

GEORGE E. MITCHELL

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AREAS OF CONCENTRATION

Nonprofit and NGO Studies ■ Public Administration ■ International Relations

EDUCATION

- MAY 2011 **Doctor of Philosophy**, Political Science
Maxwell School of Citizenship and Public Affairs, Syracuse University. Syracuse, NY.
- MAY 2007 **Master of Arts**, Political Science
Maxwell School of Citizenship and Public Affairs, Syracuse University. Syracuse, NY.
- MAY 2006 **Master of Arts**, Economics
Maxwell School of Citizenship and Public Affairs, Syracuse University. Syracuse, NY.
- MAY 2003 **Bachelor of Science**, Economics, *magna cum laude*
College of Business and Economics, West Virginia University. Morgantown, WV.

EMPLOYMENT

- 2021-
PRESENT **Director**
- Center for Nonprofit Strategy and Management, Baruch College. New York, NY. August 2021-present.
- 2017-
PRESENT **Associate Professor**
- Austin W. Marxe School of Public and International Affairs, Baruch College. New York, NY. August 2017-present.
- 2011-2017 **Assistant Professor**
- Department of Political Science, Colin Powell School for Civic and Global Leadership, City College of New York. New York, NY. August 2011-August 2017.
 - Faculty Affiliate, Public Service Management (MPA) Program.
 - Faculty Affiliate, International Relations (IR-MA) Program.
- 2008-
PRESENT **Independent Consultant**
- InterAction. Washington, DC. September 2017-January 2018.
 - Collaborative Governance Initiative, Program for the Advancement of Research on Conflict and Collaboration, Maxwell School of Syracuse University. Syracuse, NY. December 2010, September-December 2012.
 - Campbell Public Affairs Institute, Maxwell School of Syracuse University. Syracuse, NY. May-August 2010.
 - DMA Nonprofit Federation. Washington, DC. March-August 2010.
 - Center for a New American Security. Washington, DC. June-November 2008.

- 2006-2011 **Research/Teaching Assistant/Associate**
Maxwell School of Syracuse University, Syracuse, NY. August 2006-May 2011.
- 2003-2004 **Research Analyst**
KBR. Kuwait City, Kuwait and Dubai, United Arab Emirates. May 2003-August 2004.

JOURNAL ARTICLES

- Mitchell, George E. and Hans Peter Schmitz. 2021. "Using Model-Based Clustering to Improve Qualitative Inquiry: Computer-Aided Qualitative Data Analysis, Latent Class Analysis, and Iterative Interpretation." *Voluntas*. DOI: 10.1007/s11266-021-00409-8.
- Gugerty, Mary Kay, George E. Mitchell, and Francisco Santamarina. 2021. "Discourses of Evaluation: Institutional Logics and Organizational Practices Among International Development Agencies." *World Development*. DOI: 10.1016/j.worlddev.2021.105596.
- Schmitz, Hans Peter, George E. Mitchell, and Elena McCollim. 2021. "How Billionaires Explain Their Philanthropy: A Mixed-Method Analysis of the Giving Pledge Letters." *Voluntas*. 32(2), 512-523. DOI: 10.1007/s11266-021-00338-6.
- Mitchell, George E. and Sarah S. Stroup. 2020. "Domestic Constraints on the Global Impact of US Development TNGOs." *Development in Practice*. 30(6), 774-783. DOI: 10.1080/09614524.2020.1801586.
- Mitchell, George E. and Thad D. Calabrese. 2020. "Instrumental Philanthropy, Nonprofit Theory, and Information Costs." *Nonprofit Policy Forum*. DOI: 10.1515/npf-2019-0050.
- Mitchell, George E. and Hans Peter Schmitz. 2019. "The Nexus of Public and Nonprofit Management." *Public Performance and Management Review*. 42(1), 11-33. DOI: 10.1080/15309576.2018.1489293.
- Mitchell, George E. and Thad D. Calabrese. 2019. "Proverbs of Nonprofit Financial Management." *American Review of Public Administration*. 49(6), 649-661. DOI: 10.1177/0275074018770458.
- Mitchell, George E. 2018. "Modalities of Managerialism: The 'Double Bind' of Normative and Instrumental Nonprofit Management Imperatives." *Administration & Society*. 50(7), 1037-1068. DOI: 10.1177/0095399716664832.
- Mitchell, George E. and David Berlan. 2017. "Evaluation in the Nonprofit Sector: An Empirical Analysis." *Public Performance and Management Review*. 41(2), 415-437. DOI: 10.1080/15309576.2017.1400985.
- Mitchell, George E. and Sarah S. Stroup. 2017. "The Reputations of NGOs: Peer Evaluations of Effectiveness." *Review of International Organizations*. 12(3), 397-419. DOI: 10.1007/s11558-016-9259-7.
- Mitchell, George E. 2017. "Fiscal Leanness and Fiscal Responsiveness: Exploring the Normative Limits of Strategic Nonprofit Financial Management." *Administration & Society*. 29(9), 1272-1296. DOI: 10.1177/0095399715581035.
- Mitchell, George E. and David Berlan. 2016. "Evaluation and Evaluative Rigor in the Nonprofit Sector." *Nonprofit Management & Leadership*. 27(2), 237-250. DOI: 10.1002/nml.21236.

- Schmitz, Hans Peter and George E. Mitchell. 2016. "The Other Side of the Coin: NGOs, Rights-Based Approaches, and Public Administration." *Public Administration Review*. 76(2), 252-262. DOI: 10.1111/puar.12479.
- Mitchell, George E. 2015. "The Attributes of Effective Transnational NGOs and the Leadership Values Associated with a Reputation for Organizational Effectiveness." *Nonprofit Management & Leadership*. 26(1), 39-57. DOI: 10.1002/nml.21143.
- Mitchell, George E., Rosemary O'Leary, and Catherine Gerard. 2015. "Collaboration and Performance: Perspectives from Public Managers and NGO Leaders." *Public Performance and Management Review*. 38(4), 684-716. DOI: 10.1080/15309576.2015.1031015.
- Mitchell, George E. 2015. "The Strategic Orientations of US-Based Transnational NGOs." *Voluntas*. 25(5), 1874-1893. DOI: 10.1007/s11266-014-9507-5.
- Mitchell, George E. 2014. "Creating a Philanthropic Marketplace through Accounting, Disclosure, and Intermediation." *Public Performance and Management Review*. 38(1), 23-47. DOI: 10.2753/PMR1530-9576380102.
- Mitchell, George E. 2014. "Why Will We Ever Learn? Measurement and Evaluation in International Development NGOs." *Public Performance and Management Review*. 37(4), 605-631. DOI: 10.2753/PMR1530-9576370404.
- Mitchell, George E. 2014. "Strategic Responses to Resource Dependence Among US-Registered Transnational NGOs." *Voluntas*. 25(1), 67-91. DOI: 10.1007/s11266-012-9329-2.
- Mitchell, George E. and Hans Peter Schmitz. 2014. "Principled Instrumentalism: A Theory of Transnational NGO Behaviour." *Review of International Studies*. 40(3), 487-504. DOI: 10.1017/S0260210513000387.
- Mitchell, George E. 2014. "Collaborative Propensities Among US-Registered Transnational NGOs." *American Review of Public Administration*. 44(5), 575-599. DOI: 10.1177/0275074012474337.
- Mitchell, George E. 2013. "The Construct of Organizational Effectiveness: Perspectives from Leaders of International Nonprofits in the United States." *Nonprofit and Voluntary Sector Quarterly*. 42(2), 322-343. DOI: 10.1177/0899764012436399.
- Mitchell, George E. 2010. "Leveraging Project Finance for Development: The Chad-Cameroon Oilfield Development and Pipeline Project." *Journal of Civil Society and Social Transformation*. 1(1), 14-25.

BOOKS

- Mitchell, George E., Hans Peter Schmitz, and Tosca Bruno-van Vijfeijken. 2020. *Between Power and Irrelevance: The Future of Transnational NGOs*. New York: Oxford University Press.

BOOK CHAPTERS

- Mitchell, George E. and Allison Pytlak. "Correlates of State-Sponsored Cyber Conflict." 2020. In *Routledge Handbook of International Cybersecurity*, eds. Tikk, Eneken and Mika Kerttunen. Oxford, UK: Routledge.

- Mitchell, George E. 2019. "Transnational NGOs in the United States." In *Routledge Handbook of NGOs and International Relations*, edited by Thomas Davies (pp. 415-432). New York: Routledge.
- Mitchell, George E. 2017. "Accounting for Outcomes: Monitoring and Evaluation in the Transnational NGO Sector." In *Leading and Managing in the Social Sector: Strategies for Advancing Human Dignity and Social Justice*, ed. Tirmizi, Aqeel and John Vogelsang (pp. 262-282). New York: Springer.
- Pytlak, Allison and George E. Mitchell. 2016. "Power, Rivalry and Cyber Conflict: An Empirical Analysis." In *Conflict in Cyber Space: Theoretical, Strategic, and Legal Perspectives*, ed. K. Friis and J. Ringsmose (pp. 65-82). New York: Routledge.
- Mitchell, George E. and Grant Reeher. 2011. "From E-government to E-governance: Harnessing Technology to Strengthen Democracy." In *The Trusted Leader: Building the Relationships that Make Government Work*, ed. T. Newell, G. Reeher and P. Ronayne (2nd ed., pp. 340-370). Washington: CQ Press.
- Reeher, Grant, and George Mitchell. 2007. "From E-government to E-governance: Harnessing Technology to Strengthen Democracy." In *The Trusted Leader: Building the Relationships that Make Government Work*, ed. T. Newell, G. Reeher and P. Ronayne. Washington: CQ Press.
- Lecy, Jesse D., George E. Mitchell, and Hans Peter Schmitz. 2010. "Advocacy Organizations, Networks and the Firm Analogy." In *Advocacy Organizations and Collective Action*, ed. M. K. Gugerty and A. Prakash (pp. 229-251). Cambridge: Cambridge University Press.

BOOK REVIEWS

- Mitchell, George E. 2017. "Navigating Change for International NGOs: A Practical Handbook. By James Crowley and Morgana Ryan." *Voluntas*. 28(3), 1346–1348. DOI: 10.1007/s11266-017-9839-z.
- Mitchell, George E. 2016. "'Follow the Partners': A Relational Ontology for NGO Studies." *International Studies Review*. 18(2), 399-401. DOI: 10.1093/isr/viw012.
- Mitchell, George E. 2015. "Building a Better International NGO: Greater than the Sum of the Parts? By James Crowley and Morgana Ryan." *Voluntas*. 26, 211-413. DOI 10.1007/s11266-014-9528-0.
- Mitchell, George E. 2014. "Accounting for Social Value, edited by Laurie Mook." *Voluntas*, 25(1), 277-277. DOI: 10.1007/s11266-013-9407-0.
- Mitchell, George E. 2013. "Borders Among Activists: International NGOs in the United States, Britain, and France, by Sarah S. Stroup." *Nonprofit and Voluntary Sector Quarterly*, 42, 837-839. DOI: 10.1177/0899764012457867.

TEACHING CASES

- Mitchell, George E. 2014. "Latent Class Analysis: Discovering and Interpreting Response Patterns in Coded Interview Data." *Sage Research Methods Cases*. DOI: 10.4135/978144627305014533772.

MANUSCRIPTS

- Mitchell, George E. "Information in Nonprofit Theory." Book chapter manuscript for an edited volume being compiled by Curtis Child and Eva Witesman.
- Mitchell, George E. and Thad Calabrese. "The Hidden Cost of Trustworthiness." Article manuscript under review at *Nonprofit and Voluntary Sector Quarterly*.
- Schmitz, Hans Peter and George E. Mitchell. "What's the Problem with Transnational NGOs?" Article manuscript.
- Lott, Cindy M., Mary Shelly, Nathan Dietz, and George E. Mitchell. "Regulatory Breadth Index: A New Measurement of State-Level Charity Regulation." Research note manuscript.
- Schmitz, Hans Peter, George E. Mitchell, and Bin Chen. "International NGO Mergers and Acquisitions." Article project.

PROJECTS

- Mitchell, George E. and Elizabeth Searing. "Nonprofit Finance." *The Encyclopedia of Nonprofit Management, Leadership and Governance*. Encyclopedia entry to be published by Edward Elgar Publishing.
- Mitchell, George E. "National Regulatory Architectures and Trust in NGOs." Article project.
- Mitchell, George E. "The Impact of Data Transparency on Nonprofit Financial Reporting." Article project.
- Yasin, Kidist, Sara Konrath, Hans Peter Schmitz, and George E. Mitchell. "Do Other-regarding Billionaires have Lower Facial Prominence? Motives, Face-ism, and Charitable Cause Choice among Giving Pledge Signers." Article project.

WHITE PAPERS

- Mitchell, George E. 2014. "Employing Mixed-Methods in Exploratory NGO Research: The Transnational NGO Interview Study." Available at SSRN: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3711550.
- Hermann, Margaret G., Jesse D. Lecy, George E. Mitchell, Christiane Pagé, Paloma Raggio, Hans Peter Schmitz, and Lorena Viñuela. 2010. "The Transnational NGO Study: Rationale, Sampling and Research Process." Available at SSRN: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2191090.
- Hermann, Margaret G., Jesse D. Lecy, George E. Mitchell, Christiane Pagé, Paloma Raggio, Hans Peter Schmitz, and Lorena Viñuela. 2010. "Transnational NGOs: A Cross-Sectoral Analysis of Leadership Perspectives." Available at SSRN: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2191090.

REPORTS

- Willig, Deborah, and George E. Mitchell. 2021. "NGO Futures 2021 CEO Survey Report." Washington, DC: InterAction. Available online: <https://www.interaction.org/wp-content/uploads/2021/05/CEO-Survey-Report-May-2021.pdf>.
- Mitchell, George E. 2010. "Reframing the Discussion about Nonprofit Effectiveness." Washington, DC: DMA Nonprofit Federation.

RESEARCH PRESENTATIONS

- Gugerty, Mary Kay, George E. Mitchell, and Francisco Santamarina. "Emergent Impact Measurement Standards for Third-Sector Organizations: A Mixed-Method Analysis." Paper presented at the biennial convention of the International Society for Third Sector Research. Virtual. July 12-15, 2021.
- Schmitz, Hans Peter and George E. Mitchell. "Are the Giving Pledge Letters Worth Reading? Billionaires and their Motives for Philanthropy." Paper presented at the biennial convention of the International Society for Third Sector Research. Virtual. July 12-15, 2021.
- Mitchell, George E. and Sarah S. Stroup. "The Domestic Environment for Development TNGOs in the United States: Features and Implications." Paper presented at the biennial convention of the International Society for Third Sector Research. Virtual. July 12-15, 2021.
- Mitchell, George E., Hans Peter Schmitz, and Bin Chen. "NGO Mergers and Acquisitions from a Relational Perspective." NGO-NGO Interactions Workshop 2. Centre for Global Cooperation Research and Elliot School of International Affairs, The George Washington University. May 4-5, 2021. Virtual.
- Schmitz, Hans Peter and George E. Mitchell. "Using Model-Based Clustering to Improve Qualitative Inquiry: Computer-Aided Qualitative Data Analysis, Latent Class Analysis, and Iterative Interpretation." West Coast Nonprofit Data Conference. RGK Center for Philanthropy and Community Service, The University of Texas at Austin and Center for Nonprofits & Philanthropy, Texas A&M University. April 8-9, 2021. Virtual.
- Lott, Cindy M., Mary Shelly, Nathan Dietz, and George E. Mitchell. "Regulatory Breadth Index: A New Measurement of State-Level Regulation." Northeast Regional Scholars Meeting. Columbia University. Virtual. April 8, 2021.
- Mitchell, George E. and Thad D. Calabrese. "The Hidden Cost of Trustworthiness." 2021 Seminar Series on Nonprofit Governance, Gupta Governance Institute Center for Nonprofit Governance at the LeBow College of Business, Drexel University and the National Center on Nonprofit Enterprise. February 26, 2021.
- Mitchell, George E. and Thad D. Calabrese. "The Hidden Costs of Normative Nonprofit Financial Management." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Virtual. November 11-13, 2020.
- Schmitz, Hans Peter and George E. Mitchell. "Transnational NGO Mergers and Acquisitions: The Case of Oxfam." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Virtual. November 11-13, 2020.
- Mitchell, George E. "Information in Nonprofit Theory." Paper presented at the Brigham Young University Workshop on Nonprofit Sector Theory. Virtual. November 6, 2020.
- Schmitz, Hans Peter and George E. Mitchell. "Organizational Culture and NGO Mergers and Acquisitions." NGO-NGO Interactions Workshop 1. Centre for Global Cooperation Research and Elliot School of International Affairs, The George Washington University. Virtual. October 26-28, 2020.
- Gugerty, Mary Kay, George E. Mitchell, and Francisco J. Santamarina. "Emergent Impact Measurement Norms for International NGOs: A Mixed-Method Discourse Analysis." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. San Diego, CA. November 21-23, 2019.

- Schmitz, Hans Peter, Elena McCollim, and George E. Mitchell. "The Motives of Billionaire Philanthropy: An Analysis of the Giving Pledge Letters." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. San Diego, CA. November 21-23, 2019.
- Mitchell, George E. and Thad Calabrese. "Outcome-Oriented Philanthropy and the Problem of Institutional Design." Paper presented at the Philanthropy & Social Impact Research Symposium. The Center on Philanthropy & Public Policy, Sol Price School of Public Policy, University of Southern California. Los Angeles, CA. March 14-16, 2019.
- Mitchell, George E. and Thad Calabrese. "Outcome-Oriented Philanthropy and the Problem of Institutional Design." Paper presented at the Faculty Seminar of the Marxe School of Public and International Affairs, Baruch College. New York, NY. November 7, 2018.
- Mitchell, George E. "Assessing the Transnational Sector in the US: Possibilities and Problems." Paper presented at the biennial convention of the International Society for Third Sector Research. Amsterdam, The Netherlands. July 10-13, 2018.
- Hans Peter Schmitz, George E. Mitchell, and Tosca Bruno-van Vijfeijken. "INGO Power and Authority: What Recent Global Campaigns Tell Us." Paper presented at the biennial convention of the International Society for Third Sector Research. Amsterdam, The Netherlands. July 10-13, 2018.
- Mitchell, George E. and Thad Calabrese. "Theory of the Nonprofit." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Grand Rapids, MI. November 16-18, 2017.
- Mitchell, George E. and Hans Peter Schmitz. "The Nexus of Public and Nonprofit Management." Paper presented at the Symposium on Public Administration, Public Policy, and Nonprofit Studies Research at George Washington University. Washington, DC. June 6-7, 2016.
- Mitchell, George E. and Thad Calabrese. "Normative and Strategic Approaches to Nonprofit Financial Accounting, Reporting, and Management." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Washington, DC. November 16-19, 2016.
- Mitchell, George E. and Sarah S. Stroup. "NGO Power and Reputation." Paper presented at the annual convention of the International Studies Association. Atlanta, GA. March 16-19, 2016.
- Mitchell, George E. and Allison Pytlak. "Correlates of State Sponsored Cyber Conflict." Paper presented at the annual convention of the International Studies Association. Atlanta, GA. March 16-19, 2016.
- Mitchell, George E. and David Berlan. "Evaluation and Accountability in the Nonprofit Sector: Theory vs. Evidence." Paper presented at the biannual Public Management Research Conference. Minneapolis, MN. June 11-13, 2015.
- Mitchell, George E. and David Berlan. "Measurement and Evaluation in the Nonprofit Sector: The Correlates of Evaluative Rigor." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Denver, CO. November 20-22, 2014.
- Mitchell, George E. "The Wild West? Accountability and Effectiveness in the Contemporary NGO Sector." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Denver, CO. November 20-22, 2014.

- Schmitz, Hans Peter and George E. Mitchell. "Rights-Based Approaches and Public Administration." Paper presented at the annual convention of the International Studies Association. Toronto, Canada. March 26-29, 2014.
- Mitchell, George E. "Why Will We Ever Learn? Measurement and Evaluation in International Development NGOs." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Hartford, CT. November 21-23, 2013.
- Mitchell, George E. "An Economic Model for Results-Based Social Investment Intermediation in the Nonprofit Sector." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Indianapolis, IN. November 14-17, 2012.
- Mitchell, George E. "Strategic Responses to Resource Dependence among US Transnational NGOs." Paper presented at the annual convention of the International Studies Association. San Diego, CA. April 1-4, 2012.
- Mitchell, George E. "Ideologies of Activism." Paper presented at the annual convention of the International Studies Association. Montreal, Quebec. March 16-19, 2011.
- Mitchell, George E. and Hans Peter Schmitz. "The Strategic Pursuit of Impact: A Cross-Sectoral Analysis of Transnational NGOs." Paper presented at the annual convention of the International Studies Association. Montreal, Quebec. March 16-19, 2011.
- Mitchell, George E. "The Construct of Organizational Effectiveness: A Leadership Perspective." Paper presented at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Alexandria, VA. November 18-20, 2010.
- Mitchell, George E. "Challenges Facing Leaders of Transnational NGOs: Introducing New Data from a Cross-Sectoral Study." Paper presented at the annual convention of the International Studies Association. New Orleans, LA. February 17-21, 2010.
- Mitchell, George E. and Hans Peter Schmitz. "The Strategic Pursuit of Impact: A Cross-Sectoral Analysis of Transnational NGOs." Paper presented to a meeting of the International Law-International Relations Workshop at Cornell University. Ithaca, NY. October 19, 2009.
- Mitchell, George E. "Conceptualizing Transnational NGO Leadership." Presentation during the annual conference of the International Society of Political Psychology. Paris, France. July 9-12, 2008.
- Mitchell, George E. "Fiscal Responses to Revenue Variability in Oil-Exporting Countries." Paper presented at the Moynihan Institute Symposium for Development and Social Transformation at Syracuse University. Syracuse, NY. April 2005.
- Mitchell, George E. "Lessons from the Cuban Healthcare System: Efficacy vs. Efficiency." Paper presented at the Moynihan Institute Symposium for Development and Social Transformation at Syracuse University. Syracuse, NY. April 2005.

PUBLIC SCHOLARSHIP

- Schmitz, Hans Peter, George E. Mitchell, and Elena McCollim. July 22, 2021. "MacKenzie Scott, The Giving Letters, and Rival Discourses of Billionaire Philanthropy." *HistPhil*. HistPhil: <https://histphil.org/2021/07/22/mackenzie-scott-the-giving-pledge-and-rival-discourses-of-billionaire-philanthropy/>.

- Mitchell, George E. and Hans Peter Schmitz. February 19, 2021. "To Remain Relevant, CSOs Need to Fix the Architecture." *Disrupt & Innovate*. International Civil Society Centre: <https://icscentre.org/2021/02/19/to-remain-relevant-csos-need-to-fix-the-architecture/>.
- Tallack, Barney, Tosca Bruno-van Vijeijken, George E. Mitchell, and Hans Peter Schmitz. June 24, 2020. "COVID-19 and the Urgency of Long-Term Strategy." InterAction NGO Futures Project. InterAction: <https://www.interaction.org/blog/covid-19-and-the-urgency-of-long-term-strategy/>.
- Elizabeth Bloodgood, Tosca Bruno-Van Vijeijken, Nina Hall, George E. Mitchell, Christopher Pallas, and Hans Peter Schmitz. May 20, 2019. "The Future of Transnational NGO Advocacy: Three perspectives on the future of transnational advocacy, and how organizations can adapt to the challenges of 21st-century campaigning." *Stanford Social Innovation Review*. Available at SSIR: https://ssir.org/articles/entry/the_future_of_transnational_ngo_advocacy#.
- Mitchell, George E. (with Cesar Sevilla). 2011. "Defining Organizational Effectiveness." *Transnational NGO Initiative Practitioner Brief No. 1*. Syracuse, NY: Moynihan Institute of Global Affairs.
- Mitchell, George E. and Whitney Parker. 2011. "Three Predictions on the Future of Nonprofits." *Brazen Ideas*. McLean, VA: Brazen Careerist.
- Mitchell, George E. 2011. "Outcome Accountability and the Future of Nonprofit Evaluation." *Transnational NGO Initiative Recent Updates*. Syracuse, NY: Moynihan Institute of Global Affairs.
- Mitchell, George E. and Hans Peter Schmitz. March 9, 2010. "Navigating Effectiveness." *Viewpoints*. Cambridge, MA: Hauser Center for Nonprofit Organizations.
- Schmitz, Hans Peter and George E. Mitchell. 2009. "Bracing for Impact." *Monday Developments* 27(4): 20-2.

COLLOQUIA, EVENTS, & RECORDINGS

- Mitchell, George E., Hans Peter Schmitz, Tosca Bruno-van Vijeijken, and Barney Tallack. "Between Power and Irrelevance." Book talk and interactive CEO peer discussion session. Debora Willig, NGO Futures Program Director, facilitator. InterAction. Virtual. July 21, 2021.
- Elizabeth Bloodgood, George E. Mitchell, Christopher Pallas, Hans Peter Schmitz. "The Future of Transnational NGO Advocacy: NGO Influence in an Era of Shifting North-South Power. Colloquium held at the biennial convention of the International Society for Third Sector Research. Virtual. July 12-15, 2021.
- Reynolds, Drew and Roger Suclupe (Hosts). June 14, 2021. "Ep. 20: The Relevance of TNGOs with Tosca Bruno-van Vijeijken, George Mitchell, and Hans Peter Schmitz." *The Common Good Hour Podcast*. <https://www.commongooddata.com/podcast/ep-20-the-relevance-of-ingos-with-tosca-bruno-van-vijeijken-george-mitchell-and-hans-peter-schmitz>.
- Willig, Deborah and George E. Mitchell. 2021. "CEO Survey Report: NGO Leaders on Current & Future Change. InterAction. May 19, 2021.
- Schmitz, Hans Peter, David A. Lake, Jennifer Hadden, Elizabeth Bloodgood, George E. Mitchell, Sarah S. Stroup. "Theories of International NGOs and the Future of

- Transnational Activism. Colloquium held at the annual conference of the International Studies Association. April 6-9, 2021.
- Mitchell, George E., Hans Peter Schmitz, and Tosca Bruno-van Vijfeijken. 2021. "OpEx365 Retreat 2, Making Room for Innovation: Reassembling our World of Work." Humentum. March 16-17, 2021.
- Tongue, Vicky (Host). April 15, 2021. "Between Power and Irrelevance: Are ICSOs actually looking at shifting their roles?" Mitchell, George E., Hans Peter Schmitz, Tosca Bruno-van Vijfeijken, and Barney Tallack (Guests). *Civil Society Futures and Innovation Podcast*. International Civil Society Centre.
<https://soundcloud.com/csfipodcast/between-power-and-irrelevance-are-icsos-actually-looking-at-shifting-their-roles>.
- Mitchell, George E., Hans Peter Schmitz, and Tosca Bruno-van Vijfeijken. "The Future of Transnational NGOs." Roundtable. Center for Nonprofit Strategy and Management, Marxe School of Public and International Affairs, Baruch College; Center on Philanthropy and Civil Society, The Graduate Center, The City University of New York; and Global Issues and Transnational Actors Common Interest Group, Association for Research on Nonprofit Organizations and Voluntary Action. Virtual. December 7, 2020.
- Mitchell, George E., Hans Peter Schmitz, and Tosca Bruno-van Vijfeijken. "The Future of Transnational NGOs." Roundtable. Moynihan Institute of Global Affairs, Maxwell School, Syracuse University. Virtual. November 17, 2020.
- Mitchell, George E., Hans Peter Schmitz, Alnoor Ebrahim, and Mary Kay Gugerty. "The Future of Transnational NGOs." Colloquium at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Virtual. November 11-13, 2020.
- Mitchell, George E. and Hans Peter Schmitz. "Between Power and Irrelevance: The Future of Transnational NGOs." ISTR Book Club, International Society for Third Sector Research. Virtual. October 20, 2020.
- Bruno-Van Vijfeijken, Tosca. March 20, 2020. "Are NGOs subject to the dynamic of 'successful failure'? A conversation with George Mitchell of Baruch College, City University of New York." *NGO Soul + Strategy Podcast*. Five Oaks Consulting:
https://www.buzzsprout.com/708738/4629653-014-between-power-and-irrelevance-what-is-the-future-of-transnational-ngos-an-conversation-with-my-two-co-conspirators-on-the-book?client_source=small_player&iframe=true&referrer=https://www.buzzsprout.com/708738.js?container_id=buzzsprout-small-player-708738&player=small.
- LePere-Schloop, Rebecca Nesbit, Alisa Moldavanova, Yuan Cheng, Beth Gasley, George E. Mitchell, Robert Ressler, and Catherine E. Wilson. "The Future of Nonprofit Theory." Witesman, Eva and Curtis Child (chairs). Colloquium at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. San Diego, CA. November 21-23, 2019.
- Balboa, Cristina, Nigel Sizer, and George E. Mitchell (moderator). "The Paradox of Scale: How NGOs Build, Maintain, and Lose Authority in Environmental Governance." Panel discussion sponsored by the Center for Nonprofit Strategy and Management at Baruch College. New York, NY. February 7, 2019.

- Mitchell, George E. and Merrill Sovner (moderators). "Promoting Empowerment through Community Philanthropy: International Experiences and Practical Insights from the Field." Panel discussion with Ndanatsei Bofu-Tawamba (Urgent Action Fund Africa), Carola Carazzone (Assifero), Marina Fay (Fundação Affonso Brandão), Lesia Naichuk (Community Foundation Podilska Hromada), Marta Pentenzi (Fondazione della Comunità di Monza e Brianza), and Andrea Szegedi (NIOK Foundation and Taita Foundation) at Baruch College. New York, NY. November 9, 2017.
- Mitchell, George E. "Measuring Success: How Do We Know When Social Programs Work?" Panel discussion with Amanda Kizer (B-Lab), Nicole Lavan (WHEDco), Triada Stampas (Food Bank for New York City), and Diana Strumbos (CUNY ASAP) at the City College of New York. New York, NY. December 3, 2015.
- Mitchell, George E., Hans Peter Schmitz, and Tosca Bruno-van Vijfeijken. NGO Organizational Change Imperatives: Adapting for Legitimacy, Relevance, Accountability, and Effectiveness. Colloquium based on a book project held at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Chicago, IL. November 19-21, 2015.
- Mitchell, George E. "Outcome Accountability: How Far Are We Willing to Go?" Panel presentation with Tosca Bruno-Van Vijfeijken (Syracuse University), Ken Berger (Charity Navigator), and Matthew Forti (Bridgespan) at the 2011 InterAction Forum. Washington, DC. August 12, 2011.
- Mitchell, George E. "Reframing the Discussion about Nonprofit Effectiveness." Presentation during the annual conference of the DMA Nonprofit Federation. New York, NY. August 25, 2010.
- Mitchell, George E. "Defining Organizational Effectiveness." Presentation to the Effectiveness and Program Evaluation Working Group of InterAction. Webinar. April 6, 2010.
- Mitchell, George E. "Which Measurement Matters? Developing Better Measures of Organizational Performance and NGO Ranking." Panel presentation with Ken Berger (Charity Navigator), Maliha Khan (CARE), and Hans Peter Schmitz (Syracuse University) at the InterAction Forum 2009 in Arlington, VA. July 8, 2009.

MEDIA PUBLICITY

- Rojc, Philip. September 23, 2021. "Is the Giving Pledge Obsolete? Over a Decade On, What Was Promising Now Seems Passe." *Inside Philanthropy*.
<https://www.insidephilanthropy.com/home/2021/9/22/is-the-giving-pledge-obsolete-over-a-decade-on-what-was-promising-now-seems-passe>.
- Perry, Suzanne. May 4, 2015. "A Course Correction for Charity Navigator?" *Chronicle of Philanthropy*.
- Perry, Suzanne. September 8, 2013. "Nonprofits Anxiously Try to Show Results for New Charity Navigator Ratings." *Chronicle of Philanthropy*.
- Cohen, Todd. August 30, 2010. "Studies Slam Charity Watchdogs' Ratings." *Philanthropy Journal*.
- Flandez, Raymund. September 1, 2010. "Charities and Watchdog Groups Clash Over Monitoring Systems." *Chronicle of Philanthropy*.

REFEREEING

- *American Journal of Evaluation*
- *American Review of Public Administration*
- *Foreign Policy Analysis*
- *Global Policy*
- *Governance*
- *International Review of Administrative Sciences*
- *Journal of Homeland Security and Emergency Management*
- *Journal of Public and Nonprofit Affairs*
- *Journal of Public Administration Research and Theory*
- *National Science Foundation*
- *Nonprofit and Voluntary Sector Quarterly*
- *Nonprofit Management and Leadership*
- *Nonprofit Policy Forum*
- *Oxford Development Studies*
- *Politics and Governance*
- *Public Administration Review*
- *Public Budgeting & Finance*
- *Public Performance and Management Review*
- *Review of International Organizations*
- *Review of Public Personnel Administration*
- *SAGE Publications*
- *The Service Industries Journal*
- *Voluntas*

TEACHING

Baruch College - CUNY

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|-------------|--|
| FALL 2021 | G / Administration of the Nonprofit Sector and Voluntary Agencies / PAF 9151 G / International Nonprofit Organizations / PAF 9183 |
| SPRING 2021 | Fellowship leave |
| FALL 2020 | Fellowship leave |
| SPRING 2019 | G / Administration of the Nonprofit Sector and Voluntary Agencies / PAF 9151 G / Program Evaluation / PAF 9174 |
| FALL 2018 | G / Administration of the Nonprofit Sector and Voluntary Agencies / PAF 9151 G / International Nonprofit Organizations / PAF 9183 |
| SPRING 2018 | G / Administration of the Nonprofit Sector and Voluntary Agencies / PAF 9151 G / International Nonprofit Organizations / PAF 9183 |
| FALL 2017 | G / Administration of the Nonprofit Sector and Voluntary Agencies / PAF 9151 G / International Nonprofit Organizations / PAF 9183 |

The City College of New York - CUNY

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|-------------|---|
| SPRING 2017 | G / NGOs in World Politics / IR B6999 / PSM B9805 U / Theories and Explanations of International Relations / PSC 25200 |
| FALL 2016 | G / American Governance and Public Administration / PSM B1805 |

G / Program and Policy Evaluation / PSM C1816
 U / NGOs in World Affairs / PSC 31716
 U / Honors Senior Thesis / INTL 30200
 SPRING 2016 U / Theories and Explanations of International Relations / PSC 25200
 FALL 2015 G / American Governance and Public Administration / PSM B1805
 G / Program and Policy Evaluation / PSM C1816 / PSY V7600
 SPRING 2015 G / NGOs in World Politics / IR B6999
 U / Theories and Explanations of International Relations / PSC 25200
 FALL 2014 G / American Governance and Public Administration / PSM B1805
 G / Program and Policy Evaluation / PSM C1816 / PSY V7600
 SPRING 2014 G / Research Methods in International Relations / IR B6800
 U / Theories and Explanations of International Relations / PSC 25200
 FALL 2013 G / American Governance and Public Administration / PSM B1805
 G / Program and Policy Evaluation / PSM C1816
 G / Research Methods in International Relations / IR B6800
 SPRING 2013 U / Theories and Explanations of International Relations / PSC 25200
 FALL 2012 G / American Governance and Public Administration / PSM B1805
 G / Program and Policy Evaluation / PSM C1816
 SPRING 2012 U / Theories and Explanations of International Relations / PSC 25200
 U / NGOs in World Affairs / PSC 31716
 FALL 2011 G / American Governance and Public Administration / PSM B1805
 G / Program and Policy Evaluation / PSM C1816

Syracuse University

SPRING 2011 U / Transnational NGOs in World Affairs / PSC 300

UNIVERSITY SERVICE

- **Director.** Fall 2021-present. Center for Nonprofit Strategy and Management. Baruch College.
- **Promotion and Budget Committee.** Fall 2021-present. Marxe School of Public and International Affairs, Baruch College.
- **Faculty Senator (Third Category).** Fall 2021-present. Baruch College.
- **Enrollment Management Committee.** Fall 2019-Spring 2020. Baruch College Faculty Senate.
- **Faculty Senator (Second Category).** Fall 2019-Spring 2020. Baruch College.
- **Promotion and Budget Committee.** Spring 2016-Spring 2017. Colin Powell School of the City College of New York.
- **Senate Affairs Committee.** Spring 2015-Spring 2017. The City College of New York.
- **Faculty Senator.** Spring 2013-Spring 2017. The City College of New York.
- **Program Director.** Spring 2012-Spring 2017. Public Policy and Public Affairs Minor Program, Office of the Dean of the Colin Powell School of the City College of New York.
- **Admissions Committee.** Spring 2013-Spring 2017. Public Service Management Program, Colin Powell School of the City College of New York.
- **Curriculum Committee.** Fall 2011-Spring 2017. Public Service Management Program, Colin Powell School of the City College of New York.

- **Search Committee.** Fall 2012-Spring 2013. Department of Political Science, The City College of New York.
- **Faculty Advisor.** Spring 2013. Colin Powell Center for Leadership and Service, The City College of New York.
- **Thesis Advisor.** Spring 2013, fall 2016. International Studies Program, The City College of New York.
- **Faculty Mentor.** Spring 2012-2013. CUNY Baccalaureate program, The City University of New York Baccalaureate for Unique and Interdisciplinary Studies.
- **Capstone Evaluator.** Spring 2012. Public Service Management Program, The City College of New York.
- **Policy Forum Leader.** Spring 2012, fall 2012. Public Management Fellows Program, Public Service Management Program, The City College of New York.

PROFESSIONAL SERVICE

- **Chair.** “Building Connections: Board Relationships, Social Media, and Social Entrepreneurs.” Panel held at the annual West Coast Nonprofit Data Conference. Virtual. April 8-9, 2021.
- **Editorial Board Member.** *American Review of Public Administration*. March 2021-present.
- **Expert Speaker.** United States Department of State International Visitor Leadership Program. “NGO Management and Strategy in the United States.” Address delivered to a delegation of NGO practitioners from twenty countries. New York, NY. February 20, 2020.
- **Editorial Board Member.** *Nonprofit Management & Leadership*. January 2020-present.
- **Participant.** “Nonprofit/NGO Data Workshop.” Concordia University. Montreal, QC, Canada. October 18-20, 2018.
- **Expert Speaker.** United States Department of State International Visitor Leadership Program. “Philanthropy and the Nonprofit Sector in the United States.” Address delivered to a delegation of women foundation officials from Chile. New York, NY. October 1, 2018.
- **ARNOVA 2017 Conference Best Paper Award Committee.** Association for Research on Nonprofit Organizations and Voluntary Action. June 2018.
- **Track Primary Chair.** “Accountability, Effectiveness, Evaluation, and Program Outcomes.” Track of the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Austin, TX. November 15-17, 2018.
- **Conference Committee.** Annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Austin, TX. November 15-17, 2018.
- **Symposium Committee.** “Comparing Third Sector Expansions.” Journal of Comparative Policy Analysis and International Comparative Policy Analysis Forum Workshop. New York, NY. November 20-21, 2017.
- **Track Co-Chair.** “Accountability, Evaluation, and Outcomes.” Track of the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Grand Rapids, MI. November 16-18, 2017.
- **Conference Committee.** Annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Grand Rapids, MI. November 16-18, 2017.

- **Chair.** “Nonprofits, Built Environment, and Spatial Analysis.” Panel held at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Washington, DC. November 17-19, 2016
- **Chair.** “Public Policy Frameworks and NGO Responses: Comparative Perspectives on NGO Regulation and Collaboration.” Panel held at the fall research conference of the Association for Public Policy Analysis & Management. Washington, DC. November 3-5, 2016.
- **Participant.** “CAQDAS Projects and Digital Repositories’ Best Practices.” Workshop organized by the Qualitative Data Repository. New York, NY. October 28, 2016.
- **Chair.** “Why Collaborate? NGOs and Engagement at Global, Domestic, and Community Levels.” Panel held at the annual convention of the International Studies Association. Atlanta, GA. March 16-19, 2016.
- **Methodology Committee.** Nonprofit Panel Data Project. Urban Institute Center on Nonprofits and Philanthropy and the American University School of Public Affairs. June 2015-2016.
- **Chair.** “Managing Multiple Accountabilities in the Nonprofit Sector.” Panel held at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Chicago, IL. November 19-21, 2015
- **ARNOVA Best Article Award Committee.** Association for Research on Nonprofit Organizations and Voluntary Action. Fall 2015.
- **Participant.** “Shaping the Future of Nonprofit Data.” Urban Institute Center on Nonprofits and Philanthropy / American University School of Public Affairs / University of Maryland Center for Philanthropy and Nonprofit Leadership. June 2015.
- **Chair.** “Nonprofit Capabilities.” Panel at the Annual Convention of the Public Management Research Association. Minneapolis, MN. June 11-13, 2015.
- **ARNOVA Conference Scholarship Committee.** Association for Research on Nonprofit Organizations and Voluntary Action. Fall 2014.
- **Chair.** “Mission and Organizational Change.” Panel at the annual convention of the Association for Research on Nonprofit Organizations and Voluntary Action. Denver, CO. November 20-22, 2014.

PROFESSIONAL DEVELOPMENT

- **Participant,** Student Engagement Seminar Series, Center for Teaching and Learning, Baruch College. Virtual. June-October 2021.
- **Participant,** NetCourse 151: Introduction to Stata Programming, StataCorp. January-February 2021.
- **Certificate,** Python Classes and Inheritance, Coursera (University of Michigan). December 2020.
- **Certificate,** Data Collection and Processing with Python, Coursera (University of Michigan). December 2020.
- **Certificate,** Python Functions, Files, and Dictionaries, Coursera (University of Michigan). November 2020.
- **Certificate,** Python Basics, Coursera (University of Michigan). November 2020.
- **Certificate,** Python for Everybody (five course specialization), Coursera (University of Michigan). October 2020.

- **Participant**, Faculty Seminar on Effective Writing Pedagogies in Public Affairs. Marxe School of Public and International Affairs and Bernard L. Schwartz Communication Institute, Baruch College. New York, NY. January-May 2019.
- **Participant**, Faculty Seminar on Inclusive Pedagogy, Marxe School of Public and International Affairs and Bernard L. Schwartz Communication Institute, Baruch College. New York, NY. January-May 2018.
- **Participant**, Summer Online / Hybrid Course Development Workshop, Center for Worker Education, The City University of New York. New York, NY. June 2014.
- **Participant**, Latent Class and Finite Mixture Modeling, Statistical Innovations. Boston, MA. October 2010.
- **Participant**, Impact Evaluation Design Clinic, International Initiative for Impact Evaluation and InterAction. Washington, DC. April 2010.
- **Certificate**, Political Psychology, Summer Institute in Political Psychology, Stanford University. Stanford, CA. August 2008.
- **Project participant**, ATLAS.ti Masterclass. Boston, MA. November 2007.
- **Participant**, Syracuse University Teaching Assistant Training Program. Syracuse, NY. August 2006.
- **Study**, Global Security and Development Program, Syracuse University Washington International Relations Program. Washington, DC. Fall 2005.
- **Certificate**, Level I Arabic, Dubai Language Centre. Dubai, UAE. May 2004.
- **Study**, Economics and International Relations, University of Havana. Havana, Cuba. March 2003.

MEMBERSHIPS AND AFFILIATIONS

- **Member**. RINGO Academic & Researcher Group. Reimagining International NGOs Project. Rights CoLab. 2021-Present.
- **Member**. National Center on Nonprofit Enterprise Research Advisory Network. March 2021-present.
- **Daniel Patrick Moynihan Research Fellow**, Moynihan Institute of Global Affairs, Maxwell School of Syracuse University
- **Member**, Association for Public Policy Analysis and Management
- **Member**, Association for Research on Nonprofit Organizations and Voluntary Action
- **Member**, International Society for Third-Sector Research
- **Member**, International Studies Association
- **Member**, Public Management Research Association
- **Wikipedia Teaching Fellow**, Wikimedia Foundation

HONORS AND AWARDS

- **Travel Scholarship**, Urban Institute Center on Nonprofits and Philanthropy / American University School of Public Affairs / University of Maryland Center for Philanthropy and Nonprofit Leadership. June 2015.
- **Graduate Fellowship**, Department of Political Science, Maxwell School of Syracuse University. Summer 2008, 2009, and 2010.
- **Maxwell Dean's Fellowship**, Maxwell School of Syracuse University. Summer 2009.

- **Goekjian Fellowship**, Moynihan Institute of Global Affairs, Maxwell School of Syracuse University. 2009-2010.
- **Scholarship**, International Relations Program, Maxwell School of Syracuse University. Fall 2005.
- **Presidential Award for Academic Excellence**, West Virginia University. 2001.
- **Presidential Award for Academic Excellence**, West Virginia University. 2000.

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