of Applied Sciences and Arts Hildesheim / Holzminden / Göttingen (Germany), Faculty of Social Work & Health Care 10.2001 - 09.2004

Diplom Social Work (equivalent to MSW)

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 Resource Management in Nonprofits

Organizational Change

Meaning of Work

Volunteering

PUBLICATIONS

Peer-reviewed Articles

1. Walk, M.; Schinnenburg, H.; Handy, F. [forthcoming]: Missing in Action: Strategic Human Resource Management in German Nonprofits. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*. DOI 10.1007/s11266-013-9380-7
2. McDougle, L.; Handy, F.; Konrath, S.; Walk, M. [forthcoming]: Health Outcomes and Volunteering: The Moderating Role of Religiosity. *Social Indicators Research*. DOI: 10.1007/s11205-013-0336-5
3. Walk, M. (2013): Critical Juncture of Unification – Window of (missed) Opportunity for the German Welfare State? *Social Work & Society*, 11(1), 1-14. DOI: <http://www.socwork.net/sws/article/view/364>
4. Walk, M.; Schinnenburg, H.; Handy, F. (2013): What do Talents want? Work Expectations in India, China, and Germany. *Zeitschrift für Personalforschung (German Journal of Research in Human Resource Management)*, 27(3), 251-278. DOI 10.1688/1862-0000_ZfP_2013_03_Walk
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. DOI: <http://dx.doi.org/10.1016/j.childyouth.2013.03.010>
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. DOI: 10.1080/03643107.2012.667658
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). *Zeitschrift für Wirtschafts- und Unternehmensethik (zfwu) (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 in 2014]: 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 (in German).

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. DOI 10.1007/s11266-013-9406-1.
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. DOI: 10.1177/0899764011420224.

Invited Articles

1. Walk M. (2011, Dec.): Junge Mitarbeiter in Wohlfahrtsverbänden (The young workforce in German Free Welfare Associations). *SOZIALwirtschaft*, Vol. 6, 16-18 (in German).
2. Walk, M. (2006, Oct.): Corporate Volunteering und Sozialpraktika — kritische Beobachtungen aus der Praxis (Corporate Volunteering and its practical application – critical observations). *CSR News* (in German).

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 “The Role of Spirituality in the Relationship between Volunteering and Health Outcomes among Older Adults” (co-investigator) 2011/2012

School of Social Policy and Practice, University of Pennsylvania, Chai Doctoral Fellowship Award, 2011/2012

RGK Center for Philanthropy and Community Service, University of Texas at Austin, Research Fellowship, June 2011

School of Social Policy and Practice, University of Pennsylvania, 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 and Nonprofit Division's Doctoral Consortium, 74th Annual Meeting, Philadelphia (PA), August 2014

International Society for Third Sector Research (ISTR), PhD Seminar, Münster (Germany), July 2014

ARNOVA Emerging Scholar Award, Association for Research on Nonprofit Organization and Voluntary Action, 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 Grant for the SSWR 2013 conference, January 2013, San Diego (CA)

Graduate and Professional Student Assembly (GAPSA), University of Pennsylvania, Travel Grant for the ARNOVA 2011 conference, 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

Research Fellow at the University of Applied Sciences Osnabrück, Faculty of Business Management and Social Sciences, Project: Inclusive Education 09.2012 - present

Research Fellow at the University of Pennsylvania, School of Social Policy and Practice, Philadelphia (PA) 09.2010 - present

Research Fellow at the University of Texas at Austin, RGK Center for Philanthropy and Community Service hosted by Peter Frumkin (PhD) 06. 2011

Research Assistant at the University of Applied Sciences Osnabrück, Department of Public Management and Social Work (Germany) 11.2008 - 03.2009

Research Assistant at the International School of Management Dortmund (Germany), Project: "Realignment of HRM politics against the background of demographical changes in Germany" 08.2007 - 09.2007

Research Assistant at the University of Applied Sciences Hildesheim (Germany), Faculty of Social Work and Health Care 11.2003 - 09.2004

II. Teaching

Teaching Assistant University of Pennsylvania, School of Social Policy and Practice: "Poverty and the Nonprofit Sector in Philadelphia" taught by Lindsey McDougale (PhD) 09.2013 - 10.2013

Instructor University of Applied Sciences Osnabrück (Germany): Survey Development & Analysis, two-day seminar for graduate students in management 11. 2012

Teaching Assistant University of Applied Sciences Osnabrück (Germany): "Ethics, accountability & governance in nonprofit organizations", taught by Femida Handy (PhD, University of Pennsylvania) 11.2008

III. Professional

University of Applied Sciences Osnabrück (Germany), Faculty of Business Management and Social Sciences 03.2009 - 08.2010

Coordinator of the Master's program in Business Management M.A. (part-time)

Tasks: Guidance & support of 50 students, organization & coordination of extracurricular courses, application procedure including applicant selection

Kolping Youth, Diocesan Association Osnabrück (Germany) 10.2005 - 02.2008

Social Worker (part-time)

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) (Representation of all Youth Associations) 12.2006 - 02.2007

Social Worker (part-time, substitute for colleague on maternity leave)

Tasks: Coordination of volunteers, project management, administration

World Youth Day Office, Bischöfliches Generalvikariat Hildesheim (head-quarters) 10.2004 - 09.2005

Diocese of Hildesheim, Germany)

Social Work Intern (requirement to get state-certified)

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*

Selected Conference Presentations

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.; Schinnenburg, H.; 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: McDougale, 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.

Invited Presentations

University of Applied Sciences Hildesheim (Germany)

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

Kolpingjugend Region Nord (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

* denotes individually presented

SERVICE AND MEMBERSHIP

I. Academic Service

Manuscript Reviewer for the 74 th Annual Meeting of the Academy of Management, Philadelphia, PA	02.2014
Panel Chair at the 42 nd Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA) conference, Hartford, CT	11.2013
Co-Chair of the Doctoral Steering Committee (DSSC) Student Research Seminar Series, School of Social Policy and Practice, University of Pennsylvania (USA)	01.2012 - present
Graduate Supervision , University of Applied Sciences Osnabrück (Germany) (Spring 2011 – M.A. Business Management, Spring 2013 – M.A. Management in Nonprofit Organizations, Spring 2014 – M.A. Health Care Management)	04.2011 - present
Reviewer for Nonprofit & Voluntary Sector Quarterly (NVSQ)	12.2010 - present
Representative Graduate and Professional Student Assembly (GAPSA), University of Pennsylvania (USA), Research Student Council, Finance Committee, Provost's Teaching Award Committee '11/12, G12 Synergy Fund Committee '12/13	09.2011 – 12.2012
Co-chair of the Doctoral Steering Committee (DSSC), School of Social Policy and Practice, University of Pennsylvania (USA)	05.2011 – 12.2012
Chair of the Student Council and Vice-Chair for Transportation at the University of Applied Sciences and Arts Hildesheim (Germany)	03.2003 - 10.2004
Representative Student Council of the Faculty of Social Work and Health Care at the University of Applied Sciences and Arts Hildesheim (Germany)	03.2002 - 02.2003

II. Professional Memberships

Education and Science Workers' Union (*Gewerkschaft Erziehung und Wissenschaft*, GEW), since 2013

Society for Social Work and Research (SSWR), since 2012

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 of the local German Academic International Network (GAIN) / German Scholar Organization (GSO) meeting group, Philadelphia (USA)	07.2011 – present
Deputy Volunteer Coordinator for the 12 th Society for Social Work and Research (SSWR) Conference, Washington D.C., January 11-15, 2012	11.2011-01.2012
Intern at Department for International Relations at the Beautiful Foundation, Seoul (South Korea)	08.2008 - 09.2008
Intern at a counselling center for children, adolescent and their families, Caritas Association in the Diocese of Hildesheim (Germany)	10.2003 - 02.2004
Volunteer for the Kolping Youth in the diocese Hildesheim (Germany), organization and conduct of seminars and leadership trainings	09.2002 - 12.2005
Intern at the Bischöfliche Generalvikariat Hildesheim (Youth Department of the Diocese Hildesheim, Germany)	07.2002 - 09.2002
Voluntary Year of Social Service at 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), Faculty 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 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

Citizenship: German

Philadelphia, April 2014

Marlene Walk