

Professor Cristina M. Balboa

Baruch College - CUNY
Austin W. Marxe School of Public and International Affairs
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Education

Ph D, Yale University, 2009.

Major: Environmental Governance

Dissertation Title: "When Non-governmental Organizations Govern: Accountability in Private Conservation Networks"

Awarded the 2010 Gabriel G. Rudney Memorial Award for Outstanding Dissertation in Nonprofit and Voluntary Action Research by ARNOVA (the Association for Research on Nonprofit Organizations and Voluntary Action)

MPhil, Yale University, 2005.

Major: Forestry and Environmental Studies

MS, Johns Hopkins University, 2001.

Major: Environmental Science and Policy

Dissertation Title: The United States' Consumption of Marine Ornamentals: A Description from U.S. Import Data

BA, University of Michigan, 1995.

Major: Interdisciplinary Social Science

Academic, Government, Military and Professional Positions

Academic

Assistant Professor, Baruch College - CUNY. (August 26, 2010 - Present).

Adjunct Professor, Baruch College - CUNY. (January 2010 - July 2010).

Teaching Fellow, Yale University. (August 2004 - September 2005).

Teaching Fellow, Yale University. (August 2004 - December 2004).

Teaching Fellow, Yale University. (May 2003 - December 2003).

Teaching Assistant, Universidad San Francisco de Quito. (January 1994 - May 1994).

Professional

Research Director, Yale Project on Global Governance Organizations. (January 2005 - May 2007).

Program Associate, Yale Working Group on Global Governance. (January 2005 - October 2006).

Program Advisor, Yale University School of Forestry and Environmental Studies. (August 2005 - August 2006).

Advisor, Yale Program on Forest Certification. (June 2003 - June 2004).

Research Analyst and Associate, World Resources Institute. (October 2000 - August 2001).

Program Coordinator, World Resources Institute. (December 1997 - October 2000).

Project Sociologist, Fundacion Maquipucuna. (May 1996 - August 1996).

Project Assistant and Survey Field Supervisor, Fundacion Maquipucuna. (November 1993 - August 1994).

Professional Memberships

Association for Research on Nonprofit Organizations and Voluntary Action.

International Studies Association.

Senior Fellow, Environmental Leadership Program. (January 2005 - Present).

Development Activities Attended

Workshop, "College and University Educators Workshop," Council on Foreign Relations, New York, NY. (April 14, 2016 - April 15, 2016).

Workshop, "CUNY Workshop on Online Teaching," CUNY, New York, NY. (November 4, 2013 - November 18, 2013).

Seminar, "Whiting Seminar on Teaching," Whiting Fellows, New York, NY, USA. (September 2010 - May 2011).

Awards and Honors

Environmental Leadership Fellowship, Environmental Leadership Program. (2003).

TEACHING

Teaching Experience

Baruch College - CUNY

PAF 3015, Qualitative Studies of Communities, 14 courses.

PAF 4199, Governing Without Governments, 1 course.

PAF 9172, Research Analysis II, 1 course.

PAF 9181, Comparative Public Administration, 1 course.

PAF 9190, Capstone (International Focus), 3 courses.

PAF 9199, Governing without Governments, 2 courses.

PAF 9699, Governing without Governments, 2 courses.

Directed Student Learning

Undergraduate Honors Thesis, Other (Within Baruch School - CUNY). (September 2015 - December 2015).

Advised: Sara Seber

Master's Thesis Committee Member, "Marine protected areas as a fisheries management tool in the Philippines: what type of management is most effective?," Other (Outside Baruch School)

- CUNY). (January 2012 - May 25, 2012).
Advised: Kristine Pierce

Awards and Honors

Baruch Rubin Faculty Fellow, The Rubin Museum. (October 2012).

RESEARCH

Published Intellectual Contributions

Book Chapters

- Balboa, C. (2015). The Accountability and Legitimacy of NGOs. In Dennis Dijkzeul and William DeMars (Ed.), *The NGO Challenge to International Relations Theory*. New York, NY: Routledge.
- Auld, G., Balboa, C., Bernstein, S., & Cashore, B. (2009). In Magali Delmas and Oran Young (Ed.), *The emergence of non-state market driven (NSMD) governance: a cross sectoral assessment* (vol. Governance for the Environment: New Perspectives). New York City: Cambridge University Press.
- Pomeroy, R. S., Parks, J. E., & Balboa, C. (2003). In James C. Cato and Christopher Borwn (Ed.), *"The Economics of Live Rock and Live Coral Aquaculture" in Marine Ornamental Species: Collection, Culture and Conservation*. James C. Cato and Christopher Brown, eds. Gainesville, FL: Blackwell Science Textbooks.
- Balboa, C. (2003). *The United States' Consumption of Marine Ornaments: A Description from U.S. Import Data in Marine Ornamental Species: Collection, Culture and Conservation*. James C. Cato and Christopher Brown, eds.. Gainesville, FL: Blackwell Science Textbook.

Refereed Journal Articles

- Balboa, C. (2016). Mission interference: How the "environment" confounds accountability for environmental nongovernmental organizations. *Review of Policy Research*.
- Balboa, C. (2016). The Accountability of Environmental Impact Bonds: the Future of Global Environmental Governance? *Global Environmental Politics*, 16(2).
- Balboa, C., & Deloffre, M. Z. (2015). Policymaking in the Global Context: Training Students to Build Effective Strategic Partnerships. *Journal of Public Affairs Education*.
http://www.naspaa.org/JPAEMessenger/Article/VOL21-3/10_Balboa%20Deloffre.pdf
- Balboa, C. (2014). How Successful Transnational NGOs Set Themselves Up for Failure Abroad. *World Development*, 54(February 2014), 273-287.
<http://www.sciencedirect.com/science/article/pii/S0305750X13002027>
- Auld, G., Cashore, B., Balboa, C., Bozzi, L., & Renckens, S. (2010). Can Technological Innovations Improve Private Regulation in the Global Economy? *Business and Politics*, 12(3).
www.bepress.com/bap/vol12/iss3/art9
- Pomeroy, R., Parks, J. E., & Balboa, C. (2006). Farming the Reef: Is aquaculture a solution for reducing fishing pressure on coral reefs? *Marine Policy*, Winter.

Pomeroy, R. S., & Balboa, C. (2005). The financial feasibility of small-scale marine ornamental fish aquaculture in the Philippines. *Asian Fisheries Journal, Winter*.

Research Reports

Balboa, C., Berman, A., & Welton, L. (2015). *International NGOs in New York City: A comparative study*. New York, NY: Baruch's Center for Nonprofit Strategy and Management. tinyurl.com/INGONYC

Balboa, C. (2006). *Book Review~Building the Next Ark: How NGOs work to protect biodiversity*. *Voluntas: International Journal on Voluntary and Nonprofit Organizations*, September.

Parks, J. E., Pomeroy, R. S., & Balboa, C. (2004). *The financial feasibility of small-scale coral reef invertebrate aquaculture in the Indo-Pacific as an alternative to wild stock harvest for the international marine ornamental trade*. (3rd ed., vol. FTR). Honolulu, HI: Community Conservation Network.

Pomeroy, R. S., & Balboa, C. (2004). *The financial feasibility of small-scale marine ornamental fish aquaculture in the Philippines*. Honolulu, HI: Community Conservation Network.

Best, B., Pomeroy, R., & Balboa, C. (2002). *Relevant Findings from the 9th International Coral Reef Symposium: Implications for Coral Reef Management and Policy* In Best, B. Pomeroy, R. and Balboa, C. (Ed.). Washington DC: USAID.

Balboa, C. (1997). *Proyecto Agroecologico Podocarpus: Analisis de genero en las comunidades del proyecto*. Zamora, Ecuador: Fundacion Maquipucuna.

Presentations Given

Balboa, C., Accountability in Global Environmental Governance, University of Toronto Political Science Department, Toronto, Canada.

Balboa, C., Deloffre, M. Z. (Presenter & Author), ARNOVA, "Human Security How? Designing Effective Models of Collaborative Global Governance," ARNOVA, Washington DC. (November 19, 2016).

Balboa, C., ARNOVA, "Global Issues and Transnational Actors: Challenges Within a Dynamic and Complex Landscape," ARNOVA, Chicago, IL. (November 2015).

Chen, B., Balboa, C., "Leveraging Private Capital in Solving Social Problems: Social Impact Bond (SIB) as A Unique Public-Private Partnership," Beijing Normal University, Beijing, China. (June 9, 2015).

Chen, B., Balboa, C., Social Innovation Research Conference, "Leveraging Private Capital in Solving Social Problems: Social Impact Bond (SIB) as A Unique Public-Private Partnership," Fudan University, American Society for Public Administration (ASPA), International Research Society for Public Management (IRSPM), Shanghai, China. (May 21, 2015).

Balboa, C., New York City: Global Leader in International Nongovernmental Organizations, "International NGOs in New York City: A comparative study," Baruch's Center for Nonprofit Strategy and Management. (April 23, 2015).

Chen, B., Balboa, C., "Leveraging Private Capital in Solving Social Problems: Social Impact Bond (SIB) as A Unique Public-Private Partnership," Tongji University, Shanghai, China. (March 26, 2015).

- Balboa, C., International Studies Association Annual Conference, "Creating a Theory of First Mover Advantage/Disadvantage for NGOs," International Studies Association, New Orleans. (February 2015).
- Balboa, C., International Studies Association Annual Conference, "Creating a Theory of First-mover Advantage/disadvantage for NGOs," International Studies Association, New Orleans, LA. (February 20, 2015).
- Balboa, C., International Studies Association Annual Conference, "The Problem with Accountability for NGOs," International Studies Association, New Orleans, LA. (February 18, 2015).
- Balboa, C., Pre-Conference Workshop on Accountability in Global Environmental Governance, "Accountability of Environmental Impact Bonds: Promises and pitfalls," International Studies Association, New Orleans. (February 17, 2015).
- Balboa, C., ARNOVA Annual Conference, "Creating a Theory of First Mover Advantage/Disadvantage for NGOS," ARNOVA, Denver. (November 2014).
- Balboa, C., Yale University School of Forestry and Environmental Studies, "Crisis of Accountability: Balancing performance and participation in transnational NGOs," Yale University's Governance, Environment, and Markets Initiative, New Haven, CT. (April 28, 2014).
- Balboa, C. (Presenter & Author), Welton, L. (Author Only), INGOs by the Numbers, "INGOs in the U.S.: Data for a city-by-city description," International Studies Association, San Diego, CA. (2012).
- Balboa, C. (Presenter & Author), ARNOVA Annual Convention, "Interdisciplinary Approaches to INGO Accountability: Capturing a moving target," ARNOVA, Arlington, VA. (2010).
- Balboa, C., International Studies Association Annual Conference, "The NGO Accountability Challenge to International Relations," International Studies Association, New Orleans, LA. (2010).
- Balboa, C. (Presenter & Author), International Studies Association Annual Conference, "The NGO challenge for IR Theory: Learning from the Past, Anticipating the Future," International Studies Association, New York City. (2009).
- Auld, G. (Author Only), Balboa, C. (Author Only), Bozzi, L. (Author Only), Cashore, B. (Presenter & Author), McCrudden, C. (Author Only), Renkens, S. (Author Only), Workshop on Private Regulation in the Global Economy, "Marginal or Transformative Changes?: Assessing the Role of Technology in Institutionalizing Non-state Global Authority," Duke Center for International Studies, Raleigh Durham, NC. (October 30, 2009).
- Balboa, C. (Presenter & Author), International Studies Association Annual Conference, "Creating demand for private governance: Policy niches for Transnational Environmental NGOs," International Studies Association, San Francisco. (2008).
- Balboa, C. (Presenter & Author), International Studies Association Annual Conference, "NGO Accountability: Th Road to Hell Paved with Good Intentions?," International Studies Association, San Francisco. (2008).
- Balboa, C., Harvard University Kennedy School of Government's Mason Fellows, "Accountability of NGOs," Harvard University Kennedy School of Government's Mason Fellows, Cambridge, MA, U.S.A. (February 2008).

- Balboa, C., Hauser Center, "When Nongovernmental Organizations Govern: Accountability in Private Conservation Networks," Harvard University's Hauser Center for Nonprofit Organizations, Cambridge, MA, U.S.A. (January 2008).
- Balboa, C. (Discussant), ARNOVA Panel "Institutional Roles in Policy Formation and Policy Advocacy", Atlanta, GA, U.S.A. (2007).
- Balboa, C. (Presenter & Author), Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, "Capacity, Culture and Structure: The Role of Organizational Variables in Network Accountability," ARNOVA, Atlanta, Georgia. (2007).
- Auld, G. (Author Only), Balboa, C. (Author Only), Bartley, T. (Presenter & Author), Cashore, B. (Author Only), Levin, K. (Author Only), International Studies Association Annual Conference, "Lessons from Comparative NSMD Case Studies: Assessing Theories of NSMD Institutionalization," International Studies Association, Chicago, IL. (2007).
- Balboa, C. (Presenter & Author), International Studies Association Annual Conference, "Private Conservation Networks: Examining the Accountability Demands of Transnational Environmental NGOs," International Studies Association, Chicago, IL. (2007).
- Balboa, C. (Presenter & Author), Summer Workshop on Global Processes and Non-Governmental Public Action, "When Non-Governmental Organizations Govern: Accountability Relationships in Private Conservation Networks," Central European University, Budapest, Hungary. (2007).
- Balboa, C. (Presenter & Author), American Political Science Association Annual Meeting, "Power, Authority and Accountability in Private Conservation Networks," American Political Science Association, Philadelphia, PA. (2006).
- Balboa, C. (Presenter & Author), ARNOVA Annual Meeting, "NGO Accountability: Defining the appropriate type of accountability for NGOs," ARNOVA, Chicago, IL. (2006).
- Balboa, C. (Author Only), Auld, G. (Author Only), Bartley, T. (Author Only), Bernstein, S. (Author Only), Cashore, B. (Presenter & Author), Levin, K. (Author Only), International Studies Association Annual Conference, "The Emergence of Non-state Market Driven (NSMD) Governance Systems Across Sectors," International Studies Association, San Diego, CA. (2006).
- Balboa, C., Yale FES Professional Ethics Course, New Haven, CT, U.S.A. (November 2006).
- Balboa, C., Harvard University's Workshop on Conservation, Environmental Justice and Resource Rights: Tensions and Overlaps, Cambridge, MA, U.S.A. (October 2006).
- Balboa, C. (Presenter & Author), International Studies Association Annual Conference, "Private Conservation Networks: Defining and Exploring a New Form of Resource Governance," International Studies Association, Honolulu, HI. (2005).
- Balboa, C., Yale Program on Nonprofit Organizations, New Haven, CT, U.S.A. (November 2005).
- Balboa, C., Yale University School of Management Organizational Effectiveness and the Environment Course, New Haven, CT, U.S.A. (September 2005).
- Balboa, C. (Discussant), Yale FES Master's Students Research Conference Panel on Social Science Research, New Haven, CT, U.S.A. (April 2005).

Balboa, C., Yale University FES Audience Analysis Workshop, New Haven, CT, U.S.A. (January 2005).

Balboa, C. (Presenter & Author), FES Doctoral Conference, "Transnational Policy Network: The Accountability and Legitimacy of a new form of Resource Governance," Forestry and Environmental Studies School at Yale University, New Haven, CT. (2004).

Balboa, C., Yale University FES Professional Ethics Training, New Haven, CT, U.S.A. (October 2004).

Pomeroy, R. S. (Author Only), Parks, J. E. (Presenter & Author), Balboa, C. (Author Only), Marine Ornamentals 2001, "The Economics of Live Rock and Live Coral Aquaculture," Marine Ornamentals, Orlando, FL. (2001).

Balboa, C. (Presenter & Author), Marine Ornamentals 2001, "The United States' Consumption of Marine Ornamentals: A Description from U.S. Import Data," Marine Ornamentals, Orlando, FL. (2001).

Contracts, Grants and Sponsored Research

Grant

Balboa, C., Sponsored by PSC CUNY Cycle 47 Traditional A Grant, \$3,496.00. (July 1, 2016 - June 30, 2017).

Balboa, C., "The Elite Universities Project," Sponsored by PSC CUNY Traditional A Research Grant, Baruch College - CUNY, \$2,500.00. (June 2013 - June 2014).

Balboa, C. (Principal), "PSC-CUNY 42 Research Award," Sponsored by PSC-CUNY, Baruch College - CUNY, \$3,361.10. (July 1, 2011 - June 30, 2012).

Awards and Honors

Baruch Provost's Award for Faculty Book Publication (2017).

Eugene M. Lang Foundation Junior Faculty Research Fellows, Eugene M. Lang Foundation. (July 2013).

Faculty Fellowship Publication Program, Office of the Dean for Recruitment and Diversity, CUNY. (January 2012).

Gabriel G. Rudney Memorial Award for Outstanding Dissertation in Nonprofit and Voluntary Action Research, ARNOVA- The Association for Research on Nonprofit Organizations and Voluntary Action. (November 2010).

Research Fellow, Hauser Center for Nonprofit Organizations, Kennedy School of Government, Harvard University. (September 2007).

Science To Achieve Results (EPA STAR) Fellowship, Environmental Protection Agency. (August 2006).

Switzer Environmental Fellowship, Switzer Foundation. (September 2005).

Intellectual Contributions in Submission

Books

Balboa, C. *Scaling Up and Breaking Down: How Global Norms Undermine Effectiveness for Nongovernmental Organizations*.

Research Currently in Progress

"Accountability of Social Impact Bonds" (Planning).

Building on the framework from the article on Environmental Impact Bonds, this project looks at the current stage of implementation of SIBs in NYC to demonstrate the lines of accountability for this nascent governance tool.

"Creating a Theory of First-starter Advantage/Disadvantage for International Non-governmental Organizations" (Planning).

International Nongovernmental Organizations (INGOs) work to solve the world's ills with an urgency stoked by the gravity of the issues themselves. While the race to achieve their mission is not likely seen as a competition, surely there are advantages and disadvantages to being the first mover on an issue, in proposing an innovative solution, or in working in a remote locale. Reviewing the for-profit literature on First-Mover Advantage/Disadvantage and applying it to the case of International MarineLife Alliance in Southeast Asia, this paper hopes to create a framework theory on First-Starter Advantage/Disadvantage for INGOs as the first step for future research. The theoretical framework of this project was presented at ARNOVA 2014.

"Elite Universities' Role in Homogenizing in the Environmental Movement: Reducing Our Problem-solving Potential through Normative Isomorphism" (Planning).

While racial, ethnic, and economic diversity have been examined in the environmental field, this project seeks to provide insight on the educational diversity of environmental leaders. A handful of elite universities brag that their graduates make up the majority of environmental leaders of the world. While this may be an effective marketing tool for their programs, what does this lack of ontological diversity do for environmental problem-solving? This project will use innovative methodology of online data gathering and network analysis to examine the provenance of environmental leaders. By examining these networks, where they were educated, and the ontological leanings of each place of higher education, this project will examine the extent of normative isomorphism within the network of global environmental leaders. In determining the extent of professionalization of the environmental field, we hope to shed light on the process of ontological convergence in the environmental field, and how this helps or hinders creating new solutions for some of the world's oldest and most pressing environmental problems.

"Human Security How? Designing Effective Models of Collaborative Global Governance" (On-Going).

Public policy issues like infectious disease, immigration, and human rights regularly cross national boundaries without any one government to assume responsibility or authority. In this era of change, discussions of the form and nature of collaboration for human security must consider both crisis characteristics and actor capacities. Examining the Ebola and Zika outbreaks, we develop a typology that conceptualizes the policy problem, actors, and actor capacities and proposes different models of collaboration. This analysis provides tools for governmental and nongovernmental agencies across multiple sectors to communicate, deliberate, and decide who should intervene, when, and for what purposes.

"The Importance of Teaching Scholarly Empathy in Public Affairs" (On-Going).

This pedagogical paper stems from my Baruch-Rubin Fellowship and my teaching the

undergraduate PAF3015 Qualitative Studies of Communities. It defines an important and new 21st century skill for public affairs: scholarly empathy. Much like historical empathy, this skill enables students to understand different perspectives and underlying drives for the diverse communities they will serve as public servants. This paper outlines the teaching methods used in my class to foster scholarly empathy in my students.

"The International Nongovernmental Organization Sector in the U.S.A.: Comparing "global cities" by their NGO identities" (Writing Results).

This paper presents new data that combine of two trends in governance in the past thirty years: the increasing importance of the international nongovernmental sector in creating and implementing policies around the globe; and the emergence of the "global city" concept as a way to interpret globalization and how specific city identities form networks within the global economy. The first effort ever to examine IRS form 990 data of the international nongovernmental organizations in the United States' major metropolitan statistical areas, and comparing the sectors in each city, this paper argues 1) that the global city concept is equally as important in the global nonprofit sector as it is in the global economy; and 2) that studying the nonprofit sector on a city-by-city basis is important to understand the global flows of resources and ideas for international development, arts and understanding, and political affairs.

SERVICE

College Service

Committee Member, Committee on Committees. (September 2012 - Present).

Committee Member, Committee on Academic Freedom and Responsibility. (September 2010 - Present).

Event Judge, Creative Inquiry Day. (May 8, 2014 - June 2014).

Attendee, Meeting, Workshop on Enhancing Undergraduate Research at Baruch College. (June 13, 2013 - June 14, 2013).

Committee Member, Freshmen Text Committee. (December 2011 - May 2012).

Professional Service

Conference-Related, ARNOVA Emerging Scholars. (November 2016 - Present).

Committee Member, ARNOVA Diversity Committee. (May 2016 - Present).

Reviewer, Journal Article, Voluntas.

Reviewer, Journal Article, Nonprofit Management and Leadership.

Reviewer, Journal Article, British Journal Of Management

Committee Chair, ARNOVA Global Issues Transnational Actors Subsection. (November 2014 - Present).

Reviewer, Journal Article, World Development.

Creator and Co-Administrator, International NGO Scholars Network, New York, NY. (January 2010 - Present).

Reviewer, Journal Article, Review of International Studies.

Session Chair, International Studies Association, New Orleans. (January 2015 - February 2015).

Session Chair, ARNOVA, Denver, CO. (November 2014).

Session Chair, ARNOVA, Hartford, CT. (November 2013).

Reviewer, Journal Article, Conservation Letters. (July 2012).

Panel Co-Organizer, ARNOVA Panel "Exploring and Explaining the Content of Transnational NGO Accountability", Arlington, VA. (2010).

Session Chair, International Studies Association Annual Meeting Panel "Civil Society Approaches to Environmental Mobilization: Lessons from around the world", New York City, NY. (2009).

Panel Co-Organizer, International Studies Association Annual Meeting Panel "Accountability in the Global Context: Building a Literature for Non-state Governance", San Francisco, CA. (2008).

Panel Co-organizer, ARNOVA Panel "Failures in International Response and NGO Accountability in the Humanitarian Sector, Atlanta, GA. (2007).

Consulting

Non-Governmental Organization (NGO), Community Conservation Investment Forum, Washington DC. (September 2000 - August 2001).

Global Governance Organization, Global Environment Facility Research Team, Washington DC and Solomon Islands. (September 2000 - August 2001).

Government, Swiss Delegation, Fifth Conference of Parties to the Convention on Biological Diversity, Nairobi, Kenya. (May 2000).