

# **Bill Foster, CD, PhD, RC, RMC**

Assistant Professor — Strategic Management  
Faculty Lead — Prince's Trust Canada

Faculty of Management, Dalhousie University  
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## **EDUCATION**

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**PhD Strategic Management**

Joseph L Rotman School of Management, University of Toronto  
2015

**MBA Strategy (First Class Honours)**

Joseph L Rotman School of Management, University of Toronto  
2006

**BEng Chemical and Materials Engineering**

Royal Military College of Canada  
1992

## **EMPLOYMENT HISTORY**

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**2015- Assistant Professor — Strategic Management**

*Kenneth C. Rowe School of Business, Faculty of Management, Dalhousie University, Halifax, NS*

**2016-2021 Director — International Student Success Program**

*Kenneth C. Rowe School of Business, Faculty of Management, Dalhousie University, Halifax, NS*

**2019- Faculty Lead — Prince's Trust Canada**

*Kenneth C. Rowe School of Business, Faculty of Management, Dalhousie University, Halifax, NS*

## **RESEARCH INTERESTS**

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social networks, organizational strategy and strategic change, complexity, embeddedness

## **TEACHING INTERESTS**

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strategy (core and organizational), strategic change and implementation, strategy and social networks

## RESEARCH

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### Published papers

Cunningham, P, Drumwright, ME, Foster, KW. 2019. Networks of complicity: Social networks and sexual harassment. *Equality, Diversity and Inclusion*, 40(4): 392-409.

Foster, KW. 2015. A network-learning model of strategic change. *Academy of Management Proceedings*, 1: 1-40.

### Working papers

Shades of organization past: The influence of organizational membership on new network formation  
*empirical paper from dissertation, with Bill McEvily (under revision)*

Twists and turns, starts and stops: Understanding the transgenerational paths of family firms  
*theory and empirical paper, with Albert James and Binod Sundararajan (under revision for submission)*

The story of embeddedness and reciprocity  
*theory, literature review, future directions (under revision for submission)*

### Work in progress

Organizational social networks and interdependence  
*theory paper from dissertation (under revision)*

An NK-landscape model of network search  
*theory paper from dissertation (under revision)*

Network search and optimization of leaders and followers  
*theory paper with Bill McEvily and Mike Ryall (theory revision)*  
*Management Science (target journal)*

The role of identity in leadership emergence in innovative collectives  
*theory and empirical network paper with Kristin Cullen (data analysis)*  
*Leadership Quarterly (target journal)*

### Conference presentations

**2019** 7<sup>th</sup> International Symposium on Marketing Ethics and Corporate Social Responsibility, Karlstad, SE  
*Networks of complicity and empowerment: Social networks and sex harassment*

**2019** Society for Industrial and Organizational Psychology 34<sup>th</sup> Annual Conference, Washington, DC  
*Sex harassment: Networks of complicity and empowerment*  
Session 293: From #MeToo to What Now — The Problem of Sex Harassment  
(presented by co-author)

**2018** Canadian Council for Small Business Enterprise, Halifax, NS  
*Social capital and the family business: A typology of transgenerational succession*  
Session 2.2: Family Business Succession Planning  
*Live cases and the integration of theory and practice in strategy education*  
Session 4.2: Entrepreneurship Education & Pedagogy II

**2018** 14<sup>th</sup> Family Enterprise Research Conference (FERC), Universidad Panamericana, Guadalajara, Mexico  
*Social capital and the family business: A typology of transgenerational succession*  
(presented by co-author)

**2018** 6<sup>th</sup> International Symposium on Marketing Ethics and Corporate Social Responsibility, Nottingham, UK  
*Networks of complicity and empowerment: The influence of social networks on ethical decision-making*

**2017** Academy of Management 77<sup>th</sup> Annual Meeting, Atlanta, GA  
*Organizational strategic change and self-organizing networks*  
BPS/OMT division session 1488: Linking Formal Organization and Informal Social Structure  
(AoM Showcase Symposium)  
*Social networks in the family business context*  
ENT/MC/ODC division session 1838: Longevity and Resilience at the Interface of Family, Business and the Environment

**2017** International Multidisciplinary Academic Conference, Orlando, FL  
*Live cases and the integration of theory and practice in strategy education*

**2017** 2<sup>nd</sup> Interdisciplinary Perspectives on Leadership Symposium  
*The role of identity in leadership emergence in innovative collectives*  
(accepted, unable to attend)

**2016** Atlantic Schools of Business Conference, 46<sup>th</sup> Annual Conference, Halifax, NS  
*Trust, family, and networks: Why do some family businesses stay and others go*  
Entrepreneurship session  
*A network-learning model of strategic change*  
Strategy session

**2015** Academy of Management 75<sup>th</sup> Annual Meeting, Vancouver, BC  
*A network-learning model of strategic change*  
OMT division session 2126: Hierarchy, Politics and Organizational Learning: Four Simulations

**2014** Collective Intelligence Conference, MIT, Boston, MA  
*Modeling dynamic network evolution in the context of strategic change*

**2014** Organization Science Winter Conference XX, Steamboat Springs, CO  
*Modeling dynamic network evolution in the context of strategic change*

**2011** Academy of Management, 71<sup>st</sup> Annual Meeting, San Antonio, TX  
*Predicting tie strength from organizational identification: A theory and empirical test*  
OMT division session 1172: Organizational Identity

**2009** Medici Summer School in Management Studies: Organizational categories and identities, La Peittra (NYU), Florence, Italy  
*Social capital and organizational identity*

**2005** NATO Operational Analysis Seminar, The Hague, The Netherlands  
*Operational analysis for force-on-force conflicts (Air): Methods and lessons learned*

## Invited presentations

2021 Faculty of Management (Research Day), Dalhousie University, Halifax, NS  
*Twists and turns, starts and stops: Understanding the transgenerational paths of family firms*

2018 Faculty of Management (Research Day), Dalhousie University, Halifax, NS  
*Networks of complicity and empowerment: The influence of social networks on ethical decision-making*

2016 Rowe School of Business, Faculty of Management, Dalhousie University, Halifax, NS  
*An NK-landscape model of network search*

2015 Rowe School of Business, Faculty of Management, Dalhousie University, Halifax, NS  
*Informality rising: Organizational change and self-organizing networks*

2015 IAE Toulouse School of Management, Toulouse 1 Capitole University, Toulouse, FR  
*Informality rising: Organizational change and self-organizing networks*

2014 Raj Soin College of Business, Wright State University, Dayton, OH  
*Informality rising: Organizational change and self-organizing networks*

## Invited consortia

2018 Canadian Council for Small Business Enterprise, Halifax, NS  
*Paper Development Workshop organized by Journal of Small Business and Entrepreneurship*

2014 Academy of Management, 74<sup>th</sup> Annual Meeting, Philadelphia, PA  
*BPS Dissertation Consortium*  
session with Hart Posen, Wisconsin

2011 Academy of Management, 71<sup>st</sup> Annual Meeting, San Antonio, TX  
*OMT Doctoral Student Consortium*  
session with Michael Pratt, Boston College; and Anne Bowers, UofT

2011 Reputation Institute, 15<sup>th</sup> Annual Conference, New Orleans, LA  
*Doctoral Student Pre-Conference Consortium*  
session with David Deephouse, UAlberta; Naomi Gardberg, CUNY;  
and Davide Ravasi, Bocconi

2009 Academy of Management, 69<sup>th</sup> Annual Meeting, Chicago, IL  
*OMT Dissertation Proposal Workshop*  
session with David Whetten, BYU

2009 Medici Summer School in Management Studies: Organizational categories and identities, La Pietra (NYU), Florence, Italy

## Conference participation

2019 7<sup>th</sup> International Symposium on Marketing Ethics and Corporate Social Responsibility, Karlstad, SE

2019 Society for the Advancement of Management Studies Forum, Cambridge, UK

2018 Canadian Council for Small Business Enterprise, Halifax, NS

2018 6<sup>th</sup> International Symposium on Marketing Ethics and Corporate Social Responsibility

2017 Academy of Management, 77<sup>th</sup> Annual Meeting, Atlanta, GA

2016	Atlantic Schools of Business, 46 <sup>th</sup> Annual Conference, Halifax, NS
2015	Academy of Management, 75 <sup>th</sup> Annual Meeting, Vancouver, BC
2014	Facilitating the Creation and Transfer of Knowledge (NSF), The Wharton School, University of Pennsylvania, Philadelphia, PA
2014	Academy of Management, 74 <sup>th</sup> Annual Meeting, Philadelphia, PA
2014	Collective Intelligence Conference, MIT, Boston, MA
2014	Organization Science Winter Conference XX, Steamboat Springs, CO
2011	Academy of Management, 71 <sup>st</sup> Annual Meeting, San Antonio, TX
2011	Reputation Institute, 15 <sup>th</sup> Annual Conference, New Orleans, LA
2009	Academy of Management, 69 <sup>th</sup> Annual Meeting, Chicago, IL
2007	Identity, innovation and learning, Carnegie Mellon University, Pittsburgh, PA

## TEACHING

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### Course development and delivery

2015-	<p><i>Rowe School of Business, Dalhousie University, Halifax, NS</i></p> <p>Bachelor of Commerce — COMM 4351 - Competitive Strategy</p> <ul style="list-style-type: none"> <li>• average student rating 4.64/5.00 (2018: <b>4.64</b>)</li> </ul> <p>Bachelor of Commerce — COMM 4352 - Strategic Management</p> <ul style="list-style-type: none"> <li>• average student rating 4.71/5.00 (2016: 4.65, 4.64, 4.42; 2017: 4.84, 4.64, 4.56; 2018: 4.73, 4.56 2019: <b>4.93</b>; 2020-22: COVID no rating; 2023: tbd)</li> </ul> <p>Centre for Executive and Graduate Education — Strategic Decision-making</p> <ul style="list-style-type: none"> <li>• Nova Scotia Health Authority — Strategic Health Leadership Certificate (Experienced Leaders)</li> <li>• average student rating 6.70/7.00 (2019: <b>6.70</b>)</li> </ul> <p>Masters of Business Administration — BUSI 6005 - Strategy Implementation</p> <ul style="list-style-type: none"> <li>• average student rating 4.43/5.00 (2018: 4.36; 2019: <b>4.50</b>; 2020-22: COVID no rating; 2023: tbd)</li> </ul> <p>Masters of Business Administration — BUSI 6914 - How to get ahead: Social capital</p> <ul style="list-style-type: none"> <li>• elective course (2021: COVID no rating)</li> </ul> <p>Masters of Business Administration — BUSI 6952 - Leadership</p> <ul style="list-style-type: none"> <li>• directed reading (fall 2019)</li> </ul> <p>Masters of Business Administration — BUSI 6953 - Strategic leadership and decision-making</p> <ul style="list-style-type: none"> <li>• directed reading (winter 2020)</li> </ul> <p>Masters of Public Administration — MGMT 6735 - 21<sup>st</sup> Century Public Service Leadership</p> <ul style="list-style-type: none"> <li>• average student rating nr/5.00 (2021: COVID no rating; 2023: tbd)</li> </ul>
2021-	<p><i>School of Public Administration, Dalhousie University, Halifax, NS</i></p> <p>Masters of Public Administration — MGMT 6735 - 21<sup>st</sup> Century Public Service Leadership</p> <ul style="list-style-type: none"> <li>• executive education (summer 2021)</li> </ul>
2000-2006	<p><i>Canadian Forces College, Toronto, ON</i></p> <p>National Security Studies Program — Master of Defence Studies</p> <ul style="list-style-type: none"> <li>• cap-stone lectures and case study</li> </ul> <p>Advanced Military Studies Program — Master of Defence Studies</p> <ul style="list-style-type: none"> <li>• cap-stone lectures and simulation case study</li> </ul> <p>Joint Command and Staff Program — Master of Defence Studies</p> <ul style="list-style-type: none"> <li>• cap-stone lectures and simulation case study</li> <li>• European field study (“staff ride” — planned learning event)</li> </ul>

## Professional development

**2018-** Dalhousie Faculty Certificate in Teaching and Learning (enrolled)

*Core course: Learning focused course design (completed 2019)*

*Studio course: Beyond content (completed 2019)*

*Studio course: Engaging in the scholarship of teaching and learning (completed 2019)*

*Studio course: Teaching dossier workshop (completed 2019)*

*Studio course: Foundations in online course design (completed 2020)*

## Instructor

**1998-1999** *Royal Canadian Air Force, 415 (Maritime Patrol) Squadron, Greenwood, NS*

Navigator professional category training

- progression, and annual theory and practical exams

## SERVICE

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### Reviewing experience

Academy of Management (OMT Division) — 2011 to present

*Canadian Journal of Small Business and Entrepreneurship* — ad hoc

*Administrative Science Quarterly* — ad hoc

*Journal of Management Studies* — ad hoc

*Journal of Small Business and Entrepreneurship* — ad hoc

*Management Science* — ad hoc

*Personnel Review* — ad hoc

Social Sciences and Humanities Research Council of Canada — ad hoc

Southern Management Association — 2021 to present

### Dalhousie University institutional committees (internal)

Dalhousie University Senate — member

Dalhousie University Senate Appeals Committee — Panel Chair, and member

Dalhousie University International Student Support Team — member

Faculty of Management (FoM) BCOMM Program Review Committee — member

FoM BMGMT Program Committee — member

FoM Strategy and Structural Change Committee — member

Rowe School of Business (RSB) Strategic Renewal Steering Committee — member

RSB Rank, Appointment, Tenure, and Salary Committee — member

RSB BCOMM Program Committee — member

RSB Prince's Operation Entrepreneur (POE) — Faculty Lead, and mentor

RSB BCOMM International Student Case Competition — faculty advisor

RSB BCOMM Jeux du Commerce Central (JDCC) — Strategy team faculty coach; RSB Faculty Co-captain

RSB BCOMM Distributive Education Clubs of America (DECA) — faculty advisor

RSB Tenure-track Faculty Search Committee (OB hire, Strategy LTA hire) — member

## Memberships

Academy of Management (BPS, OMT)

Administrative Sciences Association of Canada

## INDUSTRY EXPERIENCE

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**2011-2013** Director — Subsidized Education Programs  
*Department of National Defence, Canadian Forces Recruiting Centre, Toronto, ON*

**2009-2011** Director — Strategic Plans  
*Department of National Defence, Joint Task Force Central / Land Force Central Area HQ, Toronto, ON*

**2006-2009** PhD Student (sponsored by the Department of National Defence)  
*Rotman School of Management, University of Toronto, Toronto, ON*

**2000-2006** Strategic Planning Analyst / Project Manager / Modeling and Simulation Manager  
*Department of National Defence, Canadian Forces College, Toronto, ON*

**1995-2000** Tactical Navigator / Crew Lead Navigator  
*Royal Canadian Air Force, 415 (Maritime Patrol) Squadron, Greenwood, NS*

**1992-1995** Air Navigator Training  
*Royal Canadian Air Force, Canadian Forces School of Air Navigation, Winnipeg, MB*

## AWARDS

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Outstanding Service Award, Nova Scotia School Athletic Federation  
*Rocky Lake Junior High School, 2020*

FoM Teaching Excellence Award  
*Finalist 2018, 2019*

Insight Development Grant  
*Social Sciences and Humanities Research Council, 2018*

KPMG Family Business Centre research grant  
*Rowe School of Business, 2016*

Research Development Fund grant  
*Rowe School of Business, 2016*

School of Graduate Studies Conference Travel grant  
*University of Toronto, 2011*

Clasp to Canadian Forces Decoration for 22 years of distinguished service  
*Royal Canadian Air Force, 2010*

Canadian Forces PhD Scholarship  
*Department of National Defence, 2006-7, 2007-8, 2008-9*

Bregman Scholar and Dean's List (First Class Honours — MBA Graduation)

*Rotman School of Management, University of Toronto, 2006*

Dean's List (First Class Honours — MBA First Year)

*Rotman School of Management, University of Toronto, 2003*

Canadian Forces Decoration for 12 years of distinguished service

*Royal Canadian Air Force, 2000*

Swordfish of the Year — Commanding Officer's award for operational and service excellence

*Royal Canadian Air Force, 415 (Maritime Patrol) Squadron, 1999*

## LANGUAGES

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Fluent in French