

**Rong Zhao, MSW, MA, Ph.D.**  
**Silberman School of Social Work at Hunter College**  
**City University of New York**  
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## EDUCATION

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

## HONORS & AWARDS

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| 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

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| University of Michigan, The Inter-university Consortium for Political and Social Research (ICPSR) Summer Program in Quantitative Methods of Social Research<br>(Longitudinal Data Analysis, R computing) | July-August 2019 |
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## 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.**, Welch, R., & Bies, A. (2025). Nonprofit Management's Perceptions of Unions in Government-Funded Child Welfare Agencies: Can They Help Raise Wages in This Triangular Relationship?. *Human Service Organizations: Management, Leadership & Governance*, 49(1), 61-78. DOI: <https://doi.org/10.1080/23303131.2024.2377080>

Anasti, T., & **Zhao, R.** (2025). Converging on Institutional Logics: The Expansion of Syringe Service Programs in a Midwest State. *Human Service Organizations: Management, Leadership & Governance*, 49(1), 44-60. DOI: <https://doi.org/10.1080/23303131.2024.2377077>

**Zhao, R.**, Bies, A., & Kim, S. M. (2024). Employee Compensation of Nonprofit Child Welfare Agencies in New York: Crises and Strategies. *Nonprofit Management & Leadership*. DOI: <http://doi.org/10.1002/nml.21629>

**Zhao, R.**, Anasti, T., & Welch, R. (2024). Addressing "Idealism Exploitation" through Unionization: Causes and Outcomes of Nonprofit Worker Labor Organizing in the U.S. *Affilia: Feminist Inquiry in Social Work*, 1-18. DOI: <https://doi.org/10.1177/08861099241296470>

Anasti, T. & **Zhao, R.** (2024). Strategies for Cultivating Organizational Legitimacy Among Core-Stigmatized Service Providers: The Case of Syringe Service Programs. *Social Service Review*, 98(4), 739-772. DOI: <https://www.journals.uchicago.edu/doi/full/10.1086/732789>

**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*, 48(4), 455-473. 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*, 38(2), 206-223. DOI: <https://doi.org/10.1177/08861099221133373>

**Zhao, R.**, Lilly, A. (2021). The Role of State Mobilization for China's Volunteerism, *Nonprofit and Voluntary Sector Quarterly*, 51(6), 1304-1323. 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*, 32(4), 780-794. 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 U.S. 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; DOI: <https://doi-org.proxy.wexler.hunter.cuny.edu/10.1177/0899764018784761>
- 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. (Revise & Resubmit, resubmitted on Feb 19<sup>th</sup>, 2025). Volunteering and Abuse: The Weaponization of Volunteers in Enforcing China's Zero-COVID Policy. *Administrative Theory & Praxis*.
- Kim, S. M., Cosey, J. C. M., Diaz, J., & **Zhao, R.** (Under review). Precarious Work, Intersectionality, and Worker Cooperatives: Rethinking Work and Life Balance. *Community, Work & Family*

#### PUBLICATIONS IN PREPARATION

- Zhao, R.**, Kim, Seon Mi, & Anasti, T. (write-up stage). Opportunities, Challenges, and Management's Responses to Nonprofit Worker 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.

## GRANTS

### 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 for 2022-2023 academic year)

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 Management (Funded)

Interim Director of the DOHMH Mental Health Scholarship Program at SSSW (1M) (Principal Investigator, July 2024-June 2025).

### External Grant Applications (Unfunded)

Washington Center for Equitable Growth Early Career Grants (\$30, 000). *Addressing “Idealism Exploitation”: Causes, Outcomes, and Challenges of Nonprofit Worker Unionization*. (Principal Investigator)

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 for 2020-2021 academic year).

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

2018-2024                      **Instructor.** HBSE II: Organizational Behavior.

2019-2025	<b>Instructor.</b> HBSE III: Organizational Change.
2018-2024	<b>Instructor.</b> Social Work Research I (OML Specific).
2019-2025	<b>Instructor.</b> Social Work Research II (OML Specific).

## TEACHING EXPERIENCE, Columbia School of Social Work

2017	<b>Instructor.</b> Program Evaluation in Social Services.
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## PRESENTATIONS

### PEER REVIEWED PRESENTATIONS

- Zhao, R.** & Bies, A. (January 17, 2025). Employee Compensation of Nonprofit Child Welfare Agencies in New York: Crises and Strategies. Society for Social Work and Research (SSWR) 29<sup>th</sup> Conference. Seattle, WA.
- Zhao, R.** & Anasti, T. (January 17, 2025). Addressing “Idealism Exploitation” through Unionization: Causes and Outcomes of Nonprofit Worker Labor Organizing. Society for Social Work and Research (SSWR) 29<sup>th</sup> Conference. Seattle, WA.
- Zhao, R.** & Anasti, T. (July 16, 2024). Addressing “Idealism Exploitation” through Unionization: Causes and Outcomes of Nonprofit Worker Labor Organizing. International Society for Third-Sector Research (ISTR) 16<sup>th</sup> International Conference. Antwerp, Belgium.
- Zhao, R.**, Anasti, T., & Hu, R. (November 18, 2023). *Gender and Racial Politics in the Workplace: MSW Management graduates’ Career Advancement Experience*. Paper Presentation at 52nd Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference (ARNOVA) Annual Conference, Orlando, FL.
- Zhao, R.** & Eikenberry, A. M. (November 16, 2023). *Volunteering and Abuse: The Weaponization of Volunteers in Enforcing China’s Zero-COVID Policy*. Paper Presentation at 52nd Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference (ARNOVA) Annual Conference, Orlando, FL.
- Zhao, R.**, Welch, R., & Bies, A. (November 16, 2023). *Unions in Government-Funded Nonprofit Human Services Organizations: Can They Help Raise Wages in This Triangular Relationship?* Paper Presentation at 52nd Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference (ARNOVA) Annual Conference, Orlando, FL.
- 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.
- 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.
- Zhao, R.** (November 22, 2019). *State Mobilization and Gender Politics: An Examination of Volunteerism in China*. Paper Presentation at 48<sup>th</sup> ARNOVA Annual Conference, San Diego, CA.
- Zhao, R.** (January 17, 2019). *Are Women and Men’s Pay Increase Trajectories Different between the Nonprofit and for-Profit Human Service Organizations?* Paper Presentation at 23<sup>rd</sup> Society for Social Work and Research (SSWR) Annual Conference, San Francisco, CA.
- Zhao, R.** (November 16, 2018). *Are Women and Men’s Pay Increase Trajectories Different between the Nonprofit and for-Profit Human Service Organizations?* Paper Presentation at 47<sup>th</sup> ARNOVA annual conference, Austin, TX
- Zhao, R.** (November 17, 2017). *Is Nonprofit More Equitable than For-Profit? An Estimate of the Gender Pay Gap in the U.S. Human Service Industries*. Paper Presentation at 46<sup>th</sup> ARNOVA Annual Conference, Grand Rapids, MI.
- Wu, Z. & **Zhao, R.** (November 18, 2016). *Is Volunteering A Real Benefit for Health? Evidence from Analyses of Treatment Effects*. Paper Presentation at 45<sup>th</sup> ARNOVA Annual Conference, Washington, D.C.

**Zhao, R.** (January 17, 2016). *Gender Pay Equity in the Human Service Industries: Does Nonprofit Status Matter?* Poster Presentation at 20<sup>th</sup> Society for Social Work and Research (SSWR) Annual Conference, Washington, D.C.

**Zhao, R.** (November 20, 2015). *Gender Pay Equity in Human Service Industries: Does Nonprofit Status Matter?* Paper Presentation at 44<sup>th</sup> ARNOVA Annual Conference, Chicago, IL.

**Wu, Z. & Zhao, R.** (November 21, 2014). *The Impact of Social Capital on Urban Citizens' Volunteering and Donating: A National Study in China*, Paper Presentation at 43<sup>rd</sup> ARNOVA Annual Conference, Denver, CO.

**Zhao, R. & Wu, Z.** (November 21, 2014). *Understanding Service Contracting and Its Impact on NGO Development in China*, Paper Presentation at 43<sup>rd</sup> ARNOVA Annual Conference, Denver, CO.

**Zhao, R.** (October 12, 2013). *Purchase of Service and NGO Development in China: Dream or Nightmare?* Paper Presentation at American Association for Chinese Study (AACS), New Brunswick, NJ.

## PROFESSIONAL EXPERIENCE

2015-2016      **Social Work Intern & Part-time Counselor**  
Human Trafficking Intervention Court Counseling and Advocacy Program,  
Restore NYC

2014            **Summer Intern** (Full-time)  
Foster Care and Adoption & Developmental Disability Services,  
Episcopal Social Service of New York (ESS)

## SERVICE TO ACADEMIC INSTITUTIONS

### University Services

Faculty Fellow, China at CUNY Initiative	2024-2025
Senator, Hunter College Senate, CUNY-Hunter College	2020-2021
Member of the 150th Anniversary - Campus Day Committee, CUNY-Hunter College	2019-2020
Judge for the 26th annual Paul LeClerc Competition for Best Research Papers, CUNY-Hunter College	2018

### School Services

Interim Director (2024-2025), DOHMH Mental Health Scholarship Program

Interim Chair (2022-2023), Organizational Management & Leadership

IOD, Student Services Subcommittee, Member

Social Justice Committee, Member

Student Services & Advisement Committee, Member

The OML Committee, Member

HBSE Committee, Member

The Research Committee, Member

The OYR Committee, Member

## Dissertation Committee

Kristen Faucetta (Committee member), Doctoral Program in Social Welfare, The Graduate Center, CUNY  
Title: *A Qualitative Examination of the Process by which NYC Child Welfare Prevention Services Staff Navigate Sources of Information about Services that can Support Families*

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

Editorial Board member of *Human Service Organizations Management, Leadership and Governance*.

Manuscript Reviewer for: *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*  
*Affilia: Feminist Inquiry in Social Work*  
*Nonprofit and Voluntary Sector Quarterly*  
*Gender, Work and Organizations*  
*Journal of Public and Nonprofit Affairs*  
*Journal of Chinese Governance*  
*Nonprofit Management and Leadership*  
*China: An International Journal*  
*China Journal of Social Work*  
*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*  
*Asian Survey*

### 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 against immigration 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

Volunteer Expert Counsel on Gender and Chinese Culture, The Legal Aid Society-NYC, 2024-ongoing

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*

*Member, International Society for Third-Sector Research*



