

**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

### **Master of Public Policy (2007)**

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

### **Bachelor of Engineering (2004)**

The University of Mumbai, Mumbai, India  
*Concentration: Electronics Engineering*

## **OTHER PROFESSIONAL ACTIVITIES**

United Nations Development Programme Impact Measurement and Management Training  
Academic Working Group (2019 – present)

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

## **PEER-REVIEWED PUBLICATIONS**

### **Book**

Roberts, P.W. & **Lall, S. A.** (2019) “Observing Acceleration: Uncovering the Effects of Accelerators on Impact-Oriented Entrepreneurs” (*Palgrave-Macmillan*).  
<https://www.palgrave.com/us/book/9783030000417#aboutBook>

### **Journal Articles**

**Lall, S.A.**, Chen, L., & Davidson, A. (2019) “The Expat Gap: Equitable Access to Grant Financing for Entrepreneurship in International Development” *Public Administration Review*.

**Lall, S.A.** (2019) “From Legitimacy to Learning – How Impact Measurement Perceptions and Practices Evolve in Social Enterprise – Social Finance Organization Relationships” *Voluntas: International Journal of Voluntary and Nonprofit Organizations*.

**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. (2013). "Bridging the Pioneer Gap: The Role of Accelerators in Creating High Impact Enterprises." *Innovations*, Vol. 8, Issue 3/4.

### **Peer-reviewed Conference Proceedings**

Chen, L., Pandey, S., **Lall, S.A.** (2018) "What Matters for Promoting Women Entrepreneurs: Resource Availability or Confidence" *Academy of Management Proceedings* (Vol. 2018, No.1, p. 17486). Academy of Management

**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.

### **GRANTS**

***Innovation Growth Lab (IGL) Grants Programme (The Argidius Foundation, The Kauffman Foundation, NESTA) (2018) (Principal Investigator)***

\$201,359 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). <https://www.innovationgrowthlab.org/projects/matchmaking-and-mentoring-experimental-study-entrepreneurial-mentoring>

***Kauffman-Emory Seed Grant Project (2017) (Principal Investigator)***

\$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) (Principal Investigator)***

\$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.

***Global Accelerator Learning Initiative (2015) (Co-Principal Investigator)***

\$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](http://www.galidata.org)). Data used in multiple journal articles and book. (with Peter Roberts, Emory University)

***Examining the State of Social Enterprise Accelerators (2013)*** (Principal Investigator)  
\$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)*** (Principal Investigator)  
\$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).

## **SUBMITTED WORKS**

### **Articles**

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

**Lall, S.A.** & Park, J. “How Social Entrepreneurship Grows: The Role of Philanthropic Finance” (*Revise & Resubmit at Business & Society*)

**Lall, S.A.**, Chen, L., & Roberts, P.W. “Are We Accelerating Equity Investment into Impact-Oriented Ventures?” (*Under review at World Development*)

Mason, D., Chen, L., & **Lall, S.A.** “Can Institutional Supports Improve the Quality of the Volun-‘told’? An Analysis of Online Volunteer Mentors” (*Under review at Journal of Management*)

### **WORKS IN PROGRESS (presented at conferences, but not yet submitted)**

**Lall, S.A.**, Chen, L., & Mason, D. “Matchmaking and Mentoring: An Experimental Study of Online Entrepreneurial Support”

**Lall, S.A.** “Balancing Act: Interacting Institutional Logics in Social Entrepreneurship and Social Finance”

Sahasranamam, S., **Lall, S.A.**, Nicolopolou, K., & Shaw, E. “Founding Team Entrepreneurial Experience, External Financing, and Social Enterprise Performance”

Kerlin, J., **Lall, S.A.**, Peng, S., & Cui, S. “Institutional Intermediaries as Legitimizing Agents for Social Enterprise in China and India”

### **RESEARCH REPORTS (WITH ASSOCIATED MEDIA COVERAGE)**

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.

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

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.

- 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.

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.

- 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.

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. Co-founded the Global Accelerator Learning Initiative (GALI), the first and largest international effort to study entrepreneurial accelerators ([www.galidata.org](http://www.galidata.org)).

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

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

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.

### **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 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.

## **ACADEMIC CONFERENCE PRESENTATIONS**

*Innovation Growth Lab Research Meeting*. Berlin, Germany. May 2019.

*Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference*. Austin, TX, United States. November 2018.

*Association of Public Policy and Management (APPAM) Conference*. Washington, DC, United States. November 2018.

*Academy of Management (AOM)*. Chicago, IL, United States. August 2018.

*International Society for Third-Sector Research (ISTR)*. Amsterdam, The Netherlands. July 2018.

*Sustainability, Ethics & Ethics (SEE) Conference*. Washington, DC, United States. March 2018.

*Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference*. November 2017.

*Darden & Cambridge Judge Entrepreneurship and Innovation Research Conference, University of Cambridge*. Cambridge, United Kingdom. June 2017.

*2017 Social Enterprise @ Goizueta Research Colloquium, Emory University*. Atlanta, GA, United States. June 2017.

*Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference*. Washington, DC, United States. November 2016.

*Academy of Management (AOM) Conference*. Anaheim, CA, United States. August 2016.

*Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference*. Chicago, IL, United States. November 2015.

*Sustainable and Social Finance and Impact Investing Conference*. University of Oxford, Oxford, United Kingdom. April 2015.

*Oikos Young Scholars Entrepreneurship Academy*. Oikos Foundation, Weggis, Switzerland. January 2015.

*Social Enterprise @ Goizueta Research Colloquium: Research Involving Entrepreneurial Accelerator Programs*. Emory University, Atlanta, GA, USA. June 2014.

*Base of the Pyramid Summit*. University of Michigan, Ann Arbor, MI, USA. October 2013.

*Academy of Management (AOM) Conference*. Boston, MA, USA. August 2012.

*Oikos Young Scholars Development Academy*. St. Gallen, Switzerland. December 2009.

### **INVITED TALKS AND PANELS**

*The University of Oregon College of Design – Slow Lab Seminar*. Eugene, OR, USA. April 2019

*The Omidyar Network & The Aspen Institute*. Bengaluru, India. March 2019

*The Aspen Institute*. Washington DC, USA. February 2019

*Global Entrepreneurship Congress*. Medellin, Colombia. March 2016.

*NESTA Incubation for Social Impact Summit*. New Delhi, India. February 2016.

*MacArthur Foundation Impact Investing Academic Research Conference*. MacArthur Foundation, Chicago, IL, USA. November 2015.

*Business Call to Action Panel*. United Nations Global Compact Leaders' Summit. New York City, NY, USA. September 2013.

*Oikos Foundation Futurelab*. (Keynote Speaker). University of St. Gallen, St. Gallen, Switzerland. November 2012.

*Sixth Asia Clean Energy Forum* Asian Development Bank, Manila, Philippines. June 2011.

## **TEACHING EXPERIENCE**

### **Courses Taught**

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

- PPPM 618: Public Sector Theory (graduate)
- PPPM 610: Social Enterprise (graduate)
- PPPM 686: Master of Nonprofit Management 48 Hour Project (graduate)
- PPPM 465/565: Program Evaluation (graduate + undergraduate)
- PPPM 487/587: Impact Philanthropy (graduate + undergraduate)
- PPPM 480: Nonprofit Management (undergraduate)

Average Teaching Evaluation Score: 4.1/5

## **SELECTED THESES AND INDEPENDENT STUDY SUPERVISION**

Nino Dgebuadze (Master of Nonprofit Management & International Studies) – Refugee Women in Greece: Experiences with Migration and the Impact of Resettlement on their Wellbeing (Spring 2019)

Agraj Dangal (Master of Nonprofit Management & Master of Public Administration) – Performance Measurement Systems in Social Enterprise (Fall 2017)

Kaushal Sapkota (Master of Nonprofit Management) – Program Evaluation in International Development NGOs (Winter, Spring 2019)

## **SERVICE**

### **Field**

ARNOVA Track Chair – Accountability, Effectiveness, Evaluation and Program Outcomes (2019)

Co-organizer, Social Enterprise @ Goizueta Research Colloquium on Early-Stage Entrepreneurship (2014 – 2019).

Co-organizer, Symposium on Entrepreneurial Accelerators at *Academy of Management* (2018).

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

Co-organizer & reviewer, Kauffman-Emory Entrepreneurship Seed Grant Program (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).

### **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 (2018)

College of Design Student Affairs Committee (2018 – present)

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



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

School of Planning, Public Policy and Management Graduate Employee Committee (2019)

### **Peer Review Activities**

Manuscript and proposal reviewer: *Journal of Management Studies*, *Journal of World Business*, *Public Administration Review*, *Nonprofit & Voluntary Sector Quarterly*, *Public Performance & Management Review*, *Nonprofit Management and Leadership*, *Journal of Social Entrepreneurship*, *Social Enterprise Journal*, *Journal of Public & Nonprofit Affairs*, *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, 2019).

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).

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

### **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)