

Saurabh A. Lall
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ACADEMIC EXPERIENCE

Assistant Professor (September 2016 – present)
School of Planning, Public Policy and Management, University of Oregon

EDUCATION

PhD, Public Policy and Administration (2015)

The George Washington University, Trachtenberg School of Public Policy and Public Administration, Washington, DC, USA

Dissertation: "Measuring to Improve vs. Measuring to Prove: Understanding Evaluation and Performance Measurement in Social Enterprise."

Master of Public Policy (2007)

The George Washington University, Trachtenberg School of Public Policy and Public Administration, Washington, DC, USA

Member of Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration

Bachelor of Engineering (2004)

The University of Mumbai, Mumbai, India

Concentration: Electronics Engineering

OTHER PROFESSIONAL ACTIVITIES

The Kauffman Foundation - Evaluation Advisory Committee (2017 – present)

Global Impact Investing Network – Impact Investing Research Community (2017 – present)

PEER-REVIEWED JOURNAL PUBLICATIONS

Lall, S. (2017). "Measuring to Improve vs. Measuring to Prove: Understanding the Adoption of Social Performance Measurement Practices in Nascent Social Enterprises." *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, Vol. 28, Issue 6.

Pandey, S., **Lall, S.**, Pandey, S. K., & Ahlawat, S. (2017). "The Appeal of Social Accelerators: What do Social Entrepreneurs Value?" *Journal of Social Entrepreneurship*, Vol. 8, Issue 1.

Lall, S., Bowles, L., & Baird, R. (2014). "Bridging the Pioneer Gap: The Role of Accelerators in Creating High Impact Enterprises." *Innovations*, Vol. 8, Issue 3/4.

PEER-REVIEWED CONFERENCE PROCEEDINGS

Lall, S. (2017). “From Agents to Stewards? Social Entrepreneur-Social Finance Organization Relationships.” *Academy of Management Proceedings* (Vol. 2017, No. 1, p. 10475). Academy of Management.

Lall, S. (2016). “Measuring to Improve vs. Measuring to Prove: Monitoring and Evaluation in Social Enterprise.” *Academy of Management Proceedings* (Vol. 2016, No. 1, p. 17633). Academy of Management.

RESEARCH IN PROGRESS

Articles

“From Legitimacy to Learning – How Impact Measurement Perceptions and Practices Evolve in Social Enterprise – Social Finance Organization Relationships” (*Revise & Resubmit at Voluntas: International Journal of Voluntary and Nonprofit Organizations*).

“Demystifying Early-Stage Entrepreneurs’ Perceptions of Resource Needs: The Role of Resource Endowments, Overconfidence, and Gender” (with L. Chen & S. Pandey) (*under review at Strategic Management Journal*)

“The Expat Gap: Equitable Access to Grant Financing for Entrepreneurship in International Development” (with L. Chen & A. Davidson) (*submitted to Public Administration Review*)

“Would it Have Happened Anyway? Examining the Effect of Entrepreneur Accelerators on Investment” (with L. Chen & P. W. Roberts). (*In preparation for submission to Journal of Business Venturing*).

Books

Roberts, P.W. & **Lall, S. A.** (forthcoming, early-2019) “Observing Acceleration: Uncovering the Effects of Accelerators on Impact-Oriented Entrepreneurs” (*manuscript submitted, under contract with Palgrave-Macmillan*).

Book Chapters

Park, J. & **Lall, S.** “Towards a New Model of Mobile Money-Clean Energy Technology Enterprise Development: Accelerating Energy Poverty and Market Development Solution in Sub-Saharan Africa” in *Mobile Money, Financial Inclusion and Development in Africa* (Cornell University Press, Forthcoming).

GRANTS

At University of Oregon

Innovation Growth Lab (IGL) Grants Programme (The Argidius Foundation, The Kauffman Foundation, NESTA) (2018) (PI)

£95,795 (\$134,148) for “Matchmaking and Mentoring: An Experimental Study of Online Entrepreneurial Support” with implementing partner MicroMentor (with Dyana Mason, University of Oregon & Li-Wei Chen, Old Dominion University).

Kauffman-Emory Seed Grant Project (2017) (PI)

\$9,825 for “Matchmaking and Mentoring: An Experimental Study of Online Entrepreneurial Support” with implementing partner MicroMentor (with Dyana Mason, University of Oregon).

ASAE Foundation Scholarly Research in Association Management Award (2017) (PI)

\$7,400 for “The Role of Associations and Intermediaries in Shaping and Legitimizing New Organizational Fields: Examining the Growth of Social Enterprise in India.”

University of Oregon Office for Research and Innovation (2016)

\$2,000 for the New Junior Faculty Research Award.

At The Aspen Institute

Global Accelerator Learning Initiative (2015) (Co-PI)

\$2.3 million over three years to study the effectiveness of social enterprise incubators and accelerators, in partnership with the Social Enterprise @ Goizueta Center at Emory University. Funded by the Argidius Foundation, Kauffman Foundation, Lemelson Foundation, Omidyar Networks, Banamex, Doen Foundation, and USAID (www.galidata.org). (with Peter Roberts, Emory University)

Examining the State of Social Enterprise Accelerators (2013) (PI)

\$50,000 for one year to study incubation and acceleration models for social entrepreneurship. Funded by Halloran Philanthropies.

Developing an Entrepreneurial Ecosystem Diagnostic Toolkit (2013) (PI)

\$30,000 for one year to develop a practical reference guide for policymakers and development agencies implementing entrepreneurial development projects. Funded by UK Department for International Development (DFID).

RESEARCH REPORTS

Roberts, P., Davidson, A., Edens, G., & Lall, S. (2018). *Accelerating the Flow of Funds into Early-Stage Ventures: An Initial Look at Program Differences and Design Choices*. The Aspen Institute and Emory University.

Roberts, P., **Lall, S.**, Baird, R., Eastman, E., Davidson, A., & Jacobson, A. (2016). *What's Working in Startup Acceleration: Insights from Fifteen Village Capital Programs*. The Aspen Institute and Emory University.

Edens, G. & **Lall, S.** (2014). *The State of Measurement Practice in the SGB Sector*. The Aspen Institute.

The Aspen Network of Development Entrepreneurs (2013). *Entrepreneurial Ecosystem Diagnostic Toolkit*. The Aspen Institute.

The Aspen Network of Development Entrepreneurs (2012). *Small and Growing Businesses: Investing in the Missing Middle for Poverty Alleviation*. The Aspen Institute.

Bairiganjan, S., Delio, E., Fuente, D., **Lall, S.** and Singh, S. (2010). *Power to the People: Investing in Clean Energy for the Base of the Pyramid*. World Resources Institute and the Centre for Development Finance.

Delio, E., **Lall, S.** and Singh, C. (2009). *Powering Up: The Investment Potential of Energy Service Companies in India*. World Resources Institute.

SELECTED ONLINE ARTICLES

Lall, S. (2017). Measuring to Improve vs. Measuring to Prove – Understanding Performance Measurement in Social Entrepreneurship. *Asian Venture Philanthropy Network Blog*.

Edens, G. & **Lall, S.** (2014). Measurement for Small and Growing Businesses. *Stanford Social Innovation Review*.

McCreless, M., Fonzi, C.J., Edens, G., & **Lall, S.** (2014). Metrics 3.0: A New Vision for Shared Metrics. *Stanford Social Innovation Review*.

Baird, R. & **Lall, S.** (2013). Understanding What Makes Impact Accelerators... Accelerate. *Business Fights Poverty*.

Lall, S. (2011). Bridging the Last Mile(s) – Building Value Chains for Energy Access. *Nextbillion*.

Bairiganjan, S., Elsen, T., **Lall, S.**, & Singh, S. (2010). Power to the People (Parts I & II) – Assessing Clean Energy Customers. *Nextbillion*.

RELEVANT WORK EXPERIENCE

The Aspen Institute, Washington, DC (2011 – 2016)

Research Director, Aspen Network of Development Entrepreneurs

Led the research initiative of the Aspen Network of Development Entrepreneurs (ANDE), a network of over 230 organizations that support entrepreneurship and small business growth in emerging markets and developing countries. Raised \$3.2 million in funding over 4 years, and launched the Global Accelerator Learning Initiative (GALI), the first and largest international effort to study entrepreneurial accelerators. (www.galidata.org)

Provided advisory support to a range of entrepreneurship programs being developed and implemented by bilateral and multilateral donor agencies, including the World Bank, Inter-American Development Bank, USAID, DFID, and the Millennium Challenge Corporation.

The World Resources Institute (WRI), Washington, DC (2008 – 2011)

Research Officer (2010 – 2011), Research Assistant (2008 – 2009), New Ventures Program

Co-authored studies on sustainable entrepreneurship in energy access and energy efficiency. Conducted extensive field research with enterprises and their customers in Bangladesh, India, and Cambodia. Findings were used by impact investors and financial institutions in India for advocacy and policy engagement.

The George Washington Institute of Public Policy, Washington, DC (2007 – 2008)

Graduate Research Assistant – Government Performance Project

Conducted research for the Government Performance Project (GPP), a Pew Research Center funded assessment of state government performance in information, budgeting, infrastructure, and human resources.

The George Washington Center for the Study of Globalization, Washington, DC (2006 – 2007)

Graduate Research Assistant

Developed an evaluative instrument to assess the level of accountability in Public Private Partnerships, using international and domestic case studies.

National Council for Public Private Partnerships, Washington, DC (2006)

Research Intern

Developed case studies on Public Private Partnerships in the Water, Power, and Transportation Sectors for the United Nations Development Programme (UNDP) Special Unit on South-South Cooperation.

Society for Development Studies (SDS), New Delhi, India (2004 – 2005)

Research Associate

Conducted field level Monitoring and Evaluation of Government of India rural development programs on water resources and sanitation in the states of Kashmir and Haryana.

TEACHING EXPERIENCE

The University of Oregon, School of Planning, Public Policy and Management

- Social Enterprise (graduate)
- Master of Nonprofit Management 48 Hour Project (graduate)
- Program Evaluation (graduate + undergraduate)
- Impact Philanthropy (graduate + undergraduate)
- Nonprofit Management (undergraduate)

Average Teaching Evaluation Score: 4.2/5

INDEPENDENT STUDY SUPERVISION

Agraj Dangal (Master of Nonprofit Management) – Performance Measurement Systems in Social Enterprise

PEER REVIEW ACTIVITIES

Manuscript and proposal reviewer: *Journal of Management Studies, Journal of World Business, Public Administration Review, Public Performance & Management Review, Nonprofit Management and Leadership, Journal of Social Entrepreneurship, Social Enterprise Journal, UK Economic and Social Research Council (ESRC), Academy of Management, and American Evaluation Association.*

Peer reviewer for Oikos Social Enterprise Annual Case Writing Competition operated by the University of St. Gallen, Switzerland (2012 – 2017).

Reviewer for multiple research reports and edited volumes published by the World Economic Forum, the British Council Global Social Enterprise Programme, the Global Impact Investing Network, UNDP Business Call to Action, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and Palgrave Macmillan.

SELECTED MEDIA MENTIONS

Impact Alpha, “Data suggests impact accelerator programs do, indeed, accelerate.” May 2018.

Techcrunch, “A new accelerator report suggests that independent work is most effective.” March 2016.

Devex, “New insights on what makes emerging market entrepreneurship accelerators work.” March 2016.

Disrupt Africa, “Study finds accelerators have positive impact on investment.” March 2016.

Forbes Entrepreneurs, “\$2.3M Partnership Will Study Startup Accelerators, Especially In Emerging Markets.” July 2015.

Economic Times, "Clean Power to the People." February 2011.

Fast Company (*Interview*), "India's Clean Energy Investment Potential." October 2010.

Bloomberg, "Indian Poor May Support \$2 Billion Annual-Clean Energy Market." September 2010.

SELECTED ACADEMIC CONFERENCE PRESENTATIONS

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. "Institutional Intermediaries as Legitimizing Agents for Social Enterprise in China and India". Austin, TX, United States. November 2018.

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. "An Analysis of Online Volunteer Mentors". Austin, TX, United States. November 2018.

Association of Public Policy and Management (APPAM) Conference. "Institutional Intermediaries as Legitimizing Agents for Social Enterprise in China and India". Washington, DC, United States. November 2018.

Academy of Management (AOM). "Are we accelerating investment into impact-oriented ventures... and would it have happened anyway?" Business Accelerator Symposium. Chicago, IL, United States. August 2018.

Academy of Management (AOM). "Demystifying Early-stage Entrepreneurs' Perceived Resource Needs: The Role of Resource Endowments, Overconfidence, and Gender". Chicago, IL, United States. August 2018.

International Society for Third-Sector Research (ISTR). "The Expat Gap: Equitable Access to Grant Financing for Entrepreneurship in International Development." Amsterdam, The Netherlands. July 2018.

Sustainability, Ethics & Ethics (SEE) Conference. "Philanthropy and Social Entrepreneurship: Filling the 'Pioneer Gap'?" Washington, DC, United States. March 2018.

Sustainability, Ethics & Ethics (SEE) Conference. "What Matters for Promoting Women Entrepreneurs: Increasing Resource Availability or Fostering Entrepreneurial Confidence?" Washington, DC, United States. March 2018.

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. "The Expat Gap: Social Enterprises and Equitable Access to Funding in International Development". Grand Rapids, MI, United States. November 2017.

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. "Social Entrepreneurs and the Appeal of Social Accelerators: Does Gender

Matter?" Grand Rapids, MI, United States. November 2017.

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. "Balancing Act: Managing Social and Financial Performance in Social Enterprise." Grand Rapids, MI, United States. November 2017.

Darden & Cambridge Judge Entrepreneurship and Innovation Research Conference, University of Cambridge. "Would it have happened anyway? Isolating the effects of entrepreneur accelerators on early-stage investment." Cambridge, United Kingdom. June 2017.

2017 Social Enterprise @ Goizueta Research Colloquium, Emory University. "Social Entrepreneurship and Patient Capital: Filling the "Pioneer Gap"?" Atlanta, GA, United States. June 2017.

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. "Moving beyond M&E: A Stewardship Theory Based Approach to Impact Measurement in Social Enterprise." Washington, DC, United States. November 2016.

Academy of Management (AOM) Conference. "Measuring to Improve vs. Measuring to Prove: Understanding Evaluation in Social Enterprise." Anaheim, CA, United States. August 2016.

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference. "Measuring to Improve vs. Measuring to Prove: Understanding Evaluation in Social Enterprise." Chicago, IL, United States. November 2015.

MacArthur Foundation Impact Investing Academic Research Conference. "The Global Accelerator Learning Initiative: Opportunities for Researchers." MacArthur Foundation, Chicago, IL, USA. November 2015.

Sustainable and Social Finance and Impact Investing Conference. "Measuring to Improve vs. Measuring to Prove: Understanding Evaluation in Social Enterprise." University of Oxford, Oxford, United Kingdom. April 2015.

Oikos Young Scholars Entrepreneurship Academy. "Measuring to Improve vs. Measuring to Prove: Understanding Evaluation in Social Enterprise." Oikos Foundation, Weggis, Switzerland. January 2015.

Social Enterprise @ Goizueta Research Colloquium: Research Involving Entrepreneurial Accelerator Programs. "An Organizational Theory Perspective on Impact Measurement in Social Enterprise." Emory University, Atlanta, GA, USA. June 2014.

Base of the Pyramid Summit. "New Venture Development: Incubation to Acceleration." William Davidson Institute at the University of Michigan, Ann Arbor, MI, USA. October 2013.

Academy of Management (AOM) Conference. "Improving Access to Finance by the Poor: What Difference Does Management Make?" (Discussant). Boston, MA, USA. August 2012.

Oikos Young Scholars Development Academy. "Evaluating Outcomes at the Base of the Pyramid: A Utilization-Focused Evaluation Approach." St. Gallen, Switzerland. December 2009.

INVITED TALKS AND PANELS

Global Entrepreneurship Congress. "What's Next in Entrepreneurship Accelerators?" Medellin, Colombia. March 2016.

NESTA Incubation for Social Impact Summit. "Impact measurement for incubators." New Delhi, India. February 2016.

Salesforce Innovation Force. "Global Development: How Do You Know if You are Any Good?" Washington, DC, USA. May 2015.

GWU Global Entrepreneurship Conference. "USASBE Certificate in Social Entrepreneurship Training." George Washington University, Washington, DC, USA. October 2014.

Business Call to Action Panel. "Financial Services and Inclusive Business" (Moderator). United Nations Global Compact Leaders' Summit. New York City, NY, USA. September 2013.

Oikos Foundation Futurelab. "Assessing Impacts and Activating Networks" (Keynote Speaker). University of St. Gallen, St. Gallen, Switzerland. November 2012.

Sixth Asia Clean Energy Forum "Energy for All: Financing Sustainable Energy for All." Asian Development Bank, Manila, Philippines. June 2011.

Energy, Resources and Environment Global Leadership Symposia. "Solar Markets in Developing Countries." Johns Hopkins University School of Advanced International Studies, Washington, DC, USA. November 2010.

SERVICE

University of Oregon

Co-organizer – Innovation Summit at the University of Oregon, in collaboration with colleagues from PPPM, IPRE, Lundquist Center for Entrepreneurship (2018)

Judging Panel – University of Oregon RAINMaker Student Entrepreneur Seed Grants Committee (2018)

College of Design Student Affairs Committee (2018 – present)

School of Planning, Public Policy and Management Awards Committee (2017 – 2018).

School of Planning, Public Policy and Management PhD Planning Committee (2017 - 2018).

Field

Co-organizer, Social Enterprise @ Goizueta Research Colloquium (2014 – 2018).

Co-organizer, Entrepreneurship Practitioner Forum (2016-2018)

Co-organizer & reviewer, Kauffman-Emory Seed Grant Program for Research on Early Stage Entrepreneurship (2016).

Co-organizer, Aspen Network of Development Entrepreneurs (ANDE) Metrics from the Ground Up Conference (2012 – 2016).

Advisory Council member, Urban Institute Fourth Sector Mapping Initiative (2014 – 2015).

As Research Director of the Aspen Network of Development Entrepreneurs, reviewed 35 proposals for experimental and quasi-experimental studies of the impacts of entrepreneurship on poverty and economic development (2012).

AWARDS

Short-listed for Gabriel G. Rudney Memorial Award for Outstanding Dissertation in Nonprofit and Voluntary Action Research, ARNOVA – 2015.

GW School of Business – Institute for Corporate Responsibility Summer Research – 2010.

Pi Alpha Alpha (National Honor Society for Public Affairs and Administration) – 2007.

PROFESSIONAL ASSOCIATIONS

Academy of Management (AOM)

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)

International Society for Third Sector Research (ISTR)

American Evaluation Association (AEA)

EMPLOYMENT ELIGIBILITY

Indian citizen, US permanent resident (eligible to work for any employer in the United States).