

PAUL S. CLYDE

Ross School of Business and The William Davidson Institute
University of Michigan
701 Tappan Street
Ann Arbor, Michigan 48109
(734) 764-8008
pclyde@umich.edu

EDUCATION

UNIVERSITY OF CALIFORNIA, LOS ANGELES
Ph.D., Economics, 1990; MA Economics 1986

INDIANA UNIVERSITY
B.S., Business Finance, 1985

PROFESSIONAL EXPERIENCE

1997-present THE WILLIAM DAVIDSON INSTITUTE AT THE UNIVERSITY OF MICHIGAN

President (2014 – present)

- Responsible for strategy; managing external relationships with a variety of stakeholders including major funders, multinational companies, partners in the field and University of Michigan faculty; and overseeing operations of a 35-person staff. Focus our consulting, faculty and student engagements on private sector developing in four sectors: healthcare, management education, energy and finance.
- Worked with partners at Michigan and in India to develop the Michigan Academy for Developing Entrepreneurs (MADE). MADE provides training and consulting to small and medium sized enterprises in low- and middle-income countries. MADE's new approach to pedagogy and to engaging partners in the field involves both students and partners in the governance of the organization. MADE has now reached dozens of Indian entrepreneurs with plans to increase to hundreds over the next year.
- Develop profitable models for financial sector institutions to provide capital to small and medium sized enterprises through a new fund at Ross School of Business and remittance-bank model for lending.
- Have worked with dozens of health care providers in more than a dozen low- and middle-income countries on financially sustainable business models.

Research Fellow/Faculty Affiliate (1997-2014)

- Co-director of a grant with the University of Michigan Medical School to work with hospitals on developing a financially sustainable model for serving the poor in emerging markets. Have worked with hospitals and clinics in China, Uganda, Rwanda, Democratic Republic of Congo, India, Haiti, Sri Lanka and Honduras.

- Led the WDI-Ross team on a USAID grant on curriculum development and program development at Ukrainian business schools.
- Participate in conferences in emerging markets including lectures given in India, Poland, Russia on competition policy, equity market issues, and health care.

1997-present ROSS SCHOOL OF BUSINESS AT THE UNIVERSITY OF MICHIGAN

*Business Economics and Public Policy Faculty (1997-present), current titles:
Tom Lantos Professor of Business Administration and
Moses and Maija Kaldjian Collegiate Lecturer, Business Economics and Public
Policy*

- Teach core Business Microeconomics courses in the MBA, Global MBA, and BBA programs.
- Developed a new course on the Organization of Business Relationships
- Developed a new course on Health Care Delivery in Emerging Markets
- Developed a new course on Public Policy Projects
- Work with numerous companies and institutes on business models with an emphasis on healthcare delivery in low and middle income countries for the past 10 years.
- Advise teams of students on over 150 action-based learning projects
 - Over 90 in health care in emerging markets
 - ~ 35 with start-up companies
 - others with large corporations (e.g., Johnson Controls, DTE Energy, Siemens, Microsoft, Novo Nordisk), governments (e.g., city of Detroit, Romania) and non-profit firms.
 - project topics include business plan development, market analysis, market development, regulatory analysis and feasibility studies.
 - project locations include Argentina, Brazil, Chile, China, France, Germany, India, Israel, Japan, Netherlands, Poland, Russia, South Korea, Spain, Sweden, Ukraine and the United Kingdom.

Director, Living Business Model Initiative (2013-2015)

- Developing experiential learning model that integrates students as stakeholders in the development of a company. The first project was focused on a financially sustainable health care delivery model in Uganda.

Academic Director, Part-time MBA Programs (2004-2013)

- Responsible for the development of the Weekend Program which admitted its first students in May 2010. The program included a number of novel components including leadership woven throughout, communication integrated into other course work and a new capstone class (described below).
- Oversaw the program staff and coordination with Academic Services, Admissions, Office of Career Developing and Student Life
- Worked with corporate partners in development of action-based learning projects
- Oversaw the administration of and development of MAP projects for the Weekend and Evening Programs

- Worked with other faculty on the development of a new capstone course for the WMBA program in which student teams research and develop strategic recommendations for CEOs. CEOs from Domino's, Trinity Health, Comcast, Main Street Ventures, Kellogg and SunCoke Energy participated in the program.

1996 National Economic Research Associates

Senior Consultant.

Conducted economic analysis of antitrust, contract, securities and other issues in litigation and regulation. Industries included the airport industry, electric and natural gas industry and securities markets.

1990-1996 UNITED STATES DEPARTMENT OF JUSTICE, ANTITRUST DIVISION

Economist.

- Analyzed economic issues, including the effects of mergers on competition, the contracting practices of leading firms and their effects on competition in the marketplace, and the effects of regulations and the potential for competition in a deregulated environment. Worked on investigations in shipping, financial services, computer, health and agriculture industries including the Microsoft and Nasdaq cases.
- Advised numerous east and central European countries on the development of competition laws.
- Lived in Slovakia for a year advising the Czech and Slovak competition agencies as part of a USAID grant.

BOARD POSITIONS

Founding Director, Michigan Academy for Developing Entrepreneurs

Member, Board of Directors, Ethio American Doctors Fund

Member, Advisory Board, Global Reach, University of Michigan Medical School

Member, Advisory Board, Center for Value Chain Innovations, Ross School of Business

Member, External Advisory Committee, Michigan Center for Global Surgery

INVITED SPEAKING ENGAGEMENTS AND ARTICLES

“Enterprise Investing” panelist at the Michigan Impact Investing Symposium, April 2019.

“Social Enterprises and Profit Maximizing Firms”

Chicago, Alumni Club, April 2018

Seattle, Alumni Club, October 2018

Washington, DC, Alumni Club, February 2019

“Surgery and the Business of Health Care Delivery” Michigan Center for Global Surgery Opening Symposium, October 2017

- “Approach to Global Health” panelist at National Academy of Sciences program on Public Private Partnerships in Global Health, June 2016.
- “Business Models of Healthcare Delivery in Emerging Markets” GlobalReach, University of Michigan Medical School, April 2016.
- “Universal Coverage for Eye Care Through Vision Centers and the Role of Technology” Kellogg Eye Center, University of Michigan, Nov 2015, discussant
- “Innovations for Health Care Delivery in Uganda” Health Care Business Forum, Twegaite International Convention, Minneapolis, Minnesota, May 2015
- “Innovative Business Models for Global Health Development” Global Health Development and the Paths of Excellence Lunch Lecture Series, University of Michigan Medical School, November, 2014
- “Healthcare in India” India Business Conference, Ross School of Business, September, 2014.
- “Financially Sustainable Healthcare in Emerging Markets” Ann Arbor Rotary Club, April 2014
- “Dissolving or Defining? Using Boundaries to Foster Growth” University of Michigan Alumni Conference on *Dissolving Boundaries; Limitless Opportunities* in Mumbai, India, 2011.
- “Innovations in Health Care Delivery in Emerging Markets” Ross School of Business World Wide Club Day, Grand Rapids, Michigan, 2009.
- “Alleviating Poverty” Ross School of Business World Wide Club Day, Miami, Florida, 2007.
- “Pricing, Profits and Competition Policy in the Restoration Industry” ASCR Annual Meeting, Philadelphia, Pennsylvania; September, 2004.
- Article on Business Education in Ukraine, in *Business Management Education in Ukraine Reporter*, Consortium for the Enhancement of Ukrainian Management Education, Fall 2003.
- “Educating Entrepreneurs and Entrepreneurial Educators” *Synergy*, Kiev, Ukraine, December, 2002
- “Applications of Microeconomics to Policy and Business Decisions” Institute of Management Accountants, Ann Arbor, Michigan; January 2002.
- “Competition Policy in Securities Markets” Conference sponsored by OECD in Moscow, Russia; June 2000.

“Competition Policy in a Market Economy” Conference on a transition to a market economy sponsored by USIA at Nowy Sacz, Poland; May, 1997

“Securities Markets in a Transition Economy” Krakow, Poland and Warsaw, Poland; May, 1997

AWARDS AND GRANTS

Collegiate Lecturer Award 2014-2015, University of Michigan

Global Challenges for a Third Century grant, Co-Investigator, “Transforming Violence and Conflict into Hope and Innovation: Establishing a Center of Excellence in Training and Research in Bukavu, Democratic Republic of Congo,” 2013.

Institute for Research on Women and Gender grant, Principal Investigator: “Women’s Health Care at Panzi Hospital: Assessing the Business Model and Increasing Capacity,” 2011.

NextBillion Case Competition “Catch a Falling STAR: Sustainable Financing for a BOP Hospital” (Faculty Supervisor for team of medical students that won 3rd place), 2011.

The Andy Andrews Distinguished Faculty Service Award, April 2010

Teacher of the Year, University of Michigan Business School BBA, 2002

Outstanding Contribution Award, Assistant Attorney General for Antitrust, 1994.

Special Achievement Award, Advisory Commission on Conferences in Ocean Shipping, May, 1992.

Lynde and Harry Bradley Foundation, University of California at Los Angeles, 1988-1989.

SELECTED PUBLICATIONS, CASES AND WORKING PAPERS

“A New Model for Diabetes-focused Capacity Building – Lessons from Sri Lanka,” with Anjan Saha, Naresh Gunaratnam, Rashmi Patil, Monica Choo, Devika Bagchi, Ekta Jhaveri, Jennifer Wyckoff, Ganeika Bahu, Ulysses Balis and William Herman, *Clinical Diabetes and Endocrinology*, 4:22, December, 2018.

“Note on the Governance of Nonprofit Organizations: Lessons from Mayo Clinic” with Aneel Karnani, William Davidson Institute, 1-291-312, December 2018.

“Social Impact of Profit Maximizing Firms” with Jagadeesh Sivadasan, Aneel Karnani, Puneet Manchanda and MP Narayanan, November 2018

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3284113

- “25 Years of Health Care Delivery in Low and Middle-Income Countries,” one of a series of papers in celebration of the 25th anniversary of the William Davidson Institute titled *25 Years of Market Based Solutions*, with Andrew Haig, Ekta Jhaveri, Monika Karazia, Pascale Leroueil, Kavitha Ranganathan, Kathleen Sienko, Suzan Song, Aravind Srinivasan, Peter Waiswa and Girma Wolde-Michael. May 2018.
- “Positive Business vs. Profit Maximization” with Bob Quinn, Anjan Thakor, Aneel Karnani, Venky Nagar and MP Narayan, WDI note 8-570-898, November 8, 2017.
- “A Competitive Analysis of Malaria Markets” Working paper with Greg Vistnes, April 2017
- “Information Flow Analysis and the Theory of the Firm,” 36 (6) *Managerial and Decision Economics*. September 2015, 384-400.
- “Improving Private Sector Impact on Poverty Alleviation: A Cost-Based Taxonomy” with Aneel Karnani, 57(2) *California Management Review*, Winter 2015, 20-35.
- “Aparajitha”, with Bharath Krishna Sankar, *GlobaLens Case*, William Davidson Institute, 1-429-253, 2012.
- “Bringing Joy to the World . . . through Software Development” with Richard Sheridan, *GlobaLens Case*, William Davidson Institute, 1-429-228, 2012.
- Muni Seva, *GlobaLens Case*, William Davidson Institute, 1-429-220, 2012.
- Sewa Rural, *GlobaLens Case*, with Satish Mohan, William Davidson Institute, 1-429-221, 2012
- “Aravind: Growing a Health Care Facility” *GlobaLens Case Study*, William Davidson Institute, March 2008.
- “All Health Care is Local: Service Delivery in an Emerging Market,” with William Chavey, *The Journal of the International Institute*, 15, Spring 2008, p. 15.
- (editor) *Marketing* William Davidson Institute Series of Core Business Topics, 2005
- Business Economics* William Davidson Institute Series of Core Business Topics, CEUME, Kiev, Ukraine 2005.
- “Can Mergers to Monopoly, Price Fixing, and Market-Division Agreements Raise Welfare?” with Jim Reitzes, *International Journal of the Economics of Business*, 11, 2004, pp 69-90.
- “Is it Efficient to Impose Costs on Small-Volume Equity Traders?” with Jim Reitzes *International Journal of the Economics of Business*, 6, 1999, 81-92.
- “Market Power and Collusion in the Ocean Shipping Industry: Is a Bigger Cartel a Better Cartel?” with Jim Reitzes, *Economic Inquiry*, 36, 1998, pp. 292-304.

“Trading Costs and Exchange Delisting: The Case of Firms that Voluntarily Move from the American Stock Exchange to Nasdaq” with Paul Schultz and Mir Zaman, *Journal of Finance*, 52, 1997, pp.2103-2112.

“Do Institutional Shareholders Police Management?” *Managerial and Decision Economics*, 18, 1997, pp. 1-10.

“Competition Policy for Natural Monopolies in a Developing Market Economy.” with Janusz Ordover and Russell Pittman. *Economics of Transition*, Vol. 2, 1994.

“Investment Funds in Voucher Privatizations.” *Trend*, 1994.

“Competition Policy in a Market Economy.” *Trend*, 1993.