

## Carrie R. Oelberger

University of Minnesota  
Hubert H. Humphrey School of Public Affairs  
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### EMPLOYMENT

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Assistant Professor of Management and Leadership, University of Minnesota Humphrey School of Public Affairs		2014-present
Affiliate Faculty	Department of Sociology	2015-present
Affiliate Faculty	Center for Gender and Public Policy	2016-present
Affiliate Faculty	Interdisciplinary Center for the Study of Global Change	2018-present

### EDUCATION

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PhD	Stanford University, Stanford, CA Organization Studies	2014
MA	Stanford University, Stanford, CA Sociology	2010
PGDip	Victoria University, Wellington, New Zealand Māori and Pacific Nations Education	2006
BA	Haverford College, Haverford, PA History (with Honors)	1999

### RESEARCH EXPERTISE

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I am an organizational scholar who examines the dynamics of work and organizations in the nonprofit sector. I examine private interests within the nonprofit sector's efforts to serve a public good. I currently maintain three research streams:

- Work and employment in the nonprofit sector, with a focus on careers and the work-life interface.
- Private philanthropic funding, both internal dynamics and field-level influences on nonprofits.
- Professionalization, managerialism, and social impact measurement.

### PROFESSIONAL MEMBERSHIPS

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Association for Research on Nonprofit and Voluntary Associations (ARNOVA)	2008-present
Academy of Management	2010-present
Sections: Organization Management Theory (OMT), Public and Nonprofit (PNP)	
Work and Family Researchers Network	2011-present
European Group for Organization Studies	2017-present
American Sociological Association	2008-present

## FELLOWSHIPS AND AWARDS

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### University of Minnesota

- 2019-2020 Institute for Advanced Study Residential Fellowship. Spring 2020.  
 2018 Best Course Instructor for Core Required Course, Humphrey School of Public Affairs  
 2017-2019 Grant-in-Aid of Research, Artistry and Scholarship (GIA), \$48,110  
 2018 Multicultural Research Award from the Institute for Diversity, Equity, and Advocacy, \$6,371

### External Sources

- 2019 EGOS (European Group of Organizational Scholars) Best Paper Award for 2018  
 2018 Junior Scholar at Stanford's Forum in Civil Society, the Nonprofit Sector, and Philanthropy  
 2015-17 Work Family Research Network Early Career Scholars Fellowship  
 2011-12 Stanford Philanthropy and Civil Society (PACS) PhD Fellowship (Tuition and Stipend)  
 2012 ARNOVA Doctoral Fellow  
 2011 Stanford Dissertation Support Grant  
 2009 ARNOVA Emerging Scholars Award  
 2007-11 Stanford Graduate Fellowship for Science and Engineering (Tuition and Stipend)  
 2006-07 Rotary Ambassadorial Fellowship (Travel, Tuition, and Stipend)

### Grants/Contracts

- US Department of Labor, "Paid Leave Policy and African-American Families in Minneapolis and Saint Paul". Co-Investigator, Declined by Sponsor. (November 1, 2016 - January 26, 2017).  
 US Department of Labor, "Frontline Employees: Work-Life Experiences, Work Practices, and Client Outcomes in the Field of Workforce Development". Primary Investigator, Declined by Sponsor. (2018)

## RESEARCH AND PUBLICATIONS

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### *Refereed Journal Articles*

- Oelberger, Carrie R.**, and Simon Shachter. (Forthcoming). "National Sovereignty and Transnational Philanthropy: The Impact of Countries' Foreign Aid Restrictions on U.S. Foundation Funding" *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*. Online First: 18 September 2020. <https://doi.org/10.1007/s11266-020-00265-y>
- Oelberger, Carrie R.**, Jesse Lecy, and Simon Shachter. (2020). "Going the Extra Mile: The Liability of Foreignness in U.S. Foundation International Grantmaking to Local NGOs." *Nonprofit and Voluntary Sector Quarterly*, 49(4), 776–802.
- Oelberger, Carrie R.** (2019). "The "Dark Side" of Deeply Meaningful Work: Work-Relationship Turmoil and the Moderating Role of Occupational Value Alignment." *Journal of Management Studies*. 56(3), 558-588
- Oelberger, Carrie R.** (2018). "Cui Bono? Public and Private Goals in Nonprofit Organizations." *Administration and Society*. 50(7), 973-1014
- Quinn, Rand, **Carrie R. Oelberger**, and Debra E. Meyerson. (2016). "Getting to Scale: Ideas, Resources, and the Diffusion of the Charter Management Organization." *Teachers College Record*. 118(9), 1-44

***Book Chapters (Peer Reviewed)***

Powell, Walter W., Achim Oberg, Valeska Korff, **Carrie R. Oelberger**, and Karina Kloos. (2017). “Institutional Analysis in a Digital Era: Mechanisms and Methods to Understand Emerging Fields.” In New Themes in Institutional Analysis: Topics and Issues from European Research, C. Mazzo, R. Meyer, G. Krücken, and P. Walgenbach (editors), Cheltenham: Edward Elgar

**Oelberger, Carrie R.**, Anne-Meike Fechter, and Ishbel McWha-Hermann (2017). “Managing Human Resources in International NGOs.” In The Nonprofit Human Resource Management Handbook: From Theory to Practice, J. Sowa and J. Word (editors), CRC Press/Taylor and Francis

***Journal Manuscripts Currently Under Review***

**Oelberger, Carrie R.** ““Who Am I Without Work?” How Relationship Aspirations Threaten the Work Devoted Self, and How People Use Work Prioritization as Identity Insurance to Manage Uncertainty.” 2<sup>nd</sup> Revise and Resubmit at *Organization Science*.

***Journal Manuscripts Currently in Development***

**Oelberger, Carrie R.** and Alyce Eaton. “How Warm is the Glow? Using Polynomial Regression and Response Surface Methodology to Examine How Preferences for and Experiences of Prosocial Work Interact to Influence Job Satisfaction.”

**Oelberger, Carrie R.** and Simon Shachter. “Network Exploration and Exploitation.”

**Oelberger, Carrie R.**, Achim Oberg, and Walter Powell. “Emergence or Evolution? A Historical Analysis of Discourse on Social Impact”

**Oelberger, Carrie R.**, and Robin Phinney. “Working to Help Others Work: Work-Life Integration among People who Perform Relational Work”

Shachter, Simon Yamawaki and **Carrie R. Oelberger**. “Elite Ecosystem Effects: How the Structure of Elite Philanthropy Shapes the Field of International NGOs.”

***Invited Presentations***

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| 2020 | Yale University (School of Management, 15 <sup>th</sup> Annual Meaning Meeting)<br>University of Pennsylvania (Guest Speaker at Symposium on International Organizations: Life cycles and Vitality)   |
| 2019 | Panelist for Academy of Management Session on Identity and Meaningful Work (Boston).<br>University of Auckland (Business School)<br>University of Canterbury (Business School)<br>Victoria University, Wellington (School of Management)<br>Center for Labour, Employment and Work (Victoria University, Wellington)<br>Motu: Economic and Public Policy Research (Wellington, New Zealand) |

- 2018 University of California, Irvine (Merage Business School)  
University of California, Irvine (Department of Urban Planning and Public Policy)  
University of California, Davis (Graduate School of Management, Qualitative Conference)  
Yale University (School of Management, 15<sup>th</sup> Annual Meaning Meeting)  
Stanford University (Junior Scholars Forum in Civil Society, the Nonprofit Sector, and Philanthropy)
- 2017 Yale University (School of Management, 14<sup>th</sup> Annual Meaning Meeting)  
University of Minnesota (Minnesota Population Center; Work, Family, Time Workshop)  
Theory to Practice: Work-Life Integration (2017): Co-designed and implemented a training course with community practitioner, Suzanne Koeplinger, for community members, in addition to students, staff, and faculty at UMN, as an introduction to work-life integration.  
Social Network Analysis for Doctoral Research (2017): Designed and taught a workshop to HHH PhD students on social network analysis in doctoral research, including an overview of theory and methods, and links to resources within the U and beyond for further study  
Social Network Analysis for Public Affairs (2017): Designed and implemented a training seminar for UMN and non-UMN students, staff, faculty, and other interested in utilizing theory and/or methods of SNA to analyze and understand public affairs work.
- 2016 Yale University (School of Management, 13<sup>th</sup> Annual Meaning Meeting)  
Notre Dame (Mendoza College of Business, Wellbeing Symposium)
- 2015 Yale University (School of Management, 12<sup>th</sup> Annual Meaning Meeting)  
University of Minnesota (Carlson School of Management, Work and Organizations Mini-Conference)  
University of Minnesota (Department of Sociology, Workshop Series)  
University of Minnesota (Minnesota Population Center; Work, Family, Time Workshop)
- 2014 University of Minnesota (Carlson School of Management, Strategic Management and Entrepreneurship Seminar Series)
- 2013 Emory University (Goizueta Business School, 1<sup>st</sup> Annual Social Entrepreneurship Meeting)  
University of Washington (Bothell Business School)  
Syracuse University (Maxwell School)  
Yale University (School of Management, 10<sup>th</sup> Annual Meaning Meeting)

### ***Refereed Conference Presentations***

- 2019 “Who Am I Without Work?” How Relationship Aspirations Threaten the Work Devoted Self, and How People Use Work Prioritization as Identity Insurance to Manage Uncertainty.”  
Academy of Management, Boston.  
Association for Research on Nonprofit and Voluntary Associations, San Diego
- “How Warm is the Glow? Using Polynomial Regression and Response Surface Methodology to Examine How Preferences for and Experiences of Prosocial Work Interact to Influence Job Satisfaction.” Association for Research on Nonprofit and Voluntary Associations, San Diego
- “Institutional Learning: How Private Foundations Can Help Us Get Beyond Organizational Learning.” International Research Society for Public Management, Wellington, New Zealand.

- 2018 “The “Dark Side” of Deeply Meaningful Work: Work-Relationship Turmoil and the Moderating Role of Occupational Value Alignment.” Work-Family Researchers Network. Washington, D.C.
- “How People with Work Devotion and Family Aspirations Navigate Career Decision-Making” European Group of Organizational Scholars. Tallinn, Estonia
- “Privatizing the Public Sphere? Exploring the Roles of Nonprofit Organizations in a Neoliberal Democracy” Professional Development Workshop (Co-Convener) at Academy of Management (PNP Division). Chicago, IL.
- 2017 “Tipping the Scales: How Meaningful Work Increases Work-Life Conflict and the Moderating Role of Occupational Value Alignment with Close Others” Academy of Management, OB/OMT/PNP Symposium. Atlanta, GA
- “Beyond Assumptions of Altruism: Job Satisfaction in an Age of Nonprofit Professionalization”  
Academy of Management Annual Meeting, PNP Session. Atlanta, GA  
Association for Research on Nonprofit and Voluntary Associations, Grand Rapids, MI
- “Retention and its Discontents: How Employees Navigate Emotionally Consequential Career Decisions”  
International Conference for Work and Family. ESADE, Barcelona, Spain  
European Group of Organizational Scholars. Copenhagen, Denmark  
Wharton’s People and Organizations Conference. Philadelphia, Pennsylvania
- “How Transnational is International Grantmaking?”  
West Coast Data Conference. Evans School of Public Policy, Seattle, WA  
Association for Research on Nonprofit and Voluntary Associations, Grand Rapids, MI
- 2016 “Institutional Exploitation and Exploration” American Sociological Association Annual Meeting. Seattle, WA.
- “There’s More to Life than (Meaningful) Work: How the Pursuit of Meaning in One’s Personal Life Informs Career Management Strategies”  
Work-Family Researchers Network Annual Meeting. Washington, D.C.  
Meaningful Work Symposium. Auckland University of Technology. Auckland, New Zealand.
- 2015 “Negotiating a Meaningful Life: Personal Relationships and Career Paths in International Aid” Association for Research on Nonprofit and Voluntary Associations Annual Meeting, Paper Session. Chicago, IL.
- “Socio-spatial Distance of New Partner Selection in Transnational Grantmaking.”  
Academy of Management Annual Meeting, OMT Session. Vancouver, BC.  
Public Management Research Association Annual Meeting. Minneapolis, MN.

- 2014 “Private Lives and Public Service: Transnational Aid Work in the New Economy.” Eastern Sociological Society Annual Meeting, Invited panel on Invisible Work in Visible Work. Baltimore, MD.
- 2013 “Fulfilled or Fed-up? Public Service Work in the New Economy.” Association for Research on Nonprofit and Voluntary Associations Annual Meeting, Hartford, CT.
- “The Operative Goals of Private Foundations.” Academy of Management Annual Meeting, PNP Session. Orlando, FL.
- “Stability or Mobility? Career Opportunities and Constraints at the Job, Organizational, and Field levels.” Public Management Research Association Annual Meeting. Madison, WI.
- “Families and Philanthropy: A Proposed Typology of Independent Foundation Organizational Structures.” Public Management Research Association Annual Meeting. Madison, WI.
- 2012 “Co-exist, Colonize, or Combine? Accounting for Patterns of Discourse on Nonprofit Evaluation.” Academy of Management Annual Meeting, OMT Session, Boston, MA.

## TEACHING AND CURRICULUM DEVELOPMENT

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### University of Minnesota

#### *Teaching*

PA 5011: Management of Organizations

PA 5151: Organizational and Institutional Perspectives on Global Development

PA 8151: Doctoral Seminar on Organizational and Institutional Perspectives on Global Development

PA 8106: Doctoral Seminar on Management

#### *Curriculum Development (All Syllabi Available on my Website or Upon Request)*

Complete revision of PA 5011 for Fall 2015, based on interviews with current and former students, student evaluations, and multiple intensive meetings with Professor Melissa Stone

Developed a new course, PA 5151, with significant revisions each of the three times it was taught.

Designed a doctoral seminar version of PA 5151 (PA 8151) in Fall 2017

Co-designed and taught a new course, PA 8106, in collaboration with the full management and leadership faculty

#### *Faculty Development Activities Regarding Teaching*

Participant in Teaching with Intention: Facilitating Challenging Classroom Conversations (2018)

Met with experts from the Center for Educational Innovation (2015)

Participated in a 5-week webinar on Effective Teaching offered by the Center for Faculty Development and Diversity (2015)

### Stanford University

#### *Teaching Assistant*

Statistical Methods, for incoming Ph.D. students

Organizational Behavior, for M.A. students

Seminar in Public Service, for M.B.A. students

## ADVISING AND MENTORING

**Graduate/Professional Student Activities***Doctoral Committees Served On*

Danbi Seo (Humphrey School, member, 2016-present)  
Alejandra Diaz (Humphrey School, member, 2019-present)  
Catherine McKay (Humphrey School, member, 2017-2018)

Haram Seo (Carlson School, member, 2017-present)  
Bori Csillag (Carlson School, member, 2019-present)

Emily Springer (Sociology, member, 2016-present)  
Tayler Nelsen (Sociology, member, 2017-present)  
Aimzhan Izatyeva (Sociology, member, 2017-present)  
Nir Rotem (Sociology, member, 2017-present)  
Emily Bryant (Sociology, Boston University, outside member, 2017-2019)

*Master's Students Professional Papers*

Brooke Dirtzu (MPP, chair, 2018)  
Jenna Andriano (MPP, member, 2016)  
Matt Gieseke (MPP, member, 2016)

*Master's Student Advisees*

Kaitlin Ostlie (MPA, 2019-2021)  
Heidi Jedlicka Halvarson (MPA, 2019-2021)  
Rosalie Talbot (MHR, 2019-2021)  
Heidi Halvarson (MPP, 2019-2021)  
Ania McDonnell (MPP, 2019-2021)  
Martha Crean (MPP, 2019-2021)  
Sarah Friedman (MPP, 2019-2021)  
Andre Ingram (MPP, 2019-2021)  
Tegan Lecheler (MPP, 2019-2021)  
Athena Empson Adkins (MPA, 2017-2019)  
Jessica Hartnett (MPA, 2017-2019)  
Keri Schneider (MPA, 2017-2019)  
Akua Opoku (MPP, 2017-2019)  
Hanna Ruth (MPP, 2017-2019)  
Ashley Lawson (MPP, 2017-2019)  
Matthew Baumann (MPP, 2017-2019)  
Brooke Dirtzu (MPP, 2017-2019)  
Teresa De Vries (MPP, 2016-2019)  
Lindsey Hofer (MPP, 2016-2019)  
Kirsten Henry (MPP, 2016-2019)  
Fun Fun Cheng (MPA, 2017-2018)  
Jessica Nelson (MPA, 2017-2018)  
Jennifer Strait (MPA, 2017-2018)  
Kirsten Gray (MPA, 2017-2018)  
Nicholas Neuman (MPP, 2016-2018)  
Caitlin Zaroni (MPP, 2016-2018)  
Amineh Safi (MPP, 2016-2018)

Sarah Abe (MPP, 2015-2018)

*Research Assistants Supervised*

Diego Villagra Mostaceros (2014-2015)  
 Lauren Walker (2015-2016)  
 Devan Stewart (2015-2017)  
 Tayler Nelsen (volunteer, 2017-2019)  
 Kai Peterson (2018)  
 Muizz Alaradi (2018-2019)  
 Alyce Eaton (2017-2019)  
 Steve Rogness (2019-2020)

*Teaching Assistants Supervised*

James Clinton (2019)  
 Vanessa Voller (2019)  
 Nishank Varshney (2017)  
 Anna Johnson (2017-2018)  
 Alex Sevett (2016-2017)  
 Eric Armacanqui (2015-2016)  
 Chelsey Arbury (2015)

*Undergraduate Student Honors Theses Supervised*

Natalie Velenchenko (Carlson School of Management, 2018)  
 Madeline Verbeten (Carlson School of Management, 2017)

**Other Mentoring Activities (Duration of Mentorship Noted)**

*Other Mentorship at the University of Minnesota*

Karnamadakala Rahul Sharma (Humphrey School PhD, 2015-2016)  
 Kaylee Myhre Errecaborde (Humphrey School PhD, 2015)  
 Nicholas Poggioli (Carlson School of Management PhD, 2015-2016)  
 Patty Dahm (Carlson School of Management PhD, 2015)  
 Evan Stewart (Sociology PhD, 2015)  
 Jasmine Trang Ha (Sociology PhD, 2016)  
 Kate Gurke (MS-STEP, 2017)

*Outside Mentorship*

Simon Shachter, Sociology, University of Chicago (2017-present)  
 Lindsey Cameron, University of Michigan Ross School of Business (2016-present)  
 Alice Chan, Harvard Business School (2016-present)  
 Gemma Houldey, University of Sussex (2016-present)

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**SERVICE AND PUBLIC OUTREACH**

**Professional Service**

Ad Hoc Reviewer:

*American Journal of Sociology, Academy of Management Journal, Administrative Science Quarterly, Social Forces*



*Human Relations, Journal of Public Administration Research and Theory, Public Administration Review, Nonprofit and Voluntary Sector Quarterly, Nonprofit Management and Leadership, Third World Quarterly, National Science Foundation*

Panelist, Academy of Management PDW “Navigating Qualitative Dissertations” (2017, 2018, 2019, 2020)

Co-Convener, Academy of Management (2018)

Organized a professional development workshop for over 40 leading scholars entitled, “Privatizing the Public Sphere? Exploring the Roles of Nonprofit Organizations in a Neoliberal Democracy” for the annual Academy of Management conference, the leading scholarly meeting for management scholars.

Notes Editor, Work and Family Researchers Network (2017-2018)

Interviewed Christine Bataille, faculty member at Ithaca College, on her research on work-family conflict for working women, and wrote a two page report, published through the WFRN network

Symposium Lead, Academy of Management (2016-2017)

Organized a symposium of leading scholars examining the "dark side" of meaningful work for the annual Academy of Management conference, the leading scholarly meeting for management scholars

Philanthropy Track, ARNOVA Conference (2016 & 2017)

Reviewed 60 proposals, provided recommendations and feedback (2016, member)

Reviewed 200 proposals, collated recommendations from other reviewers, made final decisions, and clustered accepted papers into panels (2017, chair)

## **University of Minnesota Service**

Member, Interdisciplinary Center for the Study of Global Change (2018-present)

## **Humphrey School Service**

Member, Admissions Committee (2019-present)

Member, Public and Nonprofit Leadership Center (2014-2019)

Member, MDP Committee (2017-2019)

Member, Alumni Board (2016-2017)

Member, Planning Committee, Public Management Research Conference (2014-2015)

Coordinator, Gender Policy Report (2016-present)

Member, Management and Leadership Postdoc Search Committee (2020)

Member, Management and Leadership Faculty Search Committee (2017)

Participant, Global Policy Faculty Search (2017)

Participant, Global Policy Faculty Search (2019)

Participant, STEP Faculty Search (2018)

Participant, STEP Faculty Search (2019)

Reviewer, Internship Grant Selection Committee (2017)

Participant, PhD Student Reception (2016-present)

Presenter to Advisory Council Meeting (2014)

## Community Service

- Advisor and contributor to Equity Works Network, organizing and presenting relevant research on work-life integration and sustainable human resource practices (2017-present)
- Invited to participate in the "core group" of the Silos to Circles network, a Minnesota-based, cross-sector, multi-stakeholder collaboration, seeking to foster community capacity for health and well-being by supporting, learning from, and responding to community resiliency planning efforts to build a case for policy and funding innovation. (2016-2018)
- Presented research to MN congressional members in Washington D.C. in support of paid sick leave, paid family leave, and fair scheduling. (2016)
- Assisted in a review of survey development for methodological integrity for nonprofit organization that supports youth development. (2016)
- Participated in three day-long meetings and ongoing conversations with the Minnesota Council on Foundations (MCF) to assist in professional development for their foundation members on philanthropic activity, grantmaking, and organizational issues. (2015)

## OP-EDS, MEDIA APPEARANCES, AND PUBLIC PRESENTATIONS

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“Navigating Work-Life Conflict” (8 March 2018) Civios Interview.

<https://www.hhh.umn.edu/news/navigating-work-life-conflict>

“Moms Lack Support in Workplace” (14 October 2015) Minnesota Daily.

<http://www.mndaily.com/article/2015/10/moms-lack-support-workplace>

“How Does Professionalization Impact International Human Rights Organizations?” (7 May 2015) Open Global Rights Blog. <https://www.opendemocracy.net/openglobalrights/carrie-oelberger/how-does-professionalization-impact-international-human-rights-org>

## Guest Lectures

International NGOs (2017, 2018, 4 instances)

Nonprofit Management (2017, 2018)

Humphrey School PhD Seminar (2015, facilitated 4 sessions)

Major-Project Seminar, Sociology Dept. (2016)

Global Public Policy (2016, 2017)

## PROFESSIONAL AND INDUSTRY EXPERIENCE

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- Designed and implemented multi-module wellness and work-life integration workshops for workforce development staff and managers. (2017& 2018)
- Advisor for a six-year, \$3 million program of international grassroots grantmaking. Reviewed performance bi-annually, and update recommendations to the board for renewal grants. (2009-2014)
- Consultant for grantmaking foundations on issues around self-reflection, synergy between philanthropy and family, and formative monitoring. Conducted two major organizational

evaluations (2006-2008). Developed 7-day monitoring and evaluation training workshop for 20 leaders from 10 grassroots NGOs in Tanzania and delivered the course, in both English and Kiswahili. Facilitated two-day workshop between NGOs and foundation staff. (2010)

- Founder and Director for *Jifunze*, a U.S.-based nonprofit organization that takes an integrated approach to community education in East Africa, with international financial support and strong collaboration with local and national government. Responsible for the overall direction and strategy for the organization, recruitment and hiring, and staff development. (1999-2006)
  - Recruited to design and develop a liberal arts college-based academic center to support issues of peace, justice, and global citizenship through research, teaching, and practice. (2004-2005)
  - Designed a model community educational resource center for rural areas in East Africa. Oversaw management, construction, and implementation of first center in Kiteto, Tanzania. (2001-2004)
-