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**Silberman School of Social Work at Hunter College**  
**City University of New York**  
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## EDUCATION

- Columbia University, Doctor of Philosophy in Social Work** 2018  
Dissertation: Gender Pay Equity and Women's Pay Improvement Trajectory in the  
U.S. Nonprofit vs. For-Profit Sectors  
Chair: Julien Teitler, PhD
- Columbia University, Master of Social Work** 2017  
Concentration: Social Policy & Policy Analysis
- Beijing Normal University, Master of Public Management** 2012  
Concentration: Nonprofit Management
- Beijing Normal University, Bachelor of Arts** 2009  
Major: Chinese Language and Literature

## HONORS & AWARDS

- 2021 Faculty Fellowship Publication Program, CUNY
- 2019 Emerging Scholar Award, Association for Research on Nonprofit  
Organizations and Voluntary Action (ARNOVA)
- 2016, 2017 Fellow, Doctoral Fellows Seminar I & II, Association for Research on Nonprofit  
Organizations and Voluntary Action (ARNOVA)
- 2015, 2016 Y.F. and L.C.C. Wu Fellowship, Columbia University Weatherhead East Asian  
Institute (\$5,000)
- 2015-2016 Margaret McNamara Memorial Fund (Education grants for women who make a  
difference) (\$15,000)
- 2015 Conference Scholarship and Travel Grant, ARNOVA
- 2014 Sasakawa Young Leaders Fellowship Fund Award, Columbia University Weatherhead  
East Asian Institute (\$3,000)
- 2013, 2014 Diversity Scholar Award, ARNOVA

## SPECIALIZED TRAININGS & CERTIFICATIONS

- University of Michigan, The Inter-university Consortium for Political and Social Research (ICPSR) Summer  
Program in Quantitative Methods of Social Research July-August 2019  
(Longitudinal Data Analysis, R computing)

## ACADEMIC APPOINTMENTS

- Assistant Professor, Silberman School of Social Work at Hunter College, CUNY 2018-Present  
Associate, China Center for Social Policy, Columbia University School of Social Work 2018-Present

## PUBLICATIONS

### PEER-REVIEWED ARTICLES

- Zhao, R.**, Zhang, C. (2023). Racial Pay Disparity of Social Workers in Nonprofit, For-Profit, and Government Human Services Organizations. *Human Service Organizations: Management, Leadership & Governance*, DOI: <https://doi.org/10.1080/23303131.2023.2227231>.
- Zhao, R.** (2023). Are Women's and Men's Pay Increase Trajectories Different in Nonprofit and For-Profit Human Services Organizations? *Social Sciences*, 12(3), 152; DOI: <https://doi.org/10.3390/socsci12030152>.
- Welch, R., & **Zhao, R.** (2022). An Epidemic of Virtue: A Review of Social Work's Complicity in "Prostitution" Interventions. *Affilia: Feminist Inquiry in Social Work*, DOI: <https://doi.org/10.1177/08861099221133373>.
- Zhao, R.**, Lilly, A. (2021). The role of state mobilization in China's volunteerism, *Nonprofit and Voluntary Sector Quarterly*, DOI: <https://doi.org/10.1177/08997640211057458>.
- Zhu, Z., **Zhao, R.**, & Tao, C. (2021). Chinese NPOs in service contracting at the community level: challenges and strategies. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-15. DOI: <https://doi.org/10.1007/s11266-021-00332-y>.
- Zhao, R.** (2020). Are nonprofits more equitable than for-profits? An estimate of the gender pay gap in the US human services field. *Human Service Organizations: Management, Leadership & Governance*, 44(4), 343-361, DOI: <https://doi.org/10.1080/23303131.2020.1767746>.
- Wu, Z.S., **Zhao, R.**, Liu, F.Q., & Zhang, X.L. (2018). The impact of social capital on volunteering and giving: evidence from urban China. *Nonprofit and Voluntary Sector Quarterly*, 47 (6) 1201-1222;
- Zhao, R.**, Wu, Z.S., Tao, C.J. (2016). Understanding service contracting and its impact on NGO development in China, *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 27 (5) 2229-2251. DOI: <https://doi.org/10.1177/0899764018784761>.
- Zhao, X.P, **Zhao, R.**, and Lu, W.J. (2012). The problem of collective action in NGO coalitions—The case of the China FA Grassroots Alliance (In Chinese), *China Nonprofit Review*, 9 (1), 223-234.

### PUBLICATIONS UNDER REVIEW

- Zhao, R.** & Eikenberry, A. M. (Under Review). Volunteering and Abuse: The Weaponization of Volunteers in Enforcing China's Zero-COVID Policy. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*
- Zhao, R.**, Bies, A., & Kim, S. M. (Under Review). Employee Compensation of Nonprofit Child Welfare Agencies in New York: Crises and Strategies. *Nonprofit Management & Leadership*

- Zhao, R.,** Welch, R., & Bies, A. (Under Review). Unions in Government-Funded Nonprofit Human Services Organizations: Can They Help Raise Wages in This Triangular Relationship? *Human Service Organizations: Management, Leadership & Governance*
- Anasti, T. & **Zhao, R.** (Under Review). Torn by Community and State Logics: The Expansion of Syringe Service Programs in A Midwest State. *Human Service Organizations: Management, Leadership & Governance*
- Anasti, T. & **Zhao, R.** (Under Review). Strategies for Cultivating Organizational Legitimacy Among Core-Stigmatized Service Providers: The Case of Syringe Service Programs. *Social Service Review*.

#### PUBLICATIONS IN PREPARATION

- Zhao, R.,** Anasti, T., & Welch, R. (write-up stage). Addressing “Idealism Exploitation” through Unionization: Causes and Outcomes of Nonprofit Worker Labor Organizing.
- Zhao, R.,** Kim, Seon Mi, & Anasti, T. (write-up stage). Opportunities, Challenges, and Management’s Responses to Nonprofit Work Unionization.
- Zhao, R.,** Anasti, T., & Hu, R. (Data Collection stage). Gender and Racial Politics in the Workplace: MSW Management graduates’ Career Advancement Experience.
- Zhao, R.** (Data Collection stage). State of Nonprofit DEI initiatives: Where are they and how can they really work?
- Zhao, R.,** Chen, S.Y. (write-up stage, presented in the 50<sup>th</sup> ARNOVA conference, November 2021). The Gender Politics in China’s Contemporary Volunteerism.
- Zhao, R.** (literature review stage). The Combination of Synchronous and Asynchronous Modules in Teaching an EMBA-Model Intensive Course of Social Work Management.
- Danko, J., **Zhao, R.** (revising the manuscript). A Real Estate Broker/Social Worker Model in Housing Voucher Programs: An Innovative Solution to Houselessness

#### NON-PEER-REVIEWED PUBLICATIONS

##### Books

- Zhao, R.,** Lu, W.J, Tao, C.J, Zhao, X.P. (2011). *From governmental philanthropy to social philanthropy: The developmental path of Chinese civil society organizations in disaster relief* (In Chinese). Beijing: Social Sciences Academic Press.

##### Book Chapters

- Zhao, R.** (2009) A legend of a grassroots organization: A case study on disaster relief fund-raising by a charitable organization in L County, Anhui Province (In Chinese). In M. Wang (Ed.), *Reports on the civil society action in the Wenchuan Earthquake- Chinese NGOs in emergency rescue* (pp.132-137), Beijing: Social Sciences Academic Press.
- Zhao, R.** (2009) The collective action of the Chinese society: Sichuan “5.12” Social Aid Service Center (In Chinese). In M. Wang (Ed.), *Reports on the civil society action in the Wenchuan Earthquake- Chinese NGOs in emergency rescue* (pp.138-149), Beijing: Social Sciences Academic Press.
- Tao, C.J., **Zhao, R.** (2009) Case study on the action of Youcheng Entrepreneurs Poverty Alleviation Foundation for earthquake disaster relief (In Chinese). In M. Wang (Ed.), *Reports on the civil society action in the Wenchuan Earthquake- Chinese NGOs in emergency rescue* (pp.113-131), Beijing: Social Sciences Academic Press.

## Internal Grant Applications (Funded)

PSC-CUNY Research Traditional B Award (\$ 6,000). *Gender & Race Politics in the Workplace: Hunter Social Work Management Graduates' Career Advancement Experiences*. (Principal Investigator, Awarded, July 2023-June 2024)

PSC-CUNY Traditional A Award (\$ 3,500). *Institutional Pressures that Human Service Nonprofits Face in Making Decisions about Employee Compensation*. (Principal Investigator, Awarded, July 2021-June 2022)

## Internal Grant Applications (Unfunded)

CUNY BRESI Grants (\$ 8,000). *Gender & Race Politics in the Workplace: Hunter Social Work Management Graduates' Career Advancement Experiences* (Principal Investigator, unfunded)

PSC-CUNY Traditional B Award (\$ 6,000). *Institutional Pressures that Human Service Nonprofits Face in Making Decisions about Employee Compensation*. (Principal Investigator, unfunded for 2019-2020 academic year)

## External Grant Applications (Unfunded)

The New York Community Trust, Fahs-Beck Fund for Research and Experimentation (\$ 25,000) *The Impact of Organizational Strategies on Precarious Workers' Job Quality During the COVID-19 Pandemic*. (Participant, with Dr. Seonmi Kim and Dr. James Mandiberg, unfunded).

## TEACHING EXPERIENCE, Silberman School of Social Work, Hunter College, City University of New York

2018-2023            **Instructor.** HBSE II: Organizational Behavior.

2019-2023            **Instructor.** HBSE III: Organizational Change.

2018-2023            **Instructor.** Social Work Research I (OML Specific).

2019-2023            **Instructor.** Social Work Research II (OML Specific).

## TEACHING EXPERIENCE, Columbia School of Social Work

2017                    **Instructor.** Program Evaluation in Social Services.

## PRESENTATIONS

### PEER REVIEWED PRESENTATIONS

**Zhao, R.** & Bies, A. (November 18, 2022). *How Do (NYC) Human Services Nonprofits Make Employee Compensation Decisions?* Paper Presentation at 51<sup>st</sup> Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference (ARNOVA) Annual Conference, Raleigh, NC., GA.

**Zhao, R.** & Chen, S. (November 19, 2021). *The Gender Politics in China's Contemporary Volunteerism*. Paper Presentation at 50<sup>th</sup> ARNOVA Annual Conference, Atlanta, GA.

**Zhao, R.** & Zhang, C (November 13, 2020). *Racial Pay Equity of American Social Workers*. Paper Presentation at 49<sup>th</sup> ARNOVA Annual Conference, online.



HBSE Committee, Member

The Research Committee, Member

The OYR Committee, Member

## **Dissertation Committee**

Amil Kusain Tan Jr. (Committee member), Doctoral Program in Nursing, The Graduate Center, CUNY

Title: *Intent to Leave, Moral Distress and Nurse Practice Environment among Long-term Care Nurses*

## **PROFESSIONAL & CIVIC ACTIVITIES**

### **Professional Services**

Manuscript Reviewer for: *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*

*Affilia: Feminist Inquiry in Social Work*

*Nonprofit and Voluntary Sector Quarterly*

*Journal of Public and Nonprofit Affairs*

*Nonprofit Management and Leadership*

*China: An International Journal*

*Third World Quarterly*

*Voluntary Sector Review*

*Development and Change*

*Journal of Social Policy*

*Public Performance & Management Review*

*Rationality and Society*

*China Journal of Social Work*

*Human Service Organizations Management, Leadership and Governance*

### **Public Speaking**

05/04/2021 Panelist, *Is 996 Here to Stay?* China Forum at Washington University in St. Louis

04/23/2021 Panelist, *Atlanta Spa shooting and the discrimination of sex workers*, a NYC policy discussion event.

02/14/2021 Panelist, *Understanding the Domestic Violence Case of Ma Jinyu—A Sociological Perspective*, organized by the Association of Junior Chinese Social Science Scholars.

09/30/2020 Sole Speaker, *Gender Discrimination in the Workplace: China from a Global Comparative Perspective*, Columbia University China Center for Social Policy & Weatherhead East Asian Institute.

<https://weai.columbia.edu/news/gender-discrimination-workplace-china-global-comparative-perspective>

### **Civic Activities**

Writing articles on women's rights issues (in Chinese, occasionally) for Chinese media including the China Women's News, Aquarius Era (Women's Voices), and The Paper.

## **PROFESSIONAL AFFILIATIONS**

*Member, Association for Research on Nonprofit  
Organizations and Voluntary Action (ARNOVA)*  
*Member, Society for Social Work and Research*  
*Member, The Network for Social Work Management*