

Bradley Laurence Killaly

Ross School of Business, University of Michigan
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EDUCATION

Ph.D. (Business Administration)

University of Michigan. Horace H. Rackham School of Graduate Studies
Disciplinary Focus: Economic Sociology; Organization Ecology. Field: Strategy
Dissertation: Firm Performance, Expansion Experience and Current Expansion Forms: The United States International Telecommunications Service Industry, 1985-1998

Master of Public Affairs (Public Policy and International Relations)

Princeton University. Princeton School of Public and International Affairs
Princeton School Fellowship

Master of Science (Economics - International Political Economy)

University of London. London School of Economics and Political Science
Commonwealth Scholar

Bachelor of Arts (Honours – Economics)

Queen's University at Kingston
Gold Medal, Economics

APPOINTMENTS

University of Michigan

Ross School of Business (2014–present)
Clinical Associate Professor of Strategy (2020 – present)
Clinical Assistant Professor of Strategy (2017-2020)
Lecturer, Strategy (2014-2017)

Emory University

Goizueta Business School (2008-2014)
Associate Professor in the Practice of Organization and Management

University of California, Irvine

The Paul Merage School of Business (1999-2007)
Assistant Professor, Organization and Strategy

Visiting Academic Appointments

Duke University

Fuqua School of Business (spring, 2011 & 2012)
Visiting Professor, Strategy

University of California, San Diego

Rady School of Business (summer, 2008-2013)
Visiting Associate Professor, Strategy

University of Oxford

Saïd Business School (fellowship appointment 2007-2010)
Associate Fellow, Strategy & Leadership

Queen's University, Kingston, Canada

Smith School of Business (2006)
Visiting Assistant Professor, Strategy

Previous Non-Academic Appointments

Royal Bank of Canada

Manager, Strategic Analysis Group, Corporate Banking
Manager, Electronic Data Interchange, Corporate Banking
Account Manager, Corporate Banking

ACADEMIC SERVICE & ADMINISTRATIVE RESPONSIBILITIES

Current Service and Responsibilities

Ross School of Business, University of Michigan

- Core Course Co-ordinator – BA 100 Introduction to Ross (core course and signature learning experience – first year BBA students) (2023 – present)
- Member, Executive MBA Faculty Council (2023-present)
- Faculty Secretary/Representative, Beta Gamma Sigma Honour Society (2022-present)

University of Michigan

- Member (alternate) University of Michigan Faculty Senate (2023-present)
- Advisory Board Member, University of Michigan Center for Global Health Equity (2020-present)

Previous Responsibilities

Ross School of Business, University of Michigan

- **Associate Dean (2017-2023)**
 - Full-time MBA Programs (2021-2023)
 - MBA Programs – FTMBA, GMBA, WMBA, OMBA) (2020-2021)
 - Full-time & Global MBA Programs (2017-2020)
- Member, Ross School Leadership Committees on:
 - Action-Based Learning Innovation (2017-2018 (committee conclusion))
 - Portfolio Management of Degree Programs (2017-2019 (committee conclusion))
 - Student Career and Professional Development (2017-2019 (committee conclusion))
 - Member, Ross School Leadership Committee on Academic Policy (2017-2023)
 - Member, Ross School Leadership Committee on Enrollment Management (2018-2023)
 - Chair, Ross School External Advisory Board Sub-Committee on Graduate Education and Careers (2018-2021)

- Member, Rackham Graduate School Allies for Diversity in Graduate Education (2018-2022)
- Member, Task Force for the Ross School of Business AACSB Continuous Improvement Review (review visit, January 2018; re-accredited April 2018)
- Co-Chair (academic), Ross School Community Values Committee (2017-2023)
- Member, Faculty Committee for Diversity, Equity and Inclusion (2018-2020)
- Member (ex officio), Faculty Advisory Council for the MBA degree program (2017-2023)
- Chair, Ross School Global Strategy Task Force (2020-2021)
- Co-Chair, Ross School Community Values (honor code, code of conduct and statement of community values) Review Task Force (2019)
- Chair, Assurance of Learning Innovation and Accreditation Committee (2018)
- Co-Chair, Ross School Committee on Community Health and Wellness (2017)
- Founding Member, Committee on Ph.D. Student Mental Health and Well-Being, Ross School of Business (2016-2018)
- Core Course Co-ordinator & Lead Faculty (Strategy 390 – BBA Core) (2014-2016, 2018)

University of Michigan

- Member, University Provost's Committee on Inclusive Teaching (2018-2022)
- Member, University Vice-Provost's Academic Leadership Group (2017-2023)
- Member, Leadership Committee, University Center for Inter-professional Education (2018-2022)
- Ross School Representative, University Center for Counselling and Psychological Services (2017-2023)
- Affiliated Faculty & Advisor, Concussion Center, University of Michigan (2018-2019)
- Organizer - 4th Annual research conference of the Consortium for Research on Telecommunications Policy and Strategy (1998)
- Member, Graduate School Committee on Pedagogy, Horace H. Rackham School of Graduate Studies, University of Michigan (1996-1998)
- Member, Graduate Advisory Forum, Horace H. Rackham School of Graduate Studies, University of Michigan (1995-1997)

Emory University

- Member, Master's Degree Committee, Goizueta Business School (2010-2014)
- Member, Research Computing Committee, Goizueta Business School (2008-2010)

University of California, Irvine

- External Faculty Contributor & Editor, U.S. National Institute of Health *Clinical and Translational Science Award* submission by University of California, Irvine (awarded 2013)
- Chair, Evening MBA Curriculum Review, University of California, Irvine (2004-2006)
- Member, Dean Search Committee, University of California, Irvine (2002-2004)
- Faculty Director, MBA Orientation, University of California, Irvine (2001-2004)
- Member, Master's Program Committee, University of California, Irvine (2001-2002)
- Faculty Representative, Student Honor Committee, University of California, Irvine (2001-2002)

BUSINESS AND COMMUNITY ENGAGEMENT

Through consulting, speaking, board service (focus on hospice and long term care), and organizational and talent development activities, I routinely engage with companies, nonprofits, and universities around the globe. Examples include:

AIS (Thailand)	Ngern Tid Lor (Thailand)
Bank Mandiri (Indonesia)	NorthStar Care Community (USA)
Beckman Coulter (USA)	Pelican Products (USA)
Bristol Myers Squibb (USA & Global)	PTT Public Company Limited (Thailand)
Children's Hospital Orange County (USA)	Riyadh Bank (Saudi Arabia)
CKGSB (China)	Saudi Arabia Telecom (Saudi Arabia)
ExxonMobil (USA & Global)	Skywork Solutions (USA)
Georgetown University	Stellantis NV (Holland)
Grant Thornton (United Kingdom)	Tata Group (India)
KPMG (USA & Global)	Tower International (USA & Germany)
LG Energy Solution (South Korea)	Truist Bank (USA)
Li and Fung (Hong Kong)	UC Irvine Medical Centre (USA)
LifeWatch, AG (Switzerland)	United Parcel Service "UPS" (Global)
Masco Corporation (USA)	Weyerhaeuser Company (USA & Global)

HONOURS & AWARDS

Research and Academic

- Investigator, *iMprove* Research Grant, Institute for Healthcare Policy and Innovation, University of Michigan
- University of California, Irvine, Committee on Research Grant
- Ameritech Foundation Research Fellowship
- Gerald and Lillian Dykstra Fellowship for research and teaching excellence, University of Michigan
- Woodrow Wilson School Fellowship, Princeton University
- Commonwealth Scholar (Canada)
- Gold Medalist in Economics, Queen's University at Kingston
- Dean's Honour List, Queen's University at Kingston
- Prince of Wales Medal – Honourable Mention, Queen's University
- Five additional scholarships and awards for academic excellence, Queen's University at Kingston

Education

University of Michigan, Ross School of Business

- Teaching Excellence Award Recognition. Executive MBA Los Angeles (graduation speaker; 2023)
- Neary Teaching Excellence Award. Master of Management (two award occasions; 2018 and 2015)
- Neary Teaching Excellence Award. Bachelor of Business Administration (two award occasions; 2016 and 2015)
- Award for Teaching Excellence. Horace H. Rackham Graduate School (1996)

Emory University, Goizueta Business School

- Last Lecture, Goizueta Business School Commencement (two award occasions; 2014 and 2012)
- Marc Adler Award. School-wide Award for Teaching Excellence (2013)
- Award for Teaching Excellence. Master of Business Administration (2012)
- Crystal Apple Award. University-wide Award for Teaching and Service Excellence (2010)
- Award for Teaching Excellence. Bachelor of Business Administration (2010)

University of California, San Diego, Rady School of Management

- Excellence in Teaching Award. Executive Master of Business Administration (three award occasions; 2013, 2012 and 2010)

University of California, Irvine, Merage School of Business

- Excellence in Teaching Award. Master of Business Administration (three award occasions; 2007, 2003 and 2001)
- Martin Award for Teaching Innovation and Excellence (2003)
- Excellence in Teaching Award. Health Care Executive Master in Business Administration (2003)
- Dean's Award for Teaching Innovation (two award occasions; 2002 and 2001)

RESEARCH

Substantive research topics

- Consequences of Medicare hospice benefit on hospice provider performance, quality, and access to care
- Organization learning, performance and access to care in US health care industry, with particular emphasis on end-of-life and palliative care
- Multimarket contact and competitive rivalry
- Market entry and its consequences

Theoretical emphasis

- Economic sociology

Publications

Portney, D.S., R. Ved, V. Nikolian, A. Wei, T. Buchmueller, B. Killaly, H.B. Alam, and C. Ellimoottil (2020). “Understanding the cost savings of video visits in outpatient surgical clinics.” **mHealth** 6; 32.

Ata, B., B.L. Killaly, T.L. Olsen, and R.P. Parker (2013). “On Hospice Operations under Medicare Reimbursement Policies.” **Management Science** 59: 1027-1044.

Dowell, Glen & Brad Killaly (2009). “Effect of Resource Variation and Firm Experience on Market Entry Decisions: Evidence from U.S. Telecommunication Firms’ International Expansion Decisions.” **Organization Science** 20: 69-84.

Killaly, Brad (1998). “Gains from change: The impact of market and mode of service changes on performance in the U.S. international telecommunication services industry.” **Industrial and Corporate Change**, 7: 759-767.

Killaly, Brad & Will Mitchell (1998) “Introduction: Special issue on investment in the telecommunications industry infrastructure.” **Industrial and Corporate Change**, 7: 581-584.

Cases

Permian Value Chain Integration. 2024 (ExxonMobil)

Work in Progress

Working Papers

- “History, Interrupted: The Effect of Restarts on Organizational Mortality in the United States Brewing Industry.” (with Anand Swaminathan, Glen Dowel and John Park).
- “The Informational and Competitive Dynamics of Market Entry”
- “Learning, Knowledge Transfer and Depreciation in Hospice Care” (with James Wade)
- “The Impact of Labor Turnover on Hospice Efficiency”

Current Research Projects

- “The Dynamics of Mutual Forebearance in Multi-Market Competition: The Role of Mode of Entry and Market Resource Commitments.”
- “The Cost Structure of Hospice Providers.” with D. Mukamel.

Doctoral Thesis Committee Work

- Thomas Moliterno, “Social networks and firm performance” (Committee Member). University of California, Irvine (graduated 2005). Currently Professor of Behavioural Strategy, Vrije Universiteit Amsterdam.

- Aron Spencer, “Three essays in utility regulation” (Committee Member). University of California, Irvine (graduated 2003). Currently a faculty member at Beacom School of Business, University of South Dakota.
- Jennifer Woolley, “Understanding Organizational Community Origins: The Emergence and Development of the Nanotechnology Community” (Committee Member) University of California, Irvine. (graduated 2007). Currently Associate Professor of Management, Leavey School of Business, Santa Clara University.

Conference Presentations and Invited Talks

- “The Impact of Labor Turnover on Hospice Efficiency.” Peer reviewed and invited conference presentation. 8th Annual Health Care Organizations Research Conference. University of Minnesota, Minneapolis, Minnesota.
- “The structure and dynamics of organization learning.” Invited talk – London Business School, University of London.
- “Bandwagons and Information Spillovers in Market Entry Decisions.” Invited talk – Saïd School of Business, Oxford University.
- “The Cost Structure of Hospice Providers.” National Academy Health Annual Research Meetings, Seattle, WA.
- “Competitive dynamics of market entry.” Invited talk – University of Notre Dame.
- “The informational and competitive dynamics of market entry.” Strategic Management Society Annual Meeting.
- “Research into Organizational Routines: Understandings from Empirical Research.” Showcase symposium of routines, Academy of Management Annual Meeting.
- “The Impact of Market Variability on Firm Entry: Evidence from Telecom Firms’ International Expansion.” (with Glen Dowell). Academy of Management Annual Meeting.
- “The Impact of Market Variability on Firm Entry: Evidence from Telecom Firms’ International Expansion.” (with Glen Dowell). Invited talk – University of Chicago.
- “The competitive dynamics of foreign market entry.” Institute for Operations Research and Management Science Annual Meeting, San Jose, CA.
- “The effect of market uncertainty on the performance consequences of “r” versus “k” firm strategies.” (with Glen Dowell). Institute for Operations Research and Management Science Annual Meeting, San Jose, CA.
- “The impact of firm performance on the propensity to imitate competitor foreign market entries: The United States International Telecommunications Service Industry, 1985-1998.”
 - Academy of International Business Annual Meeting, Monterey, CA.
 - Strategic Management Society Annual Meeting, Paris, FR.
- “Organizational learning: Technological and organizational change in telecommunications firms.” Consortium for Research on Telecommunication Policy and Strategy Annual Conference, Ann Arbor, MI.
- “Organizational experience, external shocks and failure in the American brewing industry: 1633-1995.” (with Anand Swaminathan). Academy of Management Annual Meeting, Boston, MA.

TEACHING & EDUCATION LEADERSHIP

Education and Teaching Interests

- Business strategy, with an emphasis on market entry and strategy formulation
- Experiential and action-based learning
- Health care management, strategy and policy
- Leadership, with an emphasis on the ethical dimensions of leadership

Courses Taught (degree)

University of Michigan, Ross School of Business (2014-present)

- Strategy (Executive MBA core; 2020-present. MBA core; 2018. Weekend MBA Core; 2021. BBA core; 2014-2016. Master of Management core; 2014-2016, 2018 & 2023-present)
- Global Strategy (Weekend MBA elective, 2023-present)
- Foundations of Business (core) (First Year BBA core; 2019-present)
- Power, Identity and Community Inclusion (MBA elective; 2018)
- Health Care Strategy (Executive MBA elective; 2016-2018. MBA elective; 2017-present)
- Competing in the Global Business Environment (MBA core; 2017. Weekend MBA core; 2017. Master in Management core; 2017. BBA elective; 2017)
- Multidisciplinary Action Project (“MAP”) (MBA core; 2017. Weekend MBA core; 2015-2017)
- Strategies for Growth (MBA elective; 2015-2016)

Emory University, Goizueta Business School (2008-2014)

- Ethics for Leaders (MBA elective; 2009. Executive MBA core; 2009-2014. BBA elective; 2009)
- Leading Strategy of Health Care Organizations (Executive MBA elective; 2014)
- Strategy of Health Care Organizations (MBA & Evening MBA elective; 2010-2014)
- Leading Organization and Strategy (MBA core; 2010-2014)
- Field Project - Corporate Social Responsibility: Sustainability (MBA Elective; 2010)
- Advanced Topics in Strategy (MBA and evening MBA elective; 2010)
- Strategic Management (BBA core; 2008-2009)

University of California, Irvine, Merage School of Business (1999-2007)

- Executive Leadership Capstone Residential (Executive MBA core; 2007)
- Survival Strategies for Health Care Management (Health Care Executive MBA elective; 2003, 2006-2007)
- Business Dynamics – Survival Strategies (Executive MBA elective; 2007-2008. Evening and Full-time MBA elective; 2002-2003 & 2008)
- Freshman Seminar – Strategic Management (Undergraduate Freshman; 2007)
- Doctoral Seminar in Strategy (Ph.D. core; 2001-2002 & 2006)
- Doctoral Seminar in Organization Theory & Economics (Ph.D. core; 2004-2005)
- Management of Complex Organizations (Full-time, Evening, Executive and Health Care Executive MBA core; 1999-2007)

- Business Strategy (Full-time and Evening MBA core; 2000 & 2002)
- Duke University, Fuqua Business School** (adjunct, spring 2011 & 2012)
- Health Strategy and Economics (Health Care Sector MBA core; 2011)
 - Strategy (Executive MBA core; 2012)
- University of Oxford, Saïd Business School** (visiting, spring 2007 & 2008)
- Strategic Decision Making in Dynamic Environments (MBA elective; summer 2007 & 2008)
- University of California, San Diego, Rady School of Business** (visiting, summers 2008-2013)
- Health Care Strategy (Executive MBA elective; 2013)
 - Business Strategy (Executive MBA core; 2009-2012)
 - Global Competitive Strategy (MBA elective; 2008)
- Queen's University at Kingston, Smith School of Business**
- Business Strategy (MBA core; 2006)

Non-Degree Education and Engagements

- Additional information available on request

SERVICE AND PROFESSIONAL ASSOCIATION ASSIGNMENTS

Member

- American Association of Geriatrics
- Academy Health
- Academy of Management, Strategy and Health Services Management Division
- American Sociological Association
- The Institute for Operations Research and the Management Sciences
- Strategic Management Society

Referee & Judge

- National Science Foundation – Research Grant Competition
- Industrial and Corporate Change
- Organization Science
- Journal of Economics and Management Strategy
- Journal of International Business
- Strategic Management Journal
- Academy of Management Journal

Board Membership

- Northstar Care Community – 4th largest not-for-profit hospice nationally
 - Quality Assurance Board
 - Chair (2023 – present) (2023-present)
 - Member (2020-2023)
 - Board of Trustees (2023-present)
 - Member (2023-present)

- Arbor Hospice
 - Member, Board of Directors (2017-2020)

PERSONAL

- Canadian citizen
- Lawful Permanent Resident (i.e. “Green Card”) of the United States of America