

Alnoor Ebrahim

Associate Professor, The Fletcher School of Law & Diplomacy, Tufts University
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EDUCATION

- 1999 Ph.D., Environmental Planning & Management, School of Engineering, Stanford University
Dissertation: “The Making of NGOs: Global Influences & Local Responses from Western India.”
- 1994 M.S., Civil/Environmental Engineering, Stanford University
- 1991 B.Sc. (Tau Beta Pi, Chi Epsilon honor societies), Civil/Environmental Engineering,
Massachusetts Institute of Technology

FACULTY APPOINTMENTS

- 7/2016 – present **The Fletcher School of Law & Diplomacy, Tufts University**
Associate Professor
- Research on accountability, performance, and governance of organizations with a social purpose—global impact investors, inclusive businesses, philanthropic foundations, social enterprises, international NGOs, and multilateral development banks
 - Teaching: Leadership; International Business Strategy; Management of NGOs & Social Enterprises
- 7/2008 – 6/2016 **Harvard Business School**
Associate Professor, Social Enterprise Initiative
- MBA Teaching: Leadership & Organizational Behavior, Managing Social Enterprises, Field Immersion Experiences for Leadership Development, Faith & Leadership in a Fragmented World
 - Executive Education:
Governing for Nonprofit Excellence (Faculty Chair), Performance Measurement of Nonprofit Organizations (Faculty Co-Chair), Strategic Perspectives in Nonprofit Management
- 8/2006 – 6/2008 **Harvard University**
Visiting Associate Professor, Hauser Institute for Civil Society, Harvard Kennedy School
Wyss Visiting Scholar, Harvard Business School
- Teaching: Accountability & Policy: Challenges in the Public, Nonprofit, & Private Sectors
- 8/1999 – 6/2008 **School of Public and International Affairs, Virginia Tech**
Associate Professor, College of Architecture and Urban Studies (tenured in 2004-5)
Founding Co-director, Institute for Policy and Governance
- Teaching: NGOs in international development, Collaborative governance and civil society, Environmental policy and planning, Environmental planning studios.
- 9/2005 – 5/2006 **Center for Democracy and Civil Society, Georgetown University**
Visiting Faculty Fellow
- Research on “Constructions of Accountability: Multilateral Bank Relations with Civil Society”

EXPERIENCE

- 2014-2015 **Social Impact Investment Taskforce established by the G8**
Impact Measurement Working Group Member
Served on a working group of experts to develop global guidelines on social impact measurement for use by investors, governments, and enterprises.
- 2012 – 2014 **NGO Leaders Forum**
Principal Investigator, Hauser Institute for Civil Society, Harvard University
Annual convening of CEOs of the largest humanitarian development organizations based in the United States. Provided expertise on governance and impact measurement; oversight of grants from the Bill & Melinda Gates Foundation and the William and Flora Hewlett Foundation.
- 2012 – 2013 **ActionAid International**
Principal Investigator, Governance Review
Commissioned by the board of directors to review the governance of this international NGO, comprised of 25 affiliate units working in 45 countries, with headquarters in South Africa.
- 2012 – 2013 **Monitoring, Evaluation, and Learning System for Chinese Civil Society**
Consultant, Ford Foundation, China Office
Co-creation of a framework for guiding and measuring the Ford Foundation’s efforts to support and build the social sector in China.
- 2003 – 2007 **Institute for Policy and Governance, Virginia Tech**
Founding Co-director (formerly the Institute for Governance and Accountabilities)
Research on civil society accountability, capacity building, and governance.
Nonprofit Excellence Initiative (\$500,000) seed grant
Ford Foundation (\$160,000) for establishing partnerships in six countries
Ford Foundation (\$258,000) for research on accountability and representation in policy contexts
- 2004 – 2005 **Joint Facilitation Committee, World Bank-Civil Society**
Senior Researcher, CIVICUS: World Alliance for Citizen Participation
Co-authored a report, commissioned by 16 international NGOs, that examined World Bank engagement with civil society to increase transparency and accountability in decision making.
- 2004 **The InterAmerican Development Bank, Washington, D.C.**
Consultant, Multilateral Investment Fund
Ran an intensive workshop on “Seeking NGO-Donor Partnership for Greater Effectiveness and Accountability” with NGOs and funders across Latin America and the Caribbean.
- 2003 **The World Bank, Washington, D.C.**
Consultant, Latin America and Caribbean Region
Assessment of the effectiveness of the stakeholder involvement processes in the Yacyretá hydroelectric project in Paraguay and Argentina.
- 1994 – 1999 **Environmental and Water Studies Program, Stanford University**
Doctoral Researcher and Teaching Assistant to Professor Leonard Ortolano
Research and teaching on environmental planning, negotiation, and public participation.
- 1994 **World Resources Institute, Washington, D.C.**
Researcher, Center for International Development and Environment
Researched forestry activities of NGOs in mainland South-East Asia and funding opportunities.

- 1993 **Tata Energy Research Institute**, New Delhi, India
Research Fellow, Energy Modeling and Policy Analysis Group
 Developed alternatives to electricity pricing to address groundwater depletion and social equity.
- 1991 – 1992 **Aga Khan Rural Support Programme, India**
Fellow, International Development Management, Aga Khan Foundation Canada
 Worked with an NGO in western India on developing a village institutions monitoring system, impact studies, and a regional sustainable agriculture network.

AWARDS & HONORS

- 2011 Academy of Management, International Management Division, Divisional nominee for the Carolyn Dexter Best International Paper, “Internationalization in NGOs: Environment, Structure and Board Governance.”
- 2010 Academy of Management, Public and Nonprofit Division: Carlo Masini Award for Innovative Scholarship (runner-up prize); divisional nominee for the Carolyn Dexter Best International Paper; and, selection for the “Best Papers” proceedings. Paper on “Putting the Brakes on Impact: A Contingency Framework for Measuring Social Performance” (with V. K. Rangan)
- 2008 Teaching excellence award, Harvard Kennedy School, for a course on "Accountability and Policy: Challenges in the Public, Nonprofit and Private Sectors."
- 2005 Editor’s Prize for best scholarly paper in *Nonprofit Management and Leadership*, for “Making Sense of Accountability: Conceptual Perspectives for Northern and Southern Nonprofits”
- 2004 Outstanding Book Award from the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) for *NGOs and Organizational Change: Discourse, Reporting and Learning* (Cambridge University Press, 2003)
- 2004 Certificate of Teaching Excellence, Virginia Tech (highest college teaching award)
- 2003 Outstanding Article Award in *Nonprofit and Voluntary Sector Quarterly*, for “Information Struggles: The Role of Information in the Reproduction of NGO-Funder Relationships”
- 2003 Academy of Management “Best Paper” Proceedings selection for its August 2003 meeting, for a paper on “Accountability Myopia: Losing Sight of Organizational Learning.”
- 2000 Short-listed for Gabriel G. Rudney Memorial Award for Outstanding Dissertation, ARNOVA.
- 1999 Emerging Scholar Award, ARNOVA

FELLOWSHIPS & GRANTS

- 2007 Ford Foundation (\$258,000) grant for “Creating Systemic Change: Solutions to Poverty through Accountable and Representative Policy Processes,” with research partners in Brazil, Bolivia, India, Bangladesh, South Africa, and Uganda.
- 2006 – 2008 Ford Foundation (\$160,000) seed grant for “Accountability and Representation in Policy Contexts.” With Steven Heydemann, Georgetown University, for establishing research partnerships in six countries of the global South. Also supported by the Harvard Business School (\$15,000) and the Ash Institute for Democratic Governance and Innovation, Harvard University (\$10,000).
- 2007 Nonprofit Governance & Accountability Research Fund (\$41,800), project grant for “Accountability and Performance: Tensions and Trade-Offs for Nonprofit Leaders,” Hauser Center for Nonprofit Organizations and the Harvard Law School
- 2004 David Stevenson Fellowship (\$12,500), Kellogg Foundation, Nonprofit Academic Centers Council
- 2005 Center for Democracy and Civil Society (CDACS), Georgetown University, Visiting Faculty Fellowship
- 2005 Woodrow Wilson International Center for Scholars, Fellowship (declined in order to accept fellowship at Georgetown, above)

- 2003 NonProfit Excellence Initiative at Virginia Tech (\$500,000 over 3 years) for research and outreach on accountability, learning, and capacity building in nonprofit and nongovernmental organizations. Co-PI with Professor Max Stephenson.
- 2003 Office of International Research, Education and Development Award (\$9,000) for redesigning a Master of Public and International Affairs degree. Co-PI with Professor Max Stephenson.
- 2001 Virginia Tech ASPIRES Award (\$55,000) for creation of a research center on Global Accountabilities. Co-PI with Professor Edward Weisband of Political Science.
- 2000 Faculty Fellow, Center for Excellence in Undergraduate Teaching (\$5,062), Virginia Tech
- 1997 – 1998 O’Bie Shultz Fellowship in International Studies, Stanford University.
- 1994 – 1998 Aga Khan Foundation International Scholarship
- 1996 – 1997 American Institute of Indian Studies Fellowship
- 1996 MacArthur Foundation Fellow in International Peace and Cooperation, Center for International Security and Cooperation, Stanford University
- 1992 – 1996 Natural Sciences & Engineering Research Council of Canada Postgraduate Scholarship
- 1995 Shastri Indo-Canadian Institute Fellowship
- 1995 Morrison Institute for Population & Resource Studies Fellowship, Stanford University.

PUBLICATIONS

Books

Ebrahim, A. Measuring Social Change: How to Design Systems for High Performance and Accountability (in progress).

This book examines one of the most vexing challenges facing leaders of social change organizations: *How do they know if they are making a difference? What should they measure, and what systems of learning and accountability should they build?* It untangles four critical problems of performance measurement commonly experienced by managers and their governing boards—uncertainty about the causal mechanisms of social change, interdependence among interventions and actors, a lack of clarity about scale and scope, and the role of values in assessing performance. The book draws on cases from a range of actors: nonprofit and nongovernmental organizations, social enterprises, philanthropic foundations, international aid agencies, and social impact investors.

Ebrahim, A. and Edward Weisband (eds). 2007. Global Accountabilities: Participation, Pluralism, and Public Ethics, Cambridge University Press: Cambridge, U.K.

This edited volume brings analytical framing and coherence to the diverse debates on accountability in civil society, public multilateral organizations, and private corporations. Drawing from local, national, and global experiences, the contributing chapters provide empirical grounding as well as analytical tools for thinking about organizational accountability, ethics, and participatory practices.

Ebrahim, A. 2003 (hardback) 2005 (paperback). NGOs and Organizational Change: Discourse, Reporting and Learning. Cambridge University Press: Cambridge, U.K. (Recipient of 2004 ARNOVA Best Book Award).

This book analyzes the evolution of NGOs in light of transnational discourses on environment and development. It also demonstrates how systems of reporting, monitoring, and organizational learning play essential roles not only in influencing organizational behavior but, more importantly, in shaping long-term development practices. The book combines case study research among NGOs in South Asia and funders in Europe and North America with an extensive review of literature that draws from multiple fields including organizational behavior, social and critical theory, civil society studies, and environmental management.

Journal articles, Book chapters, and other such works

- Ebrahim, A. 2017 (forthcoming). "The Many Faces of Nonprofit Accountability," in D. Renz (ed), *The Jossey-Bass Handbook of Nonprofit Leadership and Management* (fourth edition). San Francisco: Jossey-Bass (revised from 2010, third edition).
- Dichter, S., T. Adams, and A. Ebrahim. 2016 (winter). "The Power of Lean Data," *Stanford Social Innovation Review*. Available online: http://ssir.org/articles/entry/the_power_of_lean_data
- Ebrahim, A., J. Battilana and J. Mair. 2014. "The Governance of Social Enterprises: Mission drift and accountability challenges in hybrid organizations," *Research in Organizational Behavior*, 34: 81-100.
- Ebrahim, A. and V.K. Rangan. 2014. "What Impact? A Framework for Measuring the Scale & Scope of Social Performance," *California Management Review*, 56(3): 118-141.
- Brown, L.D., A. Ebrahim, and S. Batliwala. 2012. "Governing International Advocacy NGOs." *World Development* 40(6): 1098-1108.
- Ebrahim, A. 2012. "Enacting Our Field." *Nonprofit Management and Leadership* 23(1): 13-28. Keynote Address to the Nonprofit Academic Centers Council, 25 Year Benchmark Conference.
- Ebrahim, A and S. Herz. 2011. "The World Bank and Democratic Accountability: The Role of Civil Society" in Jan Aart Scholte (ed.), *Building Global Democracy? Civil Society and Accountable Global Governance*, 58-77. Cambridge: Cambridge University Press.
- Ebrahim, A. 2010. "The Many Faces of Nonprofit Accountability," in D. Renz (ed), *The Jossey-Bass Handbook of Nonprofit Leadership and Management* (third edition), 110-121. San Francisco: Jossey-Bass.
- Austin, James E. and A. Ebrahim. 2010. "Civil Society-Business Relations" in Helmut Anheier and Stefan Toepler (eds), *International Encyclopedia of Civil Society*, New York: Springer Science + Business Media.
- Ebrahim, A. 2010. "Accountability" in Helmut Anheier and Stefan Toepler (eds), *International Encyclopedia of Civil Society*, New York: Springer Science + Business Media.
- Ebrahim, A. 2010. "Nonprofit Agency Challenges." (invited essay for Professional Practice Symposium), *Journal of Policy Analysis and Management* 29(3): 628-632.
- Ramanath, R. and A. Ebrahim. 2010. "Strategies and Tactics in NGO-Government Relations: Insights from Slum Housing in Mumbai." *Nonprofit Management and Leadership*, 21(1): 21-42.
- Ebrahim, A. 2009. "Placing the Normative Logics of Accountability in 'Thick' Perspective," *American Behavioral Scientist*, 52(6): 885-904.
- Ebrahim, A. 2008. "Learning in Environmental Policymaking and Implementation," in K. Ahmed and E. Sanchez-Triana (eds) *Strategic Environmental Assessment for Policies: An Instrument for Good Governance*. Washington DC: The World Bank, pp.159-179.
- Ebrahim, A. 2007. "Beyond Dependence: Conceptualizing Information and Accountability in NGO-Funder Relations," in Paul Opoku-Mensah, David Lewis and Terje Tvedt (eds), *Reconceptualising NGOs and their roles in Development: NGOs, Civil Society and the International Aid System*, pp. 119-159, Aalborg, Denmark: Aalborg University Press.
- Christensen, R. and A. Ebrahim. 2006. "How Does Accountability Affect Mission? The Case of a Nonprofit Serving Immigrants and Refugees" *Nonprofit Management and Leadership* 17(2): 195-209.
- Ebrahim, A. 2005. "Evaluating Accountability: Can We Do More with Less?" *Accountability Forum*, (7): 28-33.
- Ebrahim, A. 2005. "Accountability Myopia: Losing Sight of Organizational Learning," *Nonprofit and Voluntary Sector Quarterly*, 34(1): 56-87. Also published in part in D.H. Nagao (ed), *Proceedings of the Sixty-third Annual Meeting of the Academy of Management* "Best Papers" selection, Seattle, Washington, August 2003.
- Ebrahim, A. 2004. "Institutional Preconditions to Collaboration: Indian Forest and Irrigation Policy in Historical Perspective," *Administration and Society*, 36(2): 208-242.
- Ebrahim, A. 2003. "Making Sense of Accountability: Conceptual Perspectives for Northern and Southern Nonprofits," *Nonprofit Management and Leadership* 14(2): 191-212. (Recipient of 2005 Editor's Prize for best paper).
- Ebrahim, A. 2003. "Accountability in Practice: Mechanisms for NGOs," *World Development* 31(5): 813-829.
- Ebrahim, A. 2002. "Information Struggles: The Role of Information in the Reproduction of NGO-Funder Relationships," *Nonprofit and Voluntary Sector Quarterly* 31(1): 85-113. (Recipient of 2003 Outstanding Article Award)
- Ebrahim, A. and L. Ortolano. 2001. "Learning Processes in Development Planning: A Theoretical Overview and Case Study," *Journal of Planning Education and Research* 20(4): 448-63.

- Ebrahim, A. 2001. "NGO Behavior and Development Discourse," *Voluntas: International Journal of Voluntary and Nonprofit Organizations* 12(2): 79-101.
- Ebrahim, A. 2000. "Agricultural Cooperatives in Gujarat, India: Agents of Equity or Differentiation?" *Development in Practice* 10(2): 178-188.
- Mohanty, S. and A. Ebrahim. 1995. "Energy Pricing and Groundwater Use," *Natural Resources Forum*, 19(4): 321-330.

Working Papers

- Ebrahim, A. and G. Speckbacher. 2015. "Of Emotion and Evidence: Integrating Instrumental and Expressive Value in the Measurement of Social Performance," Working Paper.
- Ebrahim, A., L.D. Brown, and S. Batliwala. 2015. "Global Integration without Ownership: Designing Organizational and Governance Structures in International NGOs," Working Paper.
- Ebrahim, A., A.G. Lavallo, and V.S. Coelho. 2014. "Creating Systemic Change: Civil Society Engagement on Poverty and Inequality in Six Countries," Working Paper.
- Ebrahim, A. and V.K. Rangan. 2010 "[The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance](#)," Harvard Business School Working Paper #10-099 (Recipient of 2010 Academy of Management, Public and Nonprofit Division, Carlo Masini Award for Innovative Scholarship runner-up prize; and, selection for the Best Papers proceedings).
- Ebrahim, A. 2010. "[The Many Faces of Nonprofit Accountability](#)," Harvard Business School Working Paper #10-069.
- Ebrahim, A. 2008. "[Learning Process in Environmental Policy Making and Implementation](#)," Harvard Business School Working Paper #08-071.
- Ebrahim, A. and S. Herz. 2007. "Accountability in Complex Organizations: World Bank Responses to Civil Society," [Harvard Business School Working Paper #08-027](#), and [Harvard Kennedy School Working Paper #RWP07-060](#).

Professional Reports, Testimony, and Op-Ed

- Social Impact Investment Taskforce established by the G8. 2014. [Measuring Impact](#), Subject paper of the Impact Measurement Working Group (served as a member of the working group).
- Jayawickrama, S. and A. Ebrahim. 2013. [Building and Governing a Democratic Federation: The ActionAid International Story](#). Hauser Institute for Civil Society, Harvard University.
- Ebrahim, A. 2013. "[Let's Be Realistic About Measuring Impact](#)," Harvard Business Review Online, and *From Start-up to Scale: Conversations from the HBR-Bridgespan Insight Center on Scaling Social Impact*, The Bridgespan Group and Omidyar Network.
- Ebrahim, A. 2009. "[The World Bank must Fix its Business Model](#)," op-ed in the Financial Times, October 5, 2009.
- Ebrahim, A. 2009. [Testimony before the Committee on Financial Services](#), U.S. House of Representatives, on "The World Bank's Disclosure Policy Review, and the Role of Democratic Participatory Processes in Achieving Successful Development Outcomes," September 10, 2009, Washington, D.C. Featured on [HBS Working Knowledge](#).
- Ebrahim, A. 2007. "Rethinking Capacity Building: The Need for Analytical and Adaptive Capacity" guest column in *Capacity.org*, issue 31, published by European Centre for Development Policy Management (ECDPM), Netherlands Development Organisation (SNV) and the United Nations Development Programme (UNDP).
- Ebrahim, A. 2006. "Analytical Dilemmas in the Study of Accountability," *Democracy & Society*, 3(2): 4-5, 9. Center for Democracy and Civil Society, Georgetown University.
- Ebrahim, A. and Steve Herz. 2005. "[A Call for Participatory Decision Making: A Discussion Paper on World Bank-Civil Society Engagement](#)." Commissioned by 16 international NGOs.
- Ebrahim, A. 2005. "Accountability Myopia Can Impede NGO Learning and Mission," *InterAction Monday Developments* 23(21): 22-23. Washington DC: American Council for Voluntary International Action.
- Ebrahim, A. 2004. "[Seeking NGO-Donor Partnership for Greater Effectiveness and Accountability](#)." Report for Workshop held on May 12-13, 2004 in Washington D.C. at the Multilateral Investment Fund (MIF) & Sustainable Development Department (SDS), Inter-American Development Bank (IDB).

- Ebrahim, A. 2003. "Effectiveness of Stakeholder Participation Processes: Yacyretá Hydroelectric Project, Paraguay and Argentina (LAC Region)." Consultancy Report prepared for the Latin America and Caribbean Region, World Bank, Washington, D.C.
- Suri, L.R., S. Dutta, A. Ebrahim, G.K. Girisha, S. Kamal, S. Mohanty, and G. Sethi. 1994. *Comanagement of Power and Groundwater Resources: Issues in Sustainability and Equity in Groundwater Scarce Areas*. Tata Energy Research Institute, New Delhi.
- Contributions to: Ortolano, L. 1997. "Public Participation and Environmental Dispute Resolution" in *Environmental Regulation and Impact Assessment*, New York: John Wiley and Sons, 402-421.

Harvard Business Cases and Teaching Notes

- Ebrahim, A. "Performance Measurement and Accountability in the Social Sector." Harvard Business School Module Note 314-101 (2014) [42].
- Ebrahim, Alnoor and Rachel Gordon. "ActionAid International: Globalizing Governance, Localizing Accountability." Harvard Business School Case 311-004 (2010, revised 2013).
- Ebrahim, A. "ActionAid International (TN)" Harvard Business School Teaching Note 814-025 (2014).
- Ebrahim, Alnoor, and Cathy Ross. "The Robin Hood Foundation." Harvard Business School Case 310-031 (2010, revised 2013).
- Ebrahim, A. "The Robin Hood Foundation (TN)." Harvard Business School Teaching Note 311-066 (2010) [17].
- Ebrahim, Alnoor, and V. Kasturi Rangan. "Acumen Fund: Measurement in Impact Investing (A)." Harvard Business School Case 310-011 (2009, revised 2011).
- Ebrahim, Alnoor, and V. Kasturi Rangan. "Acumen Fund: Measurement in Impact Investing (B)." Harvard Business School Supplement 310-017 (2009, revised 2011).
- Ebrahim, A. "Acumen Fund: Measurement in Impact Investing (TN) (A) and (B)." Harvard Business School Teaching Note 311-056 (2010).
- Ebrahim, Alnoor, and V. Kasturi Rangan. "The Millennium Challenge Corporation and Ghana." Harvard Business School Case 310-025 (2009, revised 2010).
- Ebrahim, Alnoor, and Christine Snively. "The Millennium Challenge Corporation and Ghana (TN)." Harvard Business School Teaching Note 314-100 (2014).
- Ebrahim, Alnoor, Catherine Clark, and Beth Bafford. "Tracy Palandjian at Social Finance US (A)." Harvard Business School Case 313-094 (2012).
- Ebrahim, Alnoor, Catherine Clark, and Beth Bafford "Tracy Palandjian at Social Finance US (B)." Harvard Business School Case 313-092 (2012).
- Ebrahim, Alnoor, Michael Pirson, and Patricia Mangas. "Brummer and the bracNet Investment." Harvard Business School Case 309-065 (2009).

Films and CDs

- "ActionAid International: Ramesh Singh, CEO 2011," Harvard Business School video 314-701 (2013).
- "Performance Measurement," Harvard ManageMentor, Harvard Business Publishing (2014).

Book Reviews

- Ebrahim, A. 2002. "Managing for Change: Leadership, Strategy and Management in Asian NGOs" by Ian Smillie and John Hailey. *Nonprofit and Voluntary Sector Quarterly*, 31(3): 442-445.

SELECTED PRESENTATIONS

Invited Presentations (2005 to present)

- "Lean Data," Keynote address, Lean Research conference, The Fletcher School, Tufts University, April 25, 2016.
- "Investing for Impact," panel moderator with: Deval Patrick (former Governor, Massachusetts and Managing Director, Bain Capital Double Impact Fund) and Sasha Dichter (Chief Innovation Officer, Acumen). Bain Capital, Boston, April 20, 2016.

“Measuring Social Change: A Managerial Perspective on Performance and Accountability,” presented at:

- Harvard Kennedy School, December 15, 2015
- Blavatnik School of Government, Oxford University, February 29, 2016

“Nonprofit Leaders on High Performance,” chair of conference plenary with: Jacob Herold, CEO of Guidestar; Mari Kuraishi, President of GlobalGiving, and Debra Natenshon, President of DBN & Associates. Association for Research on Nonprofit Organizations and Voluntary Action, Chicago, November 21, 2015.

“The State of Impact Measurement,” presented to the G8 Social Impact Investment Taskforce, Plenary Meeting, Guildhall, London, July 9, 2015.

“What Impact? Conceptualizing Social Performance,” presented at:

- Gujarat Institute of Development Research, Ahmedabad, India, July 17, 2015
- University of Michigan, Interdisciplinary Committee on Organizational Studies (ICOS), December 5, 2014
- NYU Stern & D’Amore McKim Schools of Business, Keynote Address, 11th Annual Social Entrepreneurship Conference, Boston, November 6, 2014

“The Future of Social Impact Investing: A Conversation with Sir Ronald Cohen and Leaders in the Field,” chair and panelist, Harvard Business School, Boston, November 3, 2014.

“Performance Measurement in the Social Sector: Problems of Causality, Control & Divergent Accountabilities,” presented at:

- Hertie School of Governance, Berlin, October 10, 2013
- Schulich School of Business, York University, April 4, 2013
- Yale School of Management, March 26, 2013
- Stanford University Center on Philanthropy and Civil Society, February 6, 2013
- Price School of Social Policy, University of Southern California, February 4, 2013
- Fletcher School of Law and Diplomacy, Tufts University, January 24, 2013

“Designing International NGO Governance,” Hauser Center for Nonprofit Organizations, Harvard Kennedy School, April 25, 2013.

“Governance of Globalizing NGOs,” NGO Leaders Forum, Greentree Foundation, New York, April 12, 2012.

“Crossing a Great Divide? Teaching Management across Sectoral and Professional Boundaries,” Woodrow Wilson School, Princeton University, February 23, 2012.

“The Limits of Measuring Social Impact: A Contingency Framework,” workshop presentation at the Aspen Network of Development Entrepreneurs, Annual Metrics Conference, Washington, DC, June 2011; and to The Social Enterprise Conference, Academic Showcase, Harvard University, March 2011.

“Enacting Our Field,” Keynote address to the Nonprofit Academic Centers Council, 25 Year Benchmark Conference, San Diego, CA, March 2011.

“Being Realistic About Results.” Presentation to the International Development Research Centre (IDRC), Ottawa, Canada, February 2011; and, to the Multilateral Investment Fund of the Inter-American Development Bank, Washington, DC, December 2011.

“Measuring Performance in Global NGOs,” presented at the CEO and Executive Directors’ retreat, Oxfam International, Dublin, Ireland, September 29, 2010.

“Global NGO Structures and Governance: Reflecting on Key Tensions and Lessons for the Future,” presented to the NGO Leaders Forum, Greentree, New York, April 7, 2010.

“Creating Policy Spaces with Civil Society,” presented to the Public and Nonprofit Leadership Center, Hubert Humphrey Institute, University of Minnesota, April 1, 2010.

“World Bank – Civil Society Engagement,” presented at the World Bank’s launch of the Civil Society Review 2007-2009, Washington D.C., December 8, 2009.

“Measuring NGO Performance: Difficulties, Dilemmas and a Way Ahead?” with Megan Steinke, Save the Children USA, presented at the Hauser Center for Nonprofit Organizations, November 24, 2009.

“Building Strength through New Organizational Models,” panel moderator at HBS Club of New York, Social Enterprise Summit, September 23, 2009.

“The World Bank’s Disclosure Policy Review, and the Role of Democratic Participatory Processes in Achieving Successful Development Outcomes” Testimony before the United States House Committee on Financial Services, Washington, D.C., September 10, 2009.

“NGOs and Nonprofits: Emerging Global Roles and Accountabilities,” keynote panel address, Public Affairs Week, Baruch College, New York, March 5, 2009.

- “Measuring and Aggregating Civil Society Results,” presented to the Canadian International Development Agency (CIDA), the Aga Khan Foundation Canada (AKFC), and civil society partners, in Ottawa, Canada, January 31, 2009, and to a Donor Roundtable (Canada, United Kingdom, Denmark, Sweden, Norway, and Netherlands) in Ottawa on February 19, 2009.
- “Learning and Accountability: Considerations for Global Action Networks,” presented at the Impact Community of Practice meeting, Boston, MA, January 30, 2009.
- “The World Bank and Democratic Accountability: The Role of Civil Society” presented at the United Nations, hosted by the United Nations University, New York, November 5, 2008 and at the International Monetary Fund, Washington, DC, November 6, 2008.
- “Theorizing the Global Third Sector: Does North/South Make Sense?” Plenary address to the International Society for Third Sector Research, Barcelona, Spain, July 9-12, 2008.
- “Nonprofits and Urban Poverty: Challenges of Accountability and Organizational Learning” presented at: Hauser Center for Nonprofit Organizations, Harvard University, April 16, 2008; Tufts University, seminar in Urban Environmental Policy, March 5, 2008; and guest lecture in a class on Research on Nonprofits, Department of Sociology, Harvard University, March 11, 2008.
- “Building a Theory of Change” workshop for Bridge Builders (international NGO innovators), Kennedy School of Government, Harvard University, February 28, 2008
- “Accountability in Complex Organizations: The World Bank” presented at the Kennedy School of Government, Faculty seminar, February 27, 2008 and at the Center for International Development on February 8, 2008.
- “Accountability in Nonprofit Organizations” guest lecture in Seminar in Nonprofits and Law, taught by Professors Marion Fremont-Smith and Daniel Halperin, Harvard Law School, February 20, 2008.
- “Strategy vs. Compliance: Managing Accountability in Business, Government, and Nonprofits,” presentation at the Harvard Business School, Social Enterprise Initiative, October 22, 2007.
- “The World Bank and Democratic Accountability,” presented at a workshop on Civil Society and Accountable Global Governance, School of Global Studies, Gothenburg University, Sweden, June 13-15, 2007.
- “Creating Accountability: What do Business, Government, and Nonprofits have in Common?” presented at the Mossavar-Rahmani Center for Business and Government, John F. Kennedy School of Government, Harvard University, April 5, 2007.
- “Invisible Divides in Third Sector Theory: NPOs and NGOs, North and South,” plenary presentation to the Theories, Issues and Boundaries Section (TIBS) of the Association for Research on Nonprofit Organizations and Voluntary Action, Chicago, November 16, 2006.
- “Placing the Normative Logics of Accountability in ‘Thick Perspective’,” presented at the Governance and Accountability Conference, Hauser Center for Nonprofit Organizations, Harvard University, October 3-4, 2006, and to the American Behavioral Scientist Symposium on “Democracy in an Age of Networked Governance” at the Institute for Policy and Governance, Virginia Tech, March 1-3, 2007.
- “Framing Accountability: Power and Learning in NGOs,” presented at:
- Harvard University’s Project on Governance and Accountability, Faculty Seminar (Joint Project of the Law School and Hauser Center for Nonprofit Organizations) March 21, 2006.
 - Cornell University’s Program on Development, Governance and Nature, Nov. 8, 2005.
 - Georgetown University’s Center for Democracy and the Third Sector, Nov. 29, 2005, and at Georgetown University Law Center, Faculty Seminar, March 30, 2006.
- “What is Successful Development? Innovations in NGO Accountability, Reporting, and Empowerment” in collaboration with Keystone Reporting. Presented at the 10th anniversary conference of *Reinventing Accountability for the 21st Century*, Institute of Social and Ethical Accountability (AccountAbility), October 3-5, 2005, London, UK.
- “A Call for Participatory Decision Making: World Bank – Civil Society Engagement” World Bank Global Policy Forum, April 20, 2005, Washington, DC.

Conference Presentations

- “Global Integration without Ownership: Designing Collective Action in International Advocacy NGOs,” Academy of Management, Vancouver, Canada, August 8-11, 2015.

- “Governance and Accountability of Hybrid Organizations,” Academy of Management, Orlando, FL, August 12, 2013; and, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Hartford, CT, November 23, 2013.
- “Measuring Social Performance: A Contingent Accountability Perspective.” Paper presented at: AOS Workshop on Accounting, NGOs, and Civil Society, London School of Economics and Political Science, December 2012; European Group for Organizational Studies annual conference, Helsinki, Finland, July 4-6, 2012.
- “Building a Performance-Driven Social Sector,” Harvard Business School, Alumni Reunion, June 2 2012.
- “Governance of IANGOs: Environment, Structure and Accountability.” Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Toronto, Canada, November 2011.
- “Internationalization in NGOs: Environment, Structure, and Board Governance.” Paper presented at the Academy of Management Annual Conference, San Antonio, TX, August 2011.
- “Getting Real about Results: A contingency framework for measuring social performance.” Paper presented at the 4th Research Colloquium on Social Entrepreneurship, Duke University, Durham NC, June 2011.
- “Daring to Measure Social Impact: Performance Management in the Social Sector,” symposium chair and presenter, Academy of Management, Montreal, Canada, August 9-10, 2010.
- “Putting the Brakes on Impact: A Contingency Framework for Measuring Social Performance,” presented at the Academy of Management, Montreal, Canada, August 9-10, 2010.
- “Measuring the Impact of Civil Society Development Initiatives,” colloquy discussion, Association for Research on Nonprofit Organizations and Voluntary Action, Cleveland, Nov. 19-21, 2009.
- “Case Teaching on Nonprofit Organizations,” colloquy discussion, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Cleveland, Nov. 19-21, 2009.
- “Constituency Voice: A Key Element in Impact Evaluation,” Roundtable discussion, conference on Perspectives on Impact Evaluation: Approaches to Assessing Development Effectiveness, Cairo, Egypt, March 31-April 2, 2009.
- “Struggling with Theories of Change: Strengthening Governance, Accountability & Performance in International Advocacy NGOs,” presented at the International Society for Third Sector Research Conference, Barcelona, Spain, July 9-12, 2008.
- “Accountability in Complex Organizations: World Bank Responses to Civil Society,” presented to the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Atlanta, Nov. 15-17, 2007.
- “Workshop on Domain Level Accountability,” presented with Dave Brown and Finn Heinrich, at the CIVICUS World Assembly, May 23-27, 2007, Glasgow, Scotland.
- “Governance Challenges in International NGOs” presented on a panel with ActionAid International, World Vision and Transparency International, at the CIVICUS World Assembly, May 23-27, 2007, Glasgow, Scotland.
- “Global Accountabilities: Analytical Dilemmas,” presentation with Edward Weisband, to the International Studies Association, Chicago, February 28-March 3, 2007.
- “The State of Capacity Building Research,” colloquy presentation with Angela Bies and Barbara Blumenthal, to the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Chicago, Nov. 16-18, 2006.
- “Accountability and Representation in Negotiated Contexts,” with Steven Heydemann, Workshop on Rethinking Democratic Representation, Centre for the Study of Democratic Institutions, University of British Columbia, Vancouver, May 2006.
- “Nonprofit Reporting in Action: Practitioners and Researchers Assess the Challenges of Linking Accountability to Organizational Learning,” presented to the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Washington, DC, November 17-19, 2005.
- “World Bank-Civil Society Engagement” presented on a kick-off panel to the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Washington, DC, November 17-19, 2005.

COURSES TAUGHT

Graduate Education

Leadership and Organizational Behavior

Explores the fundamental aspects of managing and leading people, including: understanding and influencing group behavior and performance; working with and managing people on a one-on-one basis; and leading, motivating and aligning people behind a common vision or direction. The course emphasizes the development of well-aligned, high performance organizations and the challenges of leading change. Finally, the course addresses the choices and strategic questions involved in learning to lead and manage one's career, especially in its early stages.

Managing Social Enterprises

Examines how to create, develop and scale high-performing social enterprises — be they nonprofit, for-profit, or hybrid organizations. Unlike the business world where most stakeholders agree on the definition of success and are driven by market forces, managers of social enterprises must navigate conflicting goals, fragmented capital markets, and complex performance measures. These challenges make the role of disciplined management even more critical. Focuses on the managerial and leadership skills necessary for building organizations and ecosystems that address societal problems.

Field Immersion Experiences for Leadership Development: Integrative Intelligence

Brings together the entire first-year MBA experience by challenging student teams to design and launch a real microbusiness. Building on HBS's historic strength in the case method, FIELD pushes an MBA education beyond learning management principles into direct experiences that, through integrated study, practice, and reflection, develop graduates capable of inspired leadership.

Executive Education

Governing for Nonprofit Excellence (Faculty Chair)

Provides nonprofit board members and chairs with skills for maintaining mission clarity and accountability. Examines how to forge effective relationships with CEOs, assess and motivate organizational performance, and build a governing culture.

Performance Measurement of Effective Management of Nonprofit Organizations (Faculty Co-chair)

Assists nonprofit leaders in improving organizational effectiveness. Explores the impact of measurement on resource allocation, organizational learning, internal processes, and internal and external accountability. Offered jointly by the Harvard Business School and the Harvard Kennedy School.

Strategic Perspectives in Nonprofit Management

Guides nonprofit executive directors and CEOs as they explore proactive methods for mastering nonprofit leadership in uncertain times. Provides the opportunity for senior executives to examine their missions and develop new strategies in a changing global economy.

Courses Previously Taught

Leading and Governing High Performing Nonprofit Organizations

Offers an in-depth exploration of how to create, build and sustain high performing nonprofit organizations. Many for-profit leadership and management skills can be successfully adapted to nonprofit organizations, while others cannot. New approaches are explored for the complex nonprofit operating environment. The course integrates learning from client-based team projects with in-class cases.

Accountability and Policy: Challenges in the Public, Nonprofit, and Private Sectors

Provides a comparative survey of debates on “accountability” among nonprofit and non-governmental organizations, multinational corporations, and inter-governmental organizations. Examines the challenges faced by managers and

leaders in linking systems of accountability to performance management and organizational learning. Prepares students to think critically about problems of accountability they are likely to face in management and public policy.

Non-governmental Organizations in International Development

Explores theory and cases of nonprofit and non-governmental organizations engaged in poverty alleviation. Analyzes roles played by NGOs in their interactions with local communities, government agencies, international donors and multilateral institutions. A service-learning component links students with research projects in local organizations. The course takes a critical look at issues of organizational accountability, effectiveness, and capacity.

Collaborative Governance and Civil Society

Examines strategies of conflict management including collective bargaining, mediation, and collaboration. Explores the historical and theoretical underpinnings of civil society and its manifestations both in the United States and in a global context. The diverse literatures on civil society, civic engagement, and collaboration are bridged through case studies from various policy domains, including environmental disputes, and race and class coalitions.

Environmental Planning Studio and Environmental Problem Solving Studio

Students work in teams and use tools of environmental planning to address a local planning issue, working directly with a public agency (the client). Emphasis on team-building, ethical conduct and professionalism. Projects include research and writing of comprehensive plans, indicator design, and use studies of urban common resources.

U.S. Federal Environmental Policy / Pollution Control Planning and Policy

Survey course of pollution control strategies and policies, primarily from a U.S. perspective. Examines command and control methods, market-based strategies, and alternatives such as environmental management systems (e.g., ISO 14000), pollution prevention and industrial ecology. Explores policies of air and water pollution, hazardous and solid wastes, point and nonpoint sources.

SERVICE TO THE PROFESSION

Advising to Graduate Students

Served as member of 13 doctoral committees (3 as chair) and 33 master's committees (14 as chair)

Scholarly and Professional Services

- 2014-15 Impact Measurement Working Group, Social Impact Investment Task Force established by the G8
- 2015- Performance Imperative Campaign (www.performanceimperative.org)
- 2014- Advisory Group, Initiative on Corporate Philanthropy, The Conference Board
- 2012- Advisory Board, Impact Reporting Investment Standards (IRIS), Global Impact Investing Network (GIIN)
- 2010- International Advisors Group, One World Trust
- 2009-10 International Advisory Group, Keystone Accountability
- 2008-10 External Advisor, CitizensMarket.org
- 2009 Faculty mentor, Doctoral student consortium, Association for Research on Nonprofit Organizations and Voluntary Action
- 2007-9 International Advisory Group, Participatory Governance Programme, CIVICUS: World Alliance for Citizen Participation
- 2007-9 International Advisory Committee, International Encyclopedia of Civil Society
- 2007 Conference Chair, Association for Research on Nonprofit Organizations & Voluntary Action(ARNOVA)
- 2007 Judge, Social Enterprise Business Plan Competition, Harvard Business School
- 2007 Proposal reviewer, Smithsonian Institution, Indo-U.S. Science and Technology Forum
- 2005-7 Board of Directors, ARNOVA
- 2003-6 Advisory Catalyst Group, International NGO Training and Research Center (INTRAC), UK
- 2005 Local arrangements committee, ARNOVA annual conference in Washington DC
- 2004 Chair, Outstanding Article Award Committee, Nonprofit and Voluntary Sector Quarterly
- 2004 Conference Track Co-chair, International Development, Association of Collegiate Schools of Planning

Manuscript and Proposal Reviews

Editorial/advisory boards:

Stanford Social Innovation Review
Nonprofit and Voluntary Sector Quarterly
Voluntary Sector Review

Manuscript reviewer for scholarly journals:

Academy of Management Review
Administration and Society
Management Organization Review
Nonprofit Management and Leadership
Nonprofit and Voluntary Sector Quarterly
Organization Studies
Public Administration Review
Voluntas: International Journal of Voluntary and Nonprofit Organizations
World Development

Book proposal and manuscript reviewer:

Cambridge University Press
Stanford University Press

Funding proposal reviewer for:

National Science Foundation, Decision, Risk and Management Sciences Program (DRMS)
Nonprofit Academic Centers Council, David Stevenson and William Diaz Fellowships

Professional Memberships

Academy of Management (AOM)
Academy of International Business (AIB)
Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)
European Group for Organizational Studies (EGOS)
International Society for Third Sector Research (ISTR)
Strategic Management Society (SMS)