

**J. ANTHONY SHELDON**  
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2008 –

**YALE SCHOOL OF MANAGEMENT**

*Senior Lecturer in the Practice of Management*

*(Lecturer: 2008-2022)*

*Senior Advisor, [Program on Social Enterprise, Innovation, and Impact](#)*

*(Executive Director: 2008 – 2025)*

Supporting development and implementations of a strategy for students, faculty, and alumni to explore how business skills and market disciplines can be harnessed to most effectively achieve social and environmental goals, including:

- Sponsoring a wide range of co-curricular activities including speakers, workshops, and conferences.
- Supporting an array of student clubs, both financially and programmatically, including Net Impact, Economic Development, and Social Impact Consulting.
- Advising student organizers on programming for two major annual conferences: the [Yale Philanthropy Conference](#) and the [Economic Development Symposium](#).
- Extensive engagement with other departments and centers within SOM (including Development, Admissions, Communications, and Executive Education) and at Yale more broadly (including the School of Environment, the Jackson School, and the Drama School).

Teaching [practicum courses on social entrepreneurship](#) in which teams of students work with social enterprises in the U.S., Brazil, and Kenya.

Teaching a course on “social intra- and entrepreneurship” in the Executive MBA program.

1990 –

**(Consulting practice)**

Working with a range of actors in the sphere of international economic development, with a focus on developing strategies and practices that proactively promote high-value services to low-income households.

Clients/projects have included:

**[Social Performance Task Force](#)** (2002 – present)

- Founding member of core team to create industry-wide initiative to develop standards of social performance in microfinance, now with over 3,000 members worldwide.

**[The Ford Foundation](#)** (1998 – 2016)

- Worked with the Director of the Financial Assets Unit on development and implementation of a strategy for global programming in development finance, with an emphasis on strengthening social performance in microfinance and expanding economic opportunities for extreme-poor communities. Major initiatives included:
  - [CGAP - Ford Foundation Graduation Program](#): Founding member of core team of global action-research initiative to link safety nets, livelihoods and microfinance to create pathways out of extreme poverty. Co-author of [From Extreme Poverty to Sustainable Livelihoods](#) (2014, 2018) and editor & co-author of [Preserving the Essence, Adapting for Reach](#) (2016). Positive outcomes from the program are documented in an article by Banerjee, Duflo, Goldberg, Karlan et al. in [Science, May 2015](#).

- Served as managing partner for the Foundation's Affinity Group on Development Finance, including facilitating global learning group and programming initiatives (2001 – 2008).
- Designed and taught courses on financial management for rural lending institutions in the People's Republic of China (1998 – 2000).

**ShoreBank International (2003 – 2008)**

- Coordinated the activities of the Development Finance Forum, an international network of practitioners dedicated to using capital and other development-oriented tools to create sustained economic opportunity for low-income people.
- Served as co-editor for "[\*Capital Plus: The Challenge of Development in Development Finance Institutions\*](#)" (Aspen Institute, 2004).

**The World Bank (1997 – 2000)**

- For the Consultative Group to Assist the Poor (CGAP), researched and co-authored "[\*Business Planning and Financial Modeling for Microfinance Institutions\*](#)," including creation of the financial projections model "Microfin" (World Bank, 1998).
- Edited and contributed a chapter to "The Microfinance Handbook" (World Bank, 1999).

**Chinese Academy of Social Sciences, Rural Development Institute (1999 – 2004)**

- Consulted on strategic and operational planning with the Funding for the Poor Cooperative (a pioneering microfinance program with over 15,000 borrowers).

**Microfinance Training Program, Boulder, Colorado; Turin, Italy (1997 – 2006)**

**Microenterprise Development Institute, Southern New Hampshire University (1999 – 2006)**

- Developed and taught courses on business planning and financial modeling in the summer programs for international practitioners.

**Women's World Banking (1990 – 2004)**

- Consulted to microfinance institutions in Africa, Asia, Latin America, and Eastern Europe on strategic and operational planning and on development of financial management systems.
- Designed and taught courses on financial management, including development of spreadsheet software and training of bi-lingual (Spanish/English) resource teams.
- Consulted on accounting operations, audit and investment policy, including working with the Executive and Finance Committees of the Board of Directors of WWB.

**1988 - 1989      ADVANCED INFORMATION MARKETING, INC.**

Software and database development company.  
(Formerly a subsidiary of LaSalle Industries.)

**1985 - 1988      LASALLE INDUSTRIES, INC.**

\$40 million printing, direct mail and computer services company.  
*Vice President, Finance and Administration*  
Responsible for overall administration and financial management, including accounting operations, budgeting, capital investments, management information systems, analysis and implementation of mergers and acquisitions, legal affairs, and human resources.

**1984 - 1985      FINANCIAL SERVICES CORPORATION**

Non-profit corporation on contract to the Mayor's Office to manage New York City's economic development financing programs.  
*Project Manager*  
Structured business and real estate financing, linking government loan programs with equity and bank financing.

**Summer 1983 SAN FRANCISCO FOUNDATION**

Then the largest community foundation in the country, with assets of \$350 million and a staff of thirty, making annual grants of \$25 million.

*Summer Intern*

**1980 - 1982 (SELF-EMPLOYED)**

Worked as a consultant to educational and cultural organizations on programmatic, financial, and promotional projects.

**1978 - 1980 SUNSET SCHOOL**

State-funded school in San Francisco.

*Assistant Director*

**EDUCATION:**

**1982 - 1984 YALE SCHOOL OF ORGANIZATION AND MANAGEMENT**

Master's in Public and Private Management, 1984

*Teaching Fellow, 1983 – 84*

**1981 - 1982 UNIVERSITY OF CALIFORNIA, BERKELEY**

Courses in Economics and Accounting

**1974 - 1978 PRINCETON UNIVERSITY**

A.B., Honors, 1978, Religion/Politics

**OTHER:**

**2022 – SOCIAL SCIENCE RESEARCH COUNCIL**

Independent, international, nonprofit organization that fosters innovative research, nurtures new generations of social scientists, deepens how inquiry is practiced within and across disciplines, and mobilizes necessary knowledge on important public issues.

*Member, Visiting Committee*

**2012 – 2019 FINANCIAL ACCESS INITIATIVE, New York University**

Research center focused on exploring how financial services can better meet the needs and improve the lives of poor households.

*Affiliate*

**2008 – 2015 MICROFINANCE TRANSPARENCY, Lancaster, PA**

Organization promoting pricing transparency in the microfinance industry.

*President, Board of Directors*

**2008 – 2011 BERSHIRE TACONIC COMMUNITY FOUNDATION, Sheffield, Massachusetts**

Community foundation with assets of \$150 million.

*Member, Board of Directors*

**2004 Economic Development Alumni Recognition Award, Yale School of Management**

**1984 – THE TALKING BAND, New York, NY**

Experimental theater company founded in 1974

*President, Board of Directors*

**Selected  
Publications:**

[Evidence in Practice: How Structural and Programmatic Scaffolds Enable Collaboration in International Development](#) (with R. Canales, M. Bradbury, and C. Cannon), *Administrative Science Quarterly*, 2024

[“Paying It Forward in International Development”](#) (with R. Canales, T. Grieves, B. Lehan), *Stanford Social Innovation Review*, 2019.

[Evidence In Practice: Toward an Integrated Approach](#) (with R. Canales, T. Grieves, B. Lehan), Yale School of Management, 2018.

[From Extreme Poverty to Sustainable Livelihoods](#) (with Aude de Montesquiou), World Bank, second edition 2018.

[Preserving the Essence, Adapting for Reach](#): Early Lessons from Large-Scale Adaptations of the Graduation Approach (author of synthesis analysis, series editor of four case studies), Ford Foundation, 2016.

[Business Planning and Financial Modeling for Microfinance Institutions](#) (with Charles Waterfield), CGAP/World Bank, Washington DC, 1998.