

## CHAO GUO

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### Education

Ph.D., Public Administration, 2003  
(Advisor: Terry L. Cooper)

University of Southern California

B.A., International Relations, 1993

Renmin University of China

### Recent Awards and Honors

Penn Fellow, University of Pennsylvania, 2015-2016.

Best Paper Award, *Association for Research on Nonprofit Organizations and Voluntary Action*, Denver, 2014.

Finalist, Indiana Public Service Award, Indiana Chapter of the *American Society for Public Administration*, 2013.

Top Research Paper Award, Public Relations Division, *National Communication Association*, Orlando, 2012.

Recognition for greatly contributing to the career development of the University of Georgia (UGA) students. Given by the UGA Career Center. 2011.

The Inaugural IDEA Award (Research Promise), Entrepreneurship Division, *Academy of Management*, Anaheim, 2008.

David Stevenson Faculty Fellowship, *Nonprofit Academic Centers Council*, 2005-2006.

Kellogg Scholar Award, *Association for Research on Nonprofit Organizations and Voluntary Action's* 32<sup>nd</sup> Annual Conference, Denver, 2003.

Emerging Scholar Award, *Association for Research on Nonprofit Organizations and Voluntary Action's* 30<sup>th</sup> Annual Conference, Miami, 2001.

Dean's Merit Scholarship, *School of Policy, Planning and Development, University of Southern California*, 1995-2000.

**Chao Guo**

Outstanding Leadership Award, *Office of International Services, University of Southern California*, 1997.

### **Academic Experience**

Associate Professor, School of Social Policy and Practice, University of Pennsylvania, 2013-present.

Associate Professor and Director of International Programs, Indiana University School of Public and Environmental Affairs, IUPUI, 2012-2014.

Affiliate Faculty, Lilly Family School of Philanthropy, Indiana University, 2012-2014.

Associate Professor, Department of Public Administration and Policy, University of Georgia, 2010-2012.

Visiting Professor, Nanyang Technological University, Singapore, June-July 2009.

Assistant Professor, Department of Public Administration and Policy, University of Georgia, 2007-2010.

Assistant Professor, School of Community Resources and Development, Arizona State University, 2003-2007.

Affiliated Faculty, Center for Nonprofit Leadership and Management; Arizona State University, 2002-2007.

Instructor, School of Community Resources and Development, Arizona State University, 2002-2003.

### **Peer-Reviewed Articles**

1. Peck, L., and **Guo, C.** (2015) "How Does Public Assistance Use Affect Charitable Activity? A Tale of Two Methods." *Nonprofit and Voluntary Sector Quarterly*, 44(4), 665-685.
2. Saxton, G. D., Niyirora, J., Waters, R. D., and **Guo, C.** (2015) "#AdvocatingForChange: The Strategic Use of Hashtags in Social Media Advocacy." *Advances in Social Work*, 16(1), 154-169.
3. Yan, J., **Guo, C.**, and Paarlberg, L. (2014) "Are Nonprofit Antipoverty Organizations Located Where They Are Needed? A Spatial Analysis of Census Tracts in Greater Hartford." *The American Statistician*, 68(4), 243-252.
4. Saxton, G.D., and **Guo, C.** (2014) "Online Stakeholder Targeting and the Acquisition of Social Media Capital." *International Journal of Nonprofit and Voluntary Sector Marketing*, 19(4), 286-300.

5. **Guo, C.**, and Zhang, Z. (2014) “Understanding Nonprofit Advocacy in Non-Western Settings: A Framework and Empirical Evidence from Singapore.” *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 25(5), 1151-1174.
6. Saxton, G.D., Neely, D., and **Guo, C.** (2014) “Web Disclosure and the Market for Charitable Contributions.” *Journal of Accounting and Public Policy*, 33(2), 127-144.
7. **Guo, C.**, and Saxton, G.D. (2014). “Tweeting Social Change: How Social Media are Changing Nonprofit Advocacy.” *Nonprofit and Voluntary Sector Quarterly*, 43(1), 57-79.
8. **Guo, C.**, and Zhang, Z. (2013). “Mapping the Representational Dimensions of Nonprofit Organizations in China.” *Public Administration*, 91(2), 325–346.
9. **Guo, C.**, Webb, N., Abzug, R., and Peck, L. (2013). “Religious Affiliation, Religious Attendance and Participation in Social Change Organizations.” *Nonprofit and Voluntary Sector Quarterly*, 42(1), 34-58.
10. Peck, L.R., D’Attoma, I., Camillo, F., and **Guo, C.** (2012). “A New Strategy for Reducing Selection Bias in Non-Experimental Evaluations, and The Case of How Public Assistance Receipt Affects Charitable Giving.” *Policy Studies Journal*, 40(4), 601–625.
11. Saxton, G. D., & **Guo, C.** (2012). “Conceptualizing Web-based Stakeholder Communication: The Organizational Website as A Stakeholder Relations Tool.” *Communication & Science Journal*. Available at SSRN: <http://ssrn.com/abstract=2189036>.
12. Zhang, Z., and **Guo, C.** (2012). “Advocacy by Chinese Nonprofit Organizations: Towards a Responsive Government?” *Australian Journal of Public Administration*, 71(2), 187-198.
13. Acar, M., **Guo, C.**, and Yang, K. (2012). “Accountability in Voluntary Partnerships: To Whom and For What?” *Public Organization Review*, 12(2), 157-174.
14. Saxton, G.D., **Guo, C.**, Chiu, I-H., and Feng, B. (2011). “Social Media and the Social Good: How Nonprofits Use Facebook to Communicate with the Public.” *China Third Sector Research* [Chinese], 1, 40-54.
15. Ren, C., and **Guo, C.** (2011). “Middle Managers’ Strategic Role in the Corporate Entrepreneurial Process: Attention-Based Effects.” *Journal of Management*, 37(6), 1586-1610. (An earlier version of this article received the Inaugural IDEA Award (Research Promise), Entrepreneurship Division, Academy of Management.)
16. **Guo, C.**, Brown, W.A., Ashcraft, R., Yoshioka, C., and Dong, H.D. (2011). “Strategic Human Resources Management in Nonprofit Organizations.” *Review of Public Personnel Administration*, 31(3), 248-269.

17. Zhang, Z., **Guo, C.**, & Cai, D. (2011). "Governing Chinese Nonprofit Organizations: The Promise and Limits of the 'Third Way'." *International Review of Public Administration*, 16(1), 11-30.
18. Saxton, G.D., and **Guo, C.** (2011). "Accountability Online: Understanding the Web-based Accountability Practices of Nonprofit Organizations." *Nonprofit and Voluntary Sector Quarterly*, 40(2), 270-295.
19. **Guo, C.**, and Saxton, G.D. (2010). "Voice-In, Voice-Out: Constituent Participation and Advocacy Activities of Charitable Organizations." *Nonprofit Policy Forum*, 1(1), Article 5. DOI: 10.2202/2154-3348.1000.
20. Brown, W.A., and **Guo, C.** (2010). "Exploring the Key Roles for Nonprofit Boards." *Nonprofit and Voluntary Sector Quarterly*, 39(3), 536-546.
21. **Guo, C.**, Shockley, G., and Tang, R. (2009). "At the Intersection of Two Worlds: Religion, Social Enterprise, and Partners in Christ International." *GIVING – International Journal on Philanthropy and Social Innovation*, 2, 71-82.
22. **Guo, C.** and Peck, L.R. (2009). "Giving and Getting: Charitable Activity and Public Assistance." *Administration and Society*, 41(5), 600-627.
23. **Guo, C.**, Zhang, Z., and Cai, D. (2009). "Exploring the Issue of Representation in Chinese Nonprofit Organizations." *Journal of Public Administration [Chinese]*, 2(3), 171-191.
24. Stamer, D., Lerdall, K., and **Guo, C.** (2008). "Managing Heritage Volunteers: An Exploratory Study of Volunteer Programs in Art Museums Worldwide." *Journal of Heritage Tourism*, 3(3), 203-214.
25. Acar, M., **Guo, C.**, and Yang, K. (2008). "Accountability When Hierarchical Authority is Absent: Views from Public-Private Partnership Practitioners." *American Review of Public Administration*, 38(1), 3-23.
26. Saxton, G.D., **Guo, C.**, and Brown, W.A. (2007). "New Dimensions of Nonprofit Responsiveness: The Application and Promise of Internet-Based Technologies." *Public Performance and Management Review*, 31(2), 144-171.
27. **Guo, C.** (2007). "When Government Becomes the Principal Philanthropist: The Effect of Public Funding on Patterns of Nonprofit Governance." *Public Administration Review*, 67(3), 456-471.
28. **Guo, C.**, and Musso, J. A. (2007). "Representation in Nonprofit and Voluntary Organizations: A Conceptual Framework." *Nonprofit and Voluntary Sector Quarterly*, 36(2), 308-326.

29. Acar, M., **Guo, C.**, and Saxton, G.D. (2007). "Managing Effectively in a Networked World." *The Public Manager*, 36(2), 33-38.
30. **Guo, C.**, and Brown, W.A. (2006). "Community Foundation Performance: Bridging Community Resources and Needs." *Nonprofit and Voluntary Sector Quarterly*, 35(2), 267-287.
31. Acar, M., and **Guo, C.** (2006). "Major Issues Affecting Performance in Regional Collaboration." *Studia Regionalia*, 18, 94-102.
32. **Guo, C.**, and Acar, M. (2005). "Understanding Collaboration among Nonprofit Organizations: Combining Resource Dependence, Institutional, and Network Perspectives." *Nonprofit and Voluntary Sector Quarterly*, 34(3), 340-361.

### Editor-Reviewed Articles

33. **Guo, C.**, and Saxton, G. (2014). "Attention Philanthropy: The Good, the Bad, and the Strategy." *The Nonprofit Quarterly*, 21(2), 42-47.
34. **Guo, C.** (2012). "The Road Less Traveled: Establishing the Link between Nonprofit Governance and Democracy." *The Nonprofit Quarterly*, 19(4), 26-31.
35. **Guo, C.**, Xu, J., Smith, D.H., and Zhang, Z. (2012). "Civil Society, Chinese Style: The Rise of the Nonprofit Sector in Post-Mao China." *The Nonprofit Quarterly*, 19(3), 20-27.
36. Acar, M., **Guo, C.**, and Yang, K. (2008). "Accountability When Hierarchical Authority is Absent: Views from Public-Private Partnership Practitioners." *PUBLIC*, No.16, Institute of Public Management, ESADE Business School, Spain.
37. **Guo, C.** (2007). "Government Funding and Community Representation on Nonprofit Boards: The Bargain We Strike." *The Nonprofit Quarterly*, 14(4), 70-76.

### Book

38. **Guo, C.**, and Bielefeld, W. (2014). *Social Entrepreneurship: An Evidence-Based Approach to Creating Social Value*. Jossey-Bass.

### Book Chapters

39. Van Puyvelde, S., Cornforth, C., Dansac, C., **Guo, C.**, Hough, A., & Smith, D.H. (forthcoming). "Governance, Boards, and Internal Structures of Associations." In Smith, D.H., Stebbins, R., & Grotz, J. (eds.), *The Palgrave Research Handbook of Volunteering and Nonprofit Associations*. Palgrave.
40. Berger, G., Blugerman, L., **Guo, C.**, Petrov, R., & Smith, D.H. (forthcoming). "Governance, Boards, and Internal Structures of Associations." In Smith, D.H., Stebbins,

R., & Grotz, J. (eds.), *The Palgrave Research Handbook of Volunteering and Nonprofit Associations*. Palgrave.

41. **Guo, C.**, and Marietta, M. (in press). “Representing Public Values in Networked Governance: Participatory Representation as a Means of Achieving Value Representation.” In Bryson, J.M., Crosby, B. C., & Bloomberg, L. (eds.), *Creating Public Value in Practice: Advancing the Common Good in a Multi-Sector, Shared-Power, No-One-Wholly-in-Charge World*. CRC Press.
42. **Guo, C.**, Metelsky, B.A., and Bradshaw, P. (2014). “Out of the Shadows: Nonprofit Governance Research from Democratic and Critical Perspectives.” In C.J. Cornforth and W.A. Brown (eds.) *Nonprofit Governance: Innovative Perspectives and Approaches* (pp. 47-68). London: Routledge.
43. **Guo, C.** (2006). “Tourism and the Religious Philosophies of East Asia.” In D.J. Timothy and D.H. Olsen (eds.) *Tourism, Religion and Spiritual Journeys* (pp. 121-138). London: Routledge.

### Papers under Review

44. Zhang, Z., & **Guo, C.** (conditionally accepted) “University-Based Nonprofit Education in China: An Overview and Assessment.” *Journal of Nonprofit Education and Leadership*.
45. Brown, W.A., and **Guo, C.** “The Critical Role of the Board in Nonprofit Organizational Performance: Evidence from Trade and Professional Associations.” *Nonprofit and Voluntary Sector Quarterly* (under second review).
46. **Guo, C.**, and Saxton, G.D. “Speaking and Being Heard: How Advocacy Organizations Gain Attention on Social Media.” *Nonprofit and Voluntary Sector Quarterly* (revise and resubmit).
47. Waters, R. D., Saxton, G. D., Niyirora, J., and **Guo, C.** “Hashtags for Health? On the Strategic Use of Hashtags in a Multi-Sectoral Advocacy Coalition”. *Public Relations Review* (revise and resubmit).

### Work in Progress

48. **Guo, C.**, and Saxton, G.D. “May I Have Your Attention, Please? Rethinking Nonprofit Strategies for the Age of Attention Philanthropy.”
49. Charlotte R. Ren, **Guo, C.**, Meier, K.J., and O’Toole, L.J. “Niche Width Strategy and Organizational Performance: The Case of Charter Schools.”
50. **Guo, C.** “Responsiveness in Nonprofit Organizations: A Stakeholder Salience Approach.”

## Professional Reports

51. **Guo, C.** “Elements of Successful Nonprofit Advocacy: A Literature Review and Synthesis.” *Independent Sector*, 2012.
52. Brown, W.A., **Guo, C.**, Ashcraft, R., Yoshioka, C., and Lewis, P. “Current Practices for Recruiting Board Members in Trade and Professional Associations.” Final report to the *William E. Smith Institute for Association Research*, June 2006.
53. Brown, W.A., **Guo, C.**, Ashcraft, R., Yoshioka, C., and Lewis, P. “Supplemental Report Detailing Current Practices for Recruiting Board Members in Trade & Professional Associations.” Report to the *William E. Smith Institute for Association Research*, June 2006.

## Conferences Papers and Presentations

Gazley, B., and **Guo, C.** (2015). “What do We Know about Nonprofit Collaboration? A Comprehensive Systematic Review of the Literature.” Presented at the annual meeting of the Academy of Management, Vancouver, British Columbia, Canada.

- Best Paper Proceedings.

Gazley, B., and **Guo, C.** (2015). “What do We Know about Nonprofit Collaboration? A Comprehensive Systematic Review of the Literature.” Presented at the International Research Society for Public Management, Birmingham, UK.

**Guo, C.**, and Ren, C. (2014). “The Social Entrepreneur’s Dilemma? Entrepreneurial Strategy & Charter School Performance.” Presented at the Association for Research on Nonprofit Organizations and Voluntary Action’s 43<sup>rd</sup> Annual Conference, Denver, CO.

Gazley, B., and **Guo, C.** (2014). “What do We Know about Nonprofit Collaboration? A Comprehensive Systematic Review of the Literature.” Presented at the Association for Research on Nonprofit Organizations and Voluntary Action’s 43<sup>rd</sup> Annual Conference, Denver, CO.

**Guo, C.**, and Saxton, G.D. (2014). “Speaking and Being Heard: How Advocacy Organizations Gain Attention on Social Media.” Presented at the annual meeting of the *Academy of Management*, Philadelphia, PA.

**Guo, C.**, and Saxton, G.D. (2013). “Speaking and Being Heard: How Advocacy Organizations Gain Attention in the Social Media World.” Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action*’s 42<sup>nd</sup> Annual Conference, Hartford, CT.

**Guo, C.**, and Marietta, M. (2013). “Representing Public Values in Networked Governance: Participatory Representation as a Means of Achieving Value Representation.” Presented at the annual conference of the *Midwest Political Science Association*, Chicago, IL.

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**Guo, C.**, and Marietta, M. (2013). “Value of Voices, Voice of Values: Participatory and Value Representation in Networked Governance.” Presented at the annual conference of the *American Society of Public Administration*, New Orleans, LA.

Malatesta, D., Payton, S., and **Guo, C.** (2013). “What Does New Governance Look Like?” Presented at the annual conference of the *American Society of Public Administration*, New Orleans, LA.

**Guo, C.**, and Saxton, G.D. (2012). “May I Have Your Attention, Please? Rethinking Nonprofit Strategies for the Age of Attention Philanthropy.” Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action’s* 41<sup>st</sup> Annual Conference, Indianapolis, IN.

Saxton, G.D., and **Guo, C.** (2012). “Online Stakeholder Targeting and the Acquisition of Social Media Capital.” Presented at the annual conference of the *National Communication Association*, Orlando, FL.

**Guo, C.**, and Marietta, M. (2012). “Representing Public Values in Networked Governance: Participatory Representation as a Means of Achieving Value Representation.” Presented at the “Creating Public Value in a Multi-Sector, Shared-Power World” Conference. University of Minnesota.

**Guo, C.** (2012). “Social Intrapreneurship: Can Big Nonprofits Innovate?” Presented at the annual conference of the *American Society of Public Administration*, Las Vegas, NV.

**Guo, C.** (2011). “Illuminating the ‘Dark Side’ of Nonprofit Governance: Democratic Perspectives.” Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action’s* 40th Annual Conference, Toronto, Canada.

Dong, H.D., and **Guo, C.** (2011). “The Effect of Public Housing Residence on Charitable Behavior.” Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action’s* 40th Annual Conference, Toronto, Canada.

Saxton, G.D., and **Guo, C.** (2011). “Measuring Public and Stakeholder Reactions to Nonprofit Organizations' Social Media Use.” Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action’s* 40th Annual Conference, Toronto, Canada.

Zhang, Z., and **Guo, C.** (2011). “Governing Chinese Nonprofit Organizations: The Promise and Limits of the ‘Third Way’.” Presented at the annual conference of the *American Society of Public Administration*, Baltimore, MD.

Brown, W.A., and **Guo, C.** (2010). “Association Board Performance: The Effects of Board Practices and Board Member Capability.” Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action’s* 39th Annual Conference, Washington, DC.

**Guo, C.**, Meier, K.J., and O’Toole, L.J. (2010). “Niche Width Strategy and Nonprofit Performance: The Case of Charter Schools.” Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action’s* 39th Annual Conference, Washington, DC.



Chen, C-A., and **Guo, C.** (2010). "The Myth of Organizational Age: More Adaptation or More Rigidity? Examining How Entrepreneurial Orientation Varies over Time in NPOs." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 39<sup>th</sup> Annual Conference, Washington, DC.

**Guo, C.**, and Saxton, G. (2010). "How Representative are Nonprofits in Real Life?" Presented at the annual conference of the *American Society of Public Administration*, San Jose, CA.

Saxton, G., Neely, D., and **Guo, C.** (2009). "Web Disclosure and the Market for Charitable Contributions." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 38<sup>th</sup> Annual Conference, Cleveland, OH.

**Guo, C.**, Webb, N., Abzug, R., and Peck, L. (2009). "Volunteering for Social Change: The Influence of State, Religion, and Occupation." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 38<sup>th</sup> Annual Conference, Cleveland, OH.

Ronquillo, J., & **Guo, C.** (2009). "Understanding Accountability in Cross-Sector Collaboration: The Case of Arizona 2-1-1 Program." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 38<sup>th</sup> Annual Conference, Cleveland, OH.

**Guo, C.**, and Saxton, G. (2009). "Voice-In, Voice-Out: Constituent Participation and Nonprofit Advocacy." Presented at the biannual conference of the *Public Management Research Association*, Columbus, OH.

**Guo, C.**, and Saxton, G. (2009). "Accountability Online: Understanding the Web-based Accountability Practices of Nonprofit Organizations." Presented at the annual meeting of the *Academy of Management*, Chicago, IL.

Ronquillo, J., & **Guo, C.** (2009). "Understanding Accountability in Cross-Sector Collaboration: The Case of Arizona 2-1-1 Program." Presented at the annual conference of the *American Society of Public Administration*, Miami, FL.

Acar, M., **Guo, C.**, and Yang, K. (2008). "Accountability in Voluntary Partnerships: To Whom and For What?" Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 37<sup>th</sup> Annual Conference, Philadelphia.

**Guo, C.** (2008). "Responsiveness in Nonprofit Organizations: A Stakeholder Salience Approach." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 37<sup>th</sup> Annual Conference, Philadelphia.

**Guo, C.**, and Saxton, G. (2008). "Accountability Online: Understanding the Web-based Accountability Practices of Nonprofit Organizations." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 37<sup>th</sup> Annual Conference, Philadelphia.

**Guo, C.**, Webb, N., Peck, L., and Abzug, R. (2008). "Occupation, Public Assistance Use, Religiosity, and Social Justice Activity via Nonprofit Volunteering." Presented at the

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*Association for Research on Nonprofit Organizations and Voluntary Action's 37<sup>th</sup> Annual Conference, Philadelphia.*

**Guo, C.**, Brown, W.A., Ashcraft, R., and Yoshioka, C. (2008) "Strategic Human Resources Management in Nonprofit Organizations: An Empirical Study." Presented at the annual meeting of the *Academy of Management*, Anaheim, CA.

**Guo, C.** and Peck, L.R. (2008). "Giving and Getting: Charitable Activity and Public Assistance." Presented at the annual meeting of the *Academy of Management*, Anaheim, CA.

Ren, R., and **Guo, C.** (2008). "The Rise and Fall of Entrepreneurial Opportunities: A Process Model for Corporate Entrepreneurship." Presented at the annual meeting of the *Academy of Management*, Anaheim, CA.

- Best Paper Proceedings.

**Guo, C.** (2008). "Nonprofit Organization as Training Grounds for Democracy." Presented at the annual conference of the *American Society of Public Administration*, Dallas, Texas.

**Guo, C.** and Peck, L.R. (2007). "Public Assistance Use, Religiosity, and Volunteering for Social Change." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's 36<sup>th</sup> Annual Conference*, Atlanta.

**Guo, C.**, & Saxton, G. (2007). "Mapping the Representational Dimensions of Nonprofit Organizations." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's 36<sup>th</sup> Annual Conference*, Atlanta.

Saxton, G., & **Guo, C.** (2007). "Managerial Discretion and Online Stakeholder Performance." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's 36<sup>th</sup> Annual Conference*, Atlanta.

Shockley, G., **Guo, C.**, & Tang, R. (2007). "At the Intersection of Two Worlds: Religion, Social Enterprise, and Partners in Christ International." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's 36<sup>th</sup> Annual Conference*, Atlanta.

**Guo, C.**, and Saxton, G. (2007). "Accountability Online: Understanding the Web-based Accountability Practices of Nonprofit Organizations." Presented at the biannual meeting of the *Public Management Research Association*, Tucson, AZ.

Ren, R., & **Guo, C.** (2007). "The Rise and Fall of Opportunities: Attention Structures, Policy Windows, and the Intrapreneurial Process." Presented at the annual meeting of the *Academy of Management*, Philadelphia.

Saxton, G., & **Guo, C.** (2007). "Managerial Discretion and Online Stakeholder Performance." Presented at the annual meeting of the *Academy of Management*, Philadelphia.

**Guo, C.** (2006). "Mapping the Representational Dimensions of Nonprofit Organizations." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 35<sup>th</sup> Annual Conference, Chicago.

**Guo, C.** and Peck, L.R. (2006). "Giving and Getting: Charitable Activity and Welfare Receipt." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 35<sup>th</sup> Annual Conference, Chicago.

**Guo, C.,** Brown, W.A., Ashcraft, R., and Yoshioka, C. (2006). "Exploring the Prevalence and Context of HRM Practices in Nonprofit Organizations." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 35<sup>th</sup> Annual Conference, Chicago.

Brown, W.A., and **Guo, C.** (2006). "Roles of Community Foundation Boards of Directors: Developing Support and Understanding Community Needs." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 35<sup>th</sup> Annual Conference, Chicago.

Acar, M., **Guo, C.,** Yang, K. (2006). "Accountability When Hierarchical Authority is Absent: Views from Public-Private Partnership Practitioners." Presented at the annual meeting of the *Academy of Management*, Atlanta, Georgia.

**Guo, C.,** and Brown, W. (2006). "Governing for What Matters: Exploring the Key Roles for Community Foundation Boards." Presented at the annual meeting of the *Academy of Management*, Atlanta, Georgia.

**Guo, C.,** and Saxton, G. (2006). "Accountability Online: The Web as an Accountability-Building Tool for Nonprofit Organizations." Presented at the annual meeting of the *Academy of Management*, Atlanta, Georgia.

Ren, R., and **Guo, C.** (2006). "Policy Windows, Attention Structures, and Stakeholder Salience: Toward A Process-Based Theory." Presented at the annual meeting of the *Academy of Management*, Atlanta, Georgia.

**Guo, C.** (2006). "Responsiveness in Nonprofit Organizations: A Stakeholder Salience Approach." Presented at *Midwest Political Science Association's* National Annual Conference, Chicago.

Saxton, G., **Guo, C.,** and Brown, W. (2006). "Community Foundations' Stakeholder Orientations in Cyberspace: The Application and Promise of Internet-Based Technologies." Presented at *Midwest Political Science Association's* National Annual Conference, Chicago.

Brown, W. and **Guo, C.** (2005). "Board Development in Member Benefit Organizations: Implications for Performance." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's* 34<sup>th</sup> Annual Conference, Washington, D.C.

**Guo, C.,** and Ren, R. (2005). "The Rise and Fall of Innovative Ideas: An Attention-Based View of Intrapreneurial Processes in Nonprofit Organizations." Presented at the *Association for*

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*Research on Nonprofit Organizations and Voluntary Action's 34<sup>th</sup> Annual Conference, Washington, D.C.*

**Guo, C.,** and Brown, W. (2005). "Community Foundation Performance: Bridging Community Resources and Needs." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's 34<sup>th</sup> Annual Conference, Washington, D.C.*

Saxton, G., **Guo, C.,** and Brown, W. (2005). "Inclusiveness, Responsiveness, and Stakeholder Orientations in Community Foundations' Utilization of Internet-Based Technologies: Performance, Promise, and (Mostly Unrealized) Potential." Presented at the *Association for Research on Nonprofit Organizations and Voluntary Action's 34<sup>th</sup> Annual Conference, Washington, D.C.*

**Guo, C.,** and Brown, W. (2005). "Community Foundation Performance: Bridging Community Resources and Needs." Presented at the *Academy of Management's Annual Conference, Honolulu, Hawaii.*

**Guo, C.** and Acar, M. (2005). "Ten 'R's of Collaborative Performance." *American Society of Public Administration's 56<sup>th</sup> Annual Conference, Milwaukee, WI.*

**Guo, C.** (2004). "Responsiveness in Nonprofit Organizations: A Stakeholder Salience Approach." *Association for Research on Nonprofit Organizations and Voluntary Action's 33<sup>rd</sup> Annual Conference, Los Angeles.*

**Guo, C.,** and Brown, W. (2004). "Bridging Community Resources and Community Needs: Does Board Matter in the Community Foundation Business?" *Association for Research on Nonprofit Organizations and Voluntary Action's 33<sup>rd</sup> Annual Conference, Los Angeles.*

**Guo, C.,** and Musso, J. A. (2004). "Models of Representation in Nonprofit and Voluntary Organizations." *Association for Research on Nonprofit Organizations and Voluntary Action's 33<sup>rd</sup> Annual Conference, Los Angeles.*

**Guo, C.,** and Acar, M. (2004). "Understanding Collaboration among Nonprofit Organizations: Combining Resource Dependence, Institutional, and Network Perspectives." *Academy of Management Annual Conference, New Orleans.*

**Guo, C.,** Cooper, T. L., and Musso, J. A. (2004). "Representation in Nonprofit Organizations." *American Society of Public Administration's 55<sup>th</sup> Annual Conference, Portland, OR.*

**Guo, C.** and R. Ren (2003). "Policy Windows, Attention Structures, and Stakeholder Salience: Toward A Process-Based Theory." *Academy of Management's 63<sup>rd</sup> National Conference, Seattle, OR.*

**Guo, C.** (2003). "When Government Becomes the Principal Philanthropist: The Impact of Government Funding upon the Citizen Base of Nonprofit Organizations." *American Society of Public Administration's 54<sup>th</sup> National Conference, Washington, D.C.*

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**Guo, C.** (2002). “Formation of Collaboration among Nonprofit Organizations: Combining Resource Dependence, Environmental Uncertainty, and Institutional Perspectives.” *American Society of Public Administration Midwest Regional Conference*, Omaha.

**Guo, C.** (2002). “Governance Pattern, Attention Structure, and Organizational Responsiveness to Community: Why Does A Nonprofit Organization Attend to Some Issues but Ignore Others.” *American Society of Public Administration’s 53<sup>rd</sup> National Conference*, Phoenix.

**Guo, C.** (2001). “Funding Environments and Co-optative Use of Nonprofit Boards: Integrating Dependence and Uncertainty Perspectives.” *Association for Research on Nonprofit Organizations and Voluntary Action’s 30<sup>th</sup> Annual Conference*, Miami.

**Guo, C.** (2000). “Funding Opportunities, Decision Making Processes, and Governance Patterns: A Tale of Two Community Organizations.” *Association for Research on Nonprofit Organizations and Voluntary Action’s 29<sup>th</sup> Annual Conference*, New Orleans.

**Guo, C.** (2000). “Fluid Participation in Community-based Organizations: Toward a Garbage Can Model.” *American Society of Public Administration’s 51<sup>st</sup> National Conference*, San Diego.

## **Areas of Research Interest**

Representation and Accountability in Nonprofit Organizations; Nonprofit Advocacy; Nonprofit Governance; Collaboration within and across Sectors; Social Entrepreneurship; Volunteerism

## **Teaching**

Course Taught at Penn School of Social Policy and Practice (2013-present):

- NPLD784: The Nonprofit Sector: Concepts and Theories
- NPLD786: Nonprofit Governance and Management

Course Taught at Indiana University School of Public and Environmental Affairs, IUPUI (2012-2013):

- V521: Nonprofit and Voluntary Sector
- V559: Principles and Practices of Social Entrepreneurship
- V450/V550: China in Transition

Course Taught at the University of Georgia School of Public and International Affairs (2007-2012):

- PADP 6910: Public Administration and Democracy
- PADP 7210: Introduction to the Nonprofit Sector
- PADP 7220: Nonprofit Governance and Management
- PADP 7900: Managing Volunteers
- PADP 8200: Social Entrepreneurship

Courses Taught at the Arizona State University School of Community Resources and Development (2002-2007):

- NLM 220: Introduction to Nonprofit Organizations

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- NLM 310: Volunteer Management
- NLM 210: Community Services and Professions
- NLM 510: Foundations of Nonprofit Management
- REC 462: Management of Leisure Services

### **University, School, and Departmental Service**

#### **At the University of Pennsylvania:**

- Member, Nonprofit Leadership Program Governance Committee, School of Social Policy and Practice
- Member, Global Engagement Group, School of Social Policy and Practice
- Member, Student Policies and Procedures Committee, School of Social Policy and Practice
- Alternate Member, Provost's Council on Research

#### **At Indiana University:**

- Director, International Programs, Indiana University School of Public and Environmental Affairs (SPEA), IUPUI, 2012-2013
- Member, Constitution Writing Committee, Lilly Family School of Philanthropy, Indiana University, 2013
- Member, Core Campus Task Force on Nonprofit Management, Indiana University School of Public and Environmental Affairs (SPEA), IUPUI, 2012-2013
- Member, Leadership Team, the American Council on Education's (ACE) Internationalization Laboratory, IUPUI, 2012–2013
- Member, Executive Education Director Search, , Indiana University School of Public and Environmental Affairs (SPEA), IUPUI, 2012-2013
- Chair, Faculty Search, Public Budgeting and Finance, Indiana University School of Public and Environmental Affairs (SPEA), IUPUI, 2012

#### **At the University of Georgia:**

- Member, Faculty Executive Committee, SPIA Council, School of Public and International Affairs (SPIA), the University of Georgia, 2009-2011
- Member, Faculty Search, Nonprofit Management/Local Government, School of Public and International Affairs (SPIA), the University of Georgia, 2010
- Member, Strategic planning committee – faculty recruitment, Department of Public Administration and Policy, School of Public and International Affairs (SPIA), the University of Georgia, 2008-2009

### **Professional Service**

#### **Referee**

- Academy of Management Conference – Entrepreneurship Division; Public and Nonprofit Division; Social Issues in Management Division
- Administrative and Society
- Children and Youth Services Review
- Critical Sociology
- International Public Management Journal

- Journal of Asian American Studies
- Journal of Public Administration [China]
- Journal of Public Administration Research & Theory
- Management and Organization Review
- Nonprofit Management and Leadership
- Nonprofit Policy Forum
- Nonprofit and Voluntary Sector Quarterly
- Policy Studies Journal
- Public Administration [UK]
- Public Administration Review
- Public Performance and Management Review
- Review of Public Personnel Administration
- Voluntary Sector Review [UK]

Panel Chair/Discussant/Moderator

- Session title: “A 360-Degree View of Collaboration.” Chair (replacement), Association for Research on Nonprofit Organizations and Voluntary Action’s 43<sup>rd</sup> Annual Conference (November 2014), Denver, CO.
- Session title: “Governance beyond the Board: A Deeper Dive into Power Issues within Nonprofits and Networks.” Discussant, Association for Research on Nonprofit Organizations and Voluntary Action’s 43<sup>rd</sup> Annual Conference (November 2014), Denver, CO.
- Session title: “Social Goals in Entrepreneurship.” Chair, the annual meeting of the Academy of Management (August 2014), Philadelphia, PA.
- Session title: “Understanding Governance at the Intersection of Public, Nonprofit, and Private Sectors.” Chair, American Society of Public Administration’s annual conference (March 2013), New Orleans, Louisiana.
- Session title: “TIBS Colloquium One: The ‘NO’ of ARNOVA: Exploring the Theories, Interests, and Boundaries of ‘Nonprofit Organization’ in Varied Asian Contexts.” Chair, *Association for Research on Nonprofit Organizations and Voluntary Action’s* 41<sup>st</sup> Annual Conference (November 2012), Indianapolis, Indiana.
- Session title: “Social Media and Social Entrepreneurship: Unleashing the Power of Innovation in the Nonprofit Sector.” Chair, American Society of Public Administration’s annual conference (March 2012), Las Vegas, Nevada.
- Session title: “The Social Context of Charitable Behavior: Empirical Studies Using COPPS and Other Data.” Chair, *Association for Research on Nonprofit Organizations and Voluntary Action’s* 40<sup>th</sup> Annual Conference (November 2011), Toronto, Canada.
- Session title: “Understanding Collaborative Governance in Transitional China.” Co-Chair (with Chung-An Chen), *American Society of Public Administration’s* annual conference (April 2010), San Jose, California.
- Session title: “Qualitative Approaches to Theory Development.” Chair and discussant, *Association for Research on Nonprofit Organizations and Voluntary Action’s* 37<sup>th</sup> Annual Conference (November 2009), Cleveland, Ohio.
- Session title: “Networking for resource acquisition.” Chair, *Academy of Management Conference* (August 2009), Chicago, Illinois.
- Session title: “Untangling the Complexity of Nonprofit Accountability.” Chair, *Association for Research on Nonprofit Organizations and Voluntary Action’s* 37<sup>th</sup> Annual Conference (November 2008), Philadelphia.

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- Session title: “New Directions in Research on Volunteering II: New infrastructures and arrangements.” Discussant, *Association for Research on Nonprofit Organizations and Voluntary Action*’s 37<sup>th</sup> Annual Conference (November 2008), Philadelphia.
- Session title: “Government-Nonprofit Relations.” Discussant, *Association for Research on Nonprofit Organizations and Voluntary Action*’s 36<sup>th</sup> Annual Conference (November 2007), Atlanta.
- Session title: “New Data on Volunteering and the Connection Between Volunteering and Charitable Giving.” Discussant, *Association for Research on Nonprofit Organizations and Voluntary Action*’s 36<sup>th</sup> Annual Conference (November 2007), Atlanta.
- Session title: “Studies of Nonprofit Strategies and Issues.” *Association for Research on Nonprofit Organizations and Voluntary Action*’s 35<sup>th</sup> Annual Conference (November 2006), Chicago.
- Session title: “Sustainability of Educational Programs in Nonprofit and Philanthropic Studies.” *BENCHMARK 3: 2006 Conference on Nonprofit and Philanthropic Studies* (March 2006), Phoenix, Arizona.
- Session title: “Nonprofit Centers and Program Sustainability.” *BENCHMARK 3: 2006 Conference on Nonprofit and Philanthropic Studies* (March 2006), Phoenix, Arizona.
- Session title: “Contracting, Services and Quality.” *Association for Research on Nonprofit Organizations and Voluntary Action*’s 34<sup>th</sup> Annual Conference (November 2005), Washington, D.C.
- Session title: “Community Foundations as Community Change Makers: Emerging Roles, Models, and Technologies for Community Leadership.” Co-chair (with Gregory Saxton), *Association for Research on Nonprofit Organizations and Voluntary Action*’s 34<sup>th</sup> Annual Conference (November 2005), Washington, D.C.
- Session title: “Race and Gender Issues in the Public Sector.” Chair, *Public Management Research Conference* (September 2005), Los Angeles, C.A.

## Other Services

- Co-Chair, Planning Committee, Post-Conference Symposium, “Governance Functions in Inter-organizational and Cross-sector Collaborations.” *Association for Research on Nonprofit Organizations and Voluntary Action*, 2015.
- Co-Chair, Planning Committee, *the Greater Philadelphia Collaborative of Nonprofit Scholars*, 2015.
- Co-Chair, Planning Committee, Public Policy Symposium, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2015.
- Co-Editor, Brill Nonprofit Sector Research Series, 2014-present.
- Member, Advisory Board, Huamin Research Center, School of Social Work, Rutgers University, 2014-present.
- Member, *Coutts Million Dollar Donor Report Global Advisory Council*, 2013-present.
- Member, Editorial Board, *The Nonprofit Quarterly*, 2013-present.
- Member, Editorial Board, *Asia Pacific Journal of Public Administration*, 2013-present.
- Member, Editorial Board, *Public Performance and Management Review*, 2013-present.
- Member, Editorial Board, *Nonprofit Management and Leadership*, 2012-present.
- Member, Editorial Board, *China Third Sector Research* [Chinese], 2011-present.
- Member, Editorial Board, *Nonprofit and Voluntary Sector Quarterly*, 2010-present.
- Member, Editorial Board, *Journal of Public Administration* [Chinese], 2009-present.



- Senior Vice-President, *International Council of Voluntarism, Civil Society, and Social Economy Researcher Associations, Inc.*, 2011-present.
- Member, Board of Directors, *The Nonprofit Quarterly*, 2013-present.
- Member, Board of Directors, *China-America Association of Public Affairs*, 2010-present.
- Member, Board of Directors, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2009-present.
- Co-Chair, International Outreach Committee, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2014.
- Co-Chair, Conference Committee, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2011-2014.
- Member, Planning Committee, Symposium on Nonprofits and Public Policy, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2013.
- Member, Executive Director Search, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2013.
- Faculty Reviewer, Doctoral Consortium. Public and Nonprofit Division, *Academy of Management's* Annual Conference, Boston, MA, 2012.
- Co-Chair, Research Committee, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2010-2011.
- Member, Best Dissertation Award Committee. Public and Nonprofit Division, *Academy of Management's* Annual Conference, San Antonio, Texas, 2011.
- ASPA Liaison, Public and Nonprofit Division, *Academy of Management*, 2009-2012.
- Chair, Development Committee, *Association for Research on Nonprofit Organizations and Voluntary Action*, 2009-2010.
- Co-Chair, the Boards, Governance, and Leadership Track, *Association for Research on Nonprofit Organizations and Voluntary Action's* Annual Conference, Alexandria, 2010.
- Co-Chair, the Boards, Governance, and Leadership Track, *Association for Research on Nonprofit Organizations and Voluntary Action's* Annual Conference, Cleveland, 2009.
- Member, Best Article Award Committee. Public and Nonprofit Division, *Academy of Management's* Annual Conference, Anaheim, California, 2008.
- Faculty Reviewer, Doctoral Consortium. Public and Nonprofit Division, *Academy of Management's* Annual Conference, Anaheim, California, 2008.
- Member, Emerging Scholar Award Committee. *Association for Research on Nonprofit Organizations and Voluntary Action's* Annual Conference, Chicago, 2006.

#### Invited Talks

- “Attention Philanthropy.” Presented at the 2<sup>nd</sup> *Social Innovation Salon* (June 27, 2014), jointly hosted by the Center for Civil Society Studies at Peking University and the Chinese Philanthropy Research Institute at Beijing Normal University, China.
- “Nonprofit Governance Research: Minority Report.” Presented at the *Symposium on Social Construction, Chinese Style* (May 30-31, 2013). Center on Philanthropy, Sun Yat-Sen University, Guangzhou, China.
- “Chinese Nonprofits in the Shadow of the State: A Literature Review, Synthesis and Research Agenda.” Presented at the Center for the Third Sector, Shanghai Jiaotong University (May 28, 2013). Shanghai, China.
- Speaker, Panel “Complex Governance Issues of Networks, Federations and Affiliated Organizations.” *The BoardSource Leadership Forum*, Chicago, Illinois (September 14, 2012).

- “Chinese Nonprofits in the Shadow of the State: A Literature Review, Synthesis and Research Agenda.” Presented at *Workshop: Theoretical Variations for Voluntary Sector Organizing: Topping off Old Bottles with New Wine* (October 19 – 20, 2012). Queen’s School of Policy Studies and Queen’s School of Business, Queen’s University, Kingston, Ontario, Canada.
- Member, the Provocateur Group, the annual meeting of the *Alliance for Nonprofit Management* (August 2012).
- Plenary speaker, the *International Symposium on Outsourcing Government-Financed Social Services to Civil Society Organizations* (December 10-11, 2011), Shanghai, China.
- Plenary speaker, *The China Nonprofit Review International PEN: Experiences sharing among excellent writers*, co-sponsored by the NGO Research Center of Tsinghua University, Editorial Office of *The China Nonprofit Review*, More Love Foundation (December 2011). Shanghai, China.
- Governance Track speaker, *Research to Action: Advancing the Practice of Innovative Capacity Building*. Convened by the *Alliance for Nonprofit Management* and the *Nonprofit Quarterly* (September 16-18, 2011), Oakland, California.
- Plenary speaker, the Third Sector and Public Governance Conference, *Capital University of Economics and Business* (May 22, 2011), Beijing, China.
- Plenary speaker, *Creating A New Normal: Advancing Governance Theory and Practice, A Conference for Practitioners and Researchers*. Convened by the Midwest Center for Nonprofit Leadership at the *University of Missouri - Kansas City*, and the *Nonprofit Quarterly* (April 14-15, 2011), Kansas City, Missouri.
- Participant, Athens/Clarke County Social Service Sector meeting, co-organized by the *Community Connection* and the *Athens Area Community Foundation* (February 2010). The purpose of the meeting was to understand and evaluate the effectiveness of the social service sector in ACC, as well as to discuss the possible strategies for fostering collaboration among social service organizations.
- Participant, Diversity Metrics meeting, co-sponsored by the *Council on Foundations*, the *Association for Research on Nonprofit Organizations and Voluntary Action*, and the *Foundation Center* (September 2009), New York.
- “Governing for What Matters: The Key Roles for Community Foundation Boards.” Presented at the *Athens Area Community Foundation Board Meeting* (February 11, 2009), Athens, GA.
- “Exploring the Representational Dimensions of Nonprofit Organizations in China” (with D. Cai), presented at the *International Symposium on the Remaking of the Chinese Administrative State since the 1978 Reform* (December 2008), Guangzhou, China.
- “Nonprofit Management Education in the United States: An Introduction.” Presented at the *Inaugural China Public Administration Academic Summit: International Conference on the Disciplinary Boundary and Research Paradigm of Public Administration* (December 2008), Xiamen, China.
- Participant, Grantmaker-Researcher Forum on Diversity and Effectiveness, co-sponsored by the *Council on Foundations*, the *Association for Research on Nonprofit Organizations and Voluntary Action*, and the *Foundation Center* (October 2008), Chicago.
- “A Brief Introduction to the U.S. Nonprofit Sector.” Presented at the *Third International Forum on Public Administration: Public Administration in Information Age*, jointly

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hosted by the Huazhong University of Science and Technology and Florida State University (June 2006), Wuhan, China.

**Professional Affiliations**

Academy of Management

Association for Research on Nonprofit Organizations and Voluntary Action

American Society of Public Administration

Chinese-America Association of Public Affairs

International Society for Third-Sector Research

Public Management Research Association

## Grants

“Initiative on Philanthropy in China: Community Foundations.” *Henry Luce Foundation*, 2013-2016 (\$10,000) (Status: Research Partner).

“Successful Elements of Nonprofit Advocacy: A Literature Review and Synthesis.” *Independent Sector*, 2012 (\$7,500) (Status: Principal Investigator).

“Can Nonprofit Organizations Curb the “Matthew Effect”? Exploring the Role of the Nonprofit Sector in Reducing the Outflow of Skilled Workers from Rural Counties in Georgia.” *Poverty and the Economy Research Grant, University of Georgia*, 2010 (\$16,000) (Status: Co-Principal Investigator with Dr. George W. Clarke and Warren Brown).

“Building Committed, Capable, and High Performing Boards: Identifying Promising Practices and Structures in Trade and Professional Associations.” *The William E. Smith Institute for Association Research*, 2004 (\$49,936) (Status: Co-Principal Investigator with Dr. William A. Brown).

“The Rise and Fall of Innovative Ideas: An Attention-Based View of Intrapreneurial Processes in Nonprofit Organizations.” *Dean’s Incentive Grant, College of Public Programs, Arizona State University*, 2004 (\$6,000) (Status: Principal Investigator).

“Representation in the Governance of Community Foundations.” *College of Public Programs Dean’s Office and Office of the Vice President for Research and Economic Affairs, Arizona State University*, 2003 (\$21,675) (Status: Co-Principal Investigator with Dr. William A. Brown).

“Understanding Collaboration among Nonprofit Organizations: Combining Resource Dependence, Institutional, and Network Perspectives.” *Dean’s Incentive Grant, College of Public Programs, Arizona State University*, 2003 (\$5,000) (Status: Principal Investigator)

“Policy Windows, Attention Structure, and Organizational Responsiveness: An Attention-based View of Nonprofit Organizations.” *Dean’s Incentive Grant, College of Public Programs, Arizona State University*, 2002 (\$5,000) (Status: Principal Investigator).