SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS
INDIANA UNIVERSITY
Institute for Development Strategies

March 30, 2015

Saïd Business School
University of Oxford
Park End Street
Oxford OX 1 1HP
UK

Dear NBER Entrepreneurship Research Boot Camp Search Committee:

I am very pleased to recommend my Ph.D. student, Venkata Krishna Nadella to you for the NBER Entrepreneurship Research Boot Camp. I have known Venkat nearly five years and serve as his Ph.D. advisor. In addition, I have undertaken a large-scale research project with him. He was also a student in two of my courses, and served as a teaching assistant for me in an undergraduate class I teach. Thus, I feel that I know Venkat exceptionally well and am able to provide an accurate assessment of his abilities.

Venkat is one of the brightest, most talented, but also most highly motivated doctoral students with whom I've worked. He has an engineering background (IT), so that his analytical and mathematical skills are extremely excellent. His ability with large data sets is also very impressive. However, Venkat also has an exceptional ability to express himself verbally as well as in writing.

Venkat and I just finished a research project for the U.S. Small Business Administration on "The Role of Scientist Entrepreneurship and Radical and Incremental Innovation". This study involved identifying university scientists who had received NSF funding from the web, implementing a web-based survey with those scientists, identifying their entrepreneurial and other commercialization activities, and then linking their decision to become an entrepreneur to their human capital, social capital, funding resources, departmental role models, and university and locational factors. Venkat was an exceptional research partner in this project. He created all of the data bases, implemented the survey, did all of the empirical analyses of the data, and a considerable amount of the writing of the initial draft. He grasped the literature and the issues with remarkable rapidity. Some of the results of this project were published in a paper in the *International Journal of Technology Transfer*, and we are working on another paper.



Suite 201 1315 E. Tenth Street Bloomington, IN 47405-1701 (812) 855-6766 fax (812) 855-0184 www.indiana.edu/~idsspea

Venkat has a great interest in becoming a top scholar of entrepreneurship, innovation and strategy. He has a double PhD. minor in the fields of strategy and another in entrepreneurship. He is inherently intellectually curious, and has a great passion for ideas. He seems to be drawn to the process of research and scholarship. His Dissertation is based on three papers involving entrepreneurship, innovation and strategy. He is developing an experiment linking entrepreneurship to regional success for three disparate regions in the world. He has presented his research at conferences in the Netherlands and Germany.

Personally, Venkat is very bright, inquisitive, communicative, and highly motivated. He is friendly and outgoing and highly collaborative. He was one of the best teaching assistants I have known. He was always responsible, communicative and undertook considerable initiative to help me with the course.

I am very pleased to give my strongest and unequivocal endorsement of this exceptional young scholar. Please don't hesitate to contact me if I can provide any additional support or information concerning Venkat.

Regards,



David Audretsch
Distinguished Professor and Ameritech Chair of Economic Development
Director, Institute for Development Strategies

# 2015 NBER ENTREPRENEURSHIP RESEARCH BOOT CAMP APPLICATION

**Venkata Krishna Nadella**

**Indiana University, Bloomington**

**30th March, 2015**

## Materials Enclosed:

Cover Letter
Curriculum Vitae
Application Essay
Letter of Recommendation (emailed separately)

# I. COVER LETTER

**VENKATA KRISHNA NADELLA**
School of Public and Environmental Affairs (SPEA)
Indiana University
1315 East 10th Street
Bloomington, IN 47404, USA
Email: vnadella@indiana.edu
Mobile: 812-369-1725

30th March, 2015

**To the Selection Committee:**

I am applying to be considered for the 2015 NBER Entrepreneurship Research Boot Camp. I am currently pursuing a Ph.D. in Public Affairs, with field concentrations in policy analysis and public management, at the School of Public and Environmental Affairs (SPEA), Indiana University, Bloomington. I am also working towards a dual-minor in the fields of Entrepreneurship and Strategy from the Kelley school of Business at Indiana University. I am scheduled to complete all major and minor coursework, and field exam requirements by May 2015.

I am working on my dissertation proposal under the guidance of advisor and mentor, Dr. David Audretsch, who is also the recommendation letter writer for my research boot camp application. I intend to defend my dissertation proposal by September 2015. My primary research interests are in understanding the role of governments, markets, and institutions in dealing with issues related to economic, political, and social development, particularly entrepreneurship and innovation.

Attached with this application, in order, are my curriculum vitae and application essay. The letter of recommendation from Dr. David Audretsch is emailed separately to Brett Maranjian at maranjian@nber.org. These application materials provide a more detailed record of my current and future research. Please feel free to contact me at vnadella@indiana.edu or via phone at 812-369-1725.

Thank you very much for your time and consideration.

Sincerely,
Venkata Krishna Nadella

# II. CURRICULUM VITAE

## VENKATA KRISHNA NADELLA

March 2015


**CONTACT**

School of Public and Environmental Affairs (SPEA)
Indiana University
1315 East 10th Street
Bloomington, IN 47404, USA
Cell Phone: 812-369-1725
Email: vnadella@indiana.edu


**EDUCATION**

**Indiana University**
School of Public and Environmental Affairs
**Ph.D., Public Affairs (Expected 2016)**
Advisor: Professor David B. Audretsch

**M.P.A., 2012, Indiana University**
School of Public and Environmental Affairs
Concentrations: Economic Development, Policy Analysis

**B.Tech, 2007, DA-IICT, India**
Major: Information and Communication Technology

**RESEARCH INTERESTS**

Entrepreneurship and Innovation, Strategy, Public Finance, Technology Transfer, Policy Analysis, Organization Theory, Science Policy

**GRANTS AND AWARDS**

| | |
|---|---|
| Doctoral Fellowship, SPEA | 2012-2016 |
| Conference Travel Grant, Indiana University | 2012-2013 |
| Internship Fund Scholarship, SPEA | 2012 |
| Academic Excellence Award, Indiana University | 2012 |
| Junior Fellow, IDS, Indiana University | 2011-2014 |
| Indian National Mathematics Olympiad (5th Position) | 1999-2000 |

**PUBLICATIONS**

**Bumpy Designs: Impact of Privacy and Technology Costs on Support for Road Mileage User Fees** (with Denvil Duncan, Ashley Bowers, Stacey Giroux and John Graham)
*National Tax Journal*, Vol. 67, Issue 3, pp. 505-530, 2014

**Scientist Entrepreneurship across Scientific Fields** (with David Audretsch Taylor Aldridge and Sameeksha Desai)
*Journal of Technology Transfer*, Vol. 39, Issue 6, pp. 819-835, 2014

**Demand for Benefit Taxation: Evidence from Public Opinion on Road Financing** (with Denvil Duncan, Ashley Bowers, Stacey Giroux and John Graham)
*Public Budgeting & Finance*, Vol. 34, Issue 4, pp. 120-142, 2014

**The Road Mileage User Fee: Level, Intensity, and Predictors of Public Support** (with Denvil Duncan, Ashley Bowers, Stacey Giroux and John Graham)
Revise and Resubmit, *Transportation Research Part A: Policy and Practice*

**WORKING PAPERS**

**Formal and Informal Institutional Drivers of Scientist Entrepreneurship** (with David Audretsch and Sameeksha Desai)

**The Role of Incubator and Technology Transfer in Saudi Arabia** (with David Audretsch and Ahmed Alshumaimri)

**Terrorism and Profit Dynamics of Firms** (with Sameeksha Desai and Johan Eklund)

**Should I Stay or Should I Go: The Relationship between Veteran Status and Job Satisfaction** (with Sean Webeck)

**The Impact of School-level State Obesity Policies on Youth's Physical Activity and Eating Habits** (with Haeil Jung)

**POLICY REPORTS**

**The Role of Scientist Entrepreneurship and Radical and Incremental Innovation** (with David Audretsch and Taylor Aldridge)
Compiled for the United States Small Business Administration

**Global Microfinance Trends Report, 1997-2010** (with Sameeksha Desai)
Compiled for the Microcredit Summit Campaign, Washington DC, 2012.

**CONFERENCES & WORKSHOPS**

| | |
|---|---|
| Transatlantic Policy Consortium Conference, Bloomington | 2014 |
| Technology Transfer Conference, Bergamo, Italy | 2013 |
| Labor Market Rigidities, Human Capital and Innovation Workshop, DC | 2013 |
| Transatlantic Policy Consortium Conference, Hague, Netherlands | 2013 |
| Entrepreneurship Research Workshop, Wuppertal Germany | 2013 |
| APPAM Fall Conference | 2012 |

**RESEARCH EXPERIENCE**

**Indiana University, Bloomington, IN, USA**

| | |
|---|---|
| Research Assistant to David Audretsch | 2011-Present |
| Research Assistant to Denvil Duncan | 2013-2014 |
| Research Assistant to Haeil Jung | 2011-2013 |
| German Institute for Economic Research, DIW, Berlin, Germany | 2011 |

**TEACHING EXPERIENCE**

**Indiana University, Bloomington, IN, USA**

| | |
|---|---|
| Teaching Assistant, Advanced Statistics (Masters) | Spring-2015 |
| Teaching Assistant, Introductory Statistics (Masters) | Fall-2014 |
| Teaching Assistant, Metropolitan Development (Undergraduate) | Fall-2013 |
| Teaching Assistant, Capstone in Public Affairs (Masters) | Fall-2013 |
| Teaching Assistant, Advanced Statistics (Doctoral) | Spring-2013 |

**REFEREE SERVICE** Ad-hoc reviewer for Small Business Economics, Journal of Policy Analysis and Management, Journal of Technology Transfer

**PROFESSIONAL MEMBERSHIPS** American Economic Association, Academy of Management, Association of Policy Analysis and Management, Technology Transfer Society

**DOCTORAL COURSES/ SEMINARS**

| | |
|---|---|
| Statistics for Public Affairs I (Prof. Haeil Jung) | Fall-2011 |
| Statistics for Public Affairs II (Prof. Haeil Jung) | Spring-2011 |
| Seminar in Policy Analysis (Prof. Evan Ringquist) | Fall-2012 |
| Microeconomics for Public Policy (Prof. Brad Heim) | Fall-2012 |
| Statistical Methods for Causal Inference (Prof. Weihua An) | Fall-2012 |
| Public Org. and Management I (Prof. James Perry) | Fall-2012 |
| Public Program Evaluation (Prof. Ashlyn Nelson) | Spring-2013 |
| Public Org. and Management II (Prof. Sergio Fernandez) | Spring-2013 |
| Theoretical Fndns. of Entrepreneurship (Prof. Dean Shepherd) | Fall-2013 |
| Research Methods (Prof. Jeff McMullen) | Fall-2013 |
| Research Design for Public Affairs (Seminar) | Fall-2013 |
| Foundations of Strategic Mgmt. (Prof. Jeff Covin) | Spring-2014 |
| Foundations of Organization Theory (Prof. Janet Near) | Spring-2014 |
| Benefit-Cost Analysis (Prof. Kerry Krutilla) | Spring-2014 |
| Longitudinal Data Analysis (Prof. Leslie Rutkowski) | Fall-2014 |
| Strategic Entrepreneurship (Prof. Dean Shepherd) | Fall-2014 |
| Multilevel Modelling (Prof. Leslie Rutkowski) | Spring-2015 |
| Statistical Network Analysis (Prof. Weihua An) | Spring -2015 |

**SKILLS**
Language: English (fluent), Hindi (fluent), Telugu (native)
Statistical Packages: STATA (advanced), SAS (advanced), R (intermediate)
Other Tools: ArcGIS (Intermediate), Idrisi Taiga (Intermediate)

**NON-ACADEMIC EXPERIENCE**

| | |
|---|---|
| Co-Founder, iSTAR India Private Limited, Bangalore, India | 2009- |
| Product Manager, Ujjivan Financial Services, Bangalore, India | 2008-2009 |
| Software Engineer, Reliance Communications, Hyderabad, India | 2007-2008 |

**UNIVERSITY STUDENT LEADERSHIP**

**Indiana University, Bloomington, USA**

| | |
|---|---|
| Committee Member, ASPS Conference | 2012 |
| Resources Coordinator, IPAA Conference | 2011 |

**DA-IICT, India**

| | |
|---|---|
| Cultural Council (Elected Representative) | 2003-2005 |
| Student Council (Member) | 2005-2006 |
| Co-Founder of Nature Club | 2004 |
| Co-Founder of Forward Forum (Debate Club) | 2005 |

**REFERENCES**

**Prof. David Audretsch, Indiana University** (Recommendation Letter Writer)
1315 East Tenth Street, Office 211, Bloomington, IN 47405
Email: daudrets@indiana.edu
Office Phone: +1 (812) 855-6766

**Prof. Barry Rubin, Indiana University**
1315 East Tenth Street, Office 329, Bloomington, IN 47405
Email: rubin@indiana.edu
Office Phone: +1 (812) 855-4556

**Prof. Sameeksha Desai, Indiana University**
1315 East Tenth Street, Office 227, Bloomington, IN 47405
Email: desai@indiana.edu
Office Phone: +1 (812) 855-0732

# III. APPLICATION ESSAY

**To the Selection Committee:**

I am applying to be considered for the 2015 NBER Entrepreneurship Research Boot Camp scheduled from July 14-17 at NBER, Cambridge, Massachusetts, US. I am a third year doctoral student in the Public Affairs program at the School of Public and Environmental Affairs (SPEA), Indiana University, Bloomington. I am on track to complete all coursework and field exam requirements by May 2015. I am also working towards a dual-minor in the fields of Entrepreneurship and Strategy from the Kelley school of Business at Indiana University.

My primary research interests are in understanding the role of governments, markets, and institutions in dealing with issues related to economic, political, and social development, particularly entrepreneurship and innovation. My current research is particularly focused on understanding the significance of how markets and institutions can improve entrepreneurship, promote innovation, and mitigate negative consequences of communal and ethnic conflict.

I am currently working on my dissertation proposal under the direction of my advisor and mentor, Dr. David Audretsch, and intend to defend my proposal by September 2015. In my dissertation research, I am interested in analyzing the emergent relationship between an entrepreneur and his/her region. While, we have numerous research programs and studies that investigate the relationship between an entrepreneur and his/her firm; the entrepreneur and his/her industry; the entrepreneurial (or new/young) firms and the region; we do not (yet) have a direct systematic approach for examining the relationship between an entrepreneur and the region which is relevant for policy analysis and regional economic development.

Needless to say, investigation into this bi-modal (or, as some would argue, a multi-level) relationship between an entrepreneur and the region has a long tradition within the (entrepreneurship) economics and (entrepreneurship) finance literatures. Be it modelling of an individual's decision/choice to be an entrepreneur (or self-employed), or the role of competition, markets, and public policy in determining entrepreneurial (firm) success, or the role (and access) of (to) venture capital in facilitating inter-organizational cooperation; our understanding of the relationship between an entrepreneur and the region plays a dominant contextual role in entrepreneurship research.

In developing my proposal, I focus my attention on three studies. The first study/essay aims to develop a theoretical framework for examining the relationship between an entrepreneur and the region. This study will review theoretical work on entrepreneurship from Austrian economics, Evolutionary Economics, New-Institutional Economics, Behavioral Economics, Regional and Urban Economics, and Organizational Sociology to develop propositions for the relationship between entrepreneurs and their region – essentially, a comparative survey of the literature. The second study/essay aims to develop methodological approaches to examine the theoretical framework – essentially, a methodology paper. This study builds on methodological work from network science, embeddedness theory, structural holes theory, peer effects and causal inference.

The idea for the third study/essay will be a formal test of the theoretical model and is a work in progress – I am contemplating between a multi-level network analyses of entrepreneurial networks across and between regions, and/or a field experimental to examine the 'impact' of entrepreneurship and entrepreneurial policies on regional and entrepreneurial success.

While my ideas are in the early developmental stages, I do believe there is a major opportunity in developing concrete theoretical propositions and empirical methods in this area. Further, I am interested in extending this line of study into a research program investigating how an entrepreneur interacts with his region and how public policies, economies and markets, and institutional history of the region moderate important "entrepreneurial phenomenon" – i.e.; relationship between an entrepreneur and his/her environment. I cannot think of a better idea space with a unique gathering of scholars, thinkers, teachers, and fellow peers focused on entrepreneurship research than the NBER Entrepreneurship Research Boot Camp to assist, and aid, me in my quest for building a successful dissertation research proposal.

My research interests in entrepreneurship and innovation has deepened through my work as a research assistant to Dr. David Audretsch. In our research collaboration, we identified the determinants of scientist entrepreneurship by examining entrepreneurship among scientists across different scientific fields who received funding from the National Science Foundation. This project was funded by the Small Business Administration. The main finding from this study was that scientist's social capital, particularly their relationships with local entrepreneurs and industry leaders play an important role in determining their decision to commercialize their research. Furthermore, their mode of startup commercialization depends on regional and organizational-governance contextual factors. My research experiences during this project directed my attention towards the structural and social interactions between the entrepreneur and the region and how that effects entrepreneurial success and regional economic development.

Building on my previous research and doctoral training at SPEA, I would like to use NBER Entrepreneurship Research Boot Camp as an opportunity to develop my dissertation proposal and future research agenda. I believe that I would benefit immensely from the boot camp, particularly through interactions with scholars, thinkers, and fellow peers at NBER and the entrepreneurship research community. I am confident that my past experiences, entrepreneurial orientation, and quest for knowledge offers fresh perspective and positive energy to the boot camp.

Kindly refer to the attached resume for a more detailed record of my research and publications.

I look forward to hearing from you. Thank you very much for your time and consideration.

Sincerely,
Venkata Krishna Nadella