

# Bora Kolfal

Department of Accounting, Operations, and Information Systems (AOIS),  
Alberta School of Business, University of Alberta  
3-40H Business Building, Edmonton, AB Canada T6G 2R6  
Email: [bora.kolfal@ualberta.ca](mailto:bora.kolfal@ualberta.ca) Office Ph.: (780) 492-8466 Fax: (780) 492-3325  
Web site: <http://www.business.ualberta.ca/BoraKolfal>  
Last updated on September 1, 2018

---

## EMPLOYMENT

**Associate Professor of Operations Management**, Alberta School of Business, University of Alberta, Department of Accounting, Operations and Information Systems (AOIS), Edmonton, AB.

**Assistant Professor of Operations Management**, Alberta School of Business, University of Alberta.

### Courses:

- OM 352 – Operations Management (Undergraduate, 2009 – 2012)
- OM 426/626 – Service Operations Management (Undergraduate/MBA, 2006 – 2011)
- OM 410 – Supply Chain Management (Undergraduate, 2007, 2014 – 2017)
- OM 411 – Business Process Management (Undergraduate, 2014 – 2015)
- OM 468 – Quantitative Mgmt. Consulting Project (Undergraduate, 2007)
- OM 471/671 – Decision Support Systems (Undergraduate/MBA, 2014 – 2018)
- OM 495 – Individual Research Project I (Undergraduate, 2009 and 2011)
- OM 702 – Advanced Research Topics in Operations Mgmt. (Graduate, 2018)
- OM 704 – Seminar in Stochastic Models (Graduate, 2008, 2010)
- OM 710 – Individual Research: Readings in Queueing Theory (Graduate, 2010)
- OM 502 – Operations Management (MBA, 2013 – 2018)
- MIS 702 – Advanced Research Topics in MIS (Graduate, 2014)

**Visiting Scholar**, University of Michigan, Department of Industrial and Operations Engineering (IOE), Ann Arbor, MI. Two appointments.

**Teaching Assistant, Research Assistant**, Northwestern University, Department of Industrial Engineering and Management Sciences (IEMS), Evanston, IL.

## EDUCATION

**Northwestern University**, Evanston, IL

**Ph.D.** in Industrial Engineering and Management Sciences

Thesis Title: “Modeling Flexibility in Service Operations and Supply Chains”

Major: Stochastic Modeling and Analysis

Minors: Production and Logistics, Decision and Risk Analysis, Financial Engineering

**Bilkent University**, Ankara, Turkey

**B.S.** in Industrial Engineering

## PEER-REVIEWED PUBLICATIONS

- Iravani, S.M.R., and B. Kolfal, 2005, "When Does the  $\mu$  Rule Apply to Finite-Population Queueing Systems," *Operations Research Letters*, **33**(3), pp. 301-304.
- Iravani, S.M.R., B. Kolfal, and M.P. Van Oyen, 2007, "Call Center Labor Cross-Training: It's a Small World After All," *Management Science*, **53**(7), pp. 1102-1112.
- Saghafian, S., M.P. Van Oyen, and B. Kolfal, 2009, "A New Policy for the Control of Parallel Queueing Systems," *Proceedings of 2009 NSF Engineering Research and Innovation Conference*, Honolulu, Hawaii.
- Iravani, S.M.R., B. Kolfal, and M.P. Van Oyen, 2011, "Capability Flexibility: A Decision Support Methodology for Parallel Service and Manufacturing Systems with Flexible Servers," *IIE Transactions*, **43**(5), pp. 363-382.
- Saghafian, S., M.P. Van Oyen, and B. Kolfal, 2011, "The 'W' Network and the Dynamic Control of Unreliable Flexible Servers," *IIE Transactions*, **43**(12), pp. 893-907.
- Delasay, M., B. Kolfal, and A. Ingolfsson, 2012, "Maximizing Throughput in Finite-Source Parallel Queue Systems," *European Journal of Operational Research*, **217**(3), pp. 554-559.
- Iravani, S.M.R., B. Kolfal, and M.P. Van Oyen, 2012, "Process Flexibility and Inventory Flexibility via Product Substitution," *Flexible Services & Manufacturing*, **26**(3), pp. 320-343.
- Kolfal, B., R. Patterson, and L. Yeo, 2013, "Market Impact on IT Security Spending," *Decision Sciences Journal*, **44**(3), pp. 517-556.
- Alanis, R., A. Ingolfsson, and B. Kolfal, 2013, "A Markov Chain Model for an EMS System with Repositioning," *Production and Operations Management*, **22**(1), pp. 216-231.
- Delasay, M., A. Ingolfsson, and B. Kolfal, 2016, "Modeling Load and Overwork Effects in Queueing Systems with Adaptive Service Rates," *Operations Research*, **64**(4), pp. 867-885.
- Sun, C., Y. Ji, B. Kolfal, and R. Patterson, 2017, "Business-To-Consumer Platform Strategy: How Vendor Certification Changes Platform and Seller Incentives," *ACM Transactions on Management Information Systems*, **8**(2-3), Article No. 6, DOI: <https://doi.org/10.1145/3057273>.

## WORK UNDER REVIEW

- Soltani, Mohamad, Samorani, Michele, Kolfal, Bora, 2018, "Appointment Scheduling with Multiple Providers and Stochastic Service Times."
- Rastpour, Amir, Ingolfsson, Armann, Kolfal, Bora, 2018, "Modeling Yellow and Red Alert Durations for Ambulance Systems."
- Delasay, Mohammad, Ingolfsson, Armann, Kolfal, Bora, Schultz, Kenneth, 2018, "Load Effect on Service Times."

## WORK-IN-PROGRESS

- Hidaji, Hooman, Kolfal, Bora, Nault, Barrie, Patterson, Raymond, Rolland, Eric, Yeo, Lisa, 2018, "Separate or Shared Provision of Cloud Services with Demand Risks and Externalities."

## **GRANTS**

- “EMS patient transfers, deployment, and system status management,” Collaborator, \$360,000 total, City of Calgary Public Safety Commission, 2010-2011.
- “Nova Faculty Fellowship,” \$10,000 total, University of Alberta, 2007-2008.
- “Shared computing facility for optimization modeling,” Co-applicant, \$71,400 total, NSERC RTI Grant, 2007.
- “Deployment modeling,” Co-investigator, \$90,000 total, Calgary Fire department, 2013.

## **GRADUATE STUDENT SUPERVISION**

Supervisor:

- Ramon Alanis, Ph.D. thesis, AOIS, August 2012 (with Armann Ingolfsson),
- Mohammad Delasay Sorkhab, Ph.D. thesis, AOIS, August 2014 (with Armann Ingolfsson),
- Likang Ding, Ph.D. student, AOIS (with Armann Ingolfsson).

Committee member:

- Lisa Yeo, Ph.D. thesis, AOIS, August 2012,
- Fernanda Campello, Ph.D. thesis, AOIS, September 2013,
- Amir Rastpour, Ph.D. thesis, AOIS, August 2015,
- Hooman Hidaji, Ph.D. thesis, AOIS, December 2016,
- Can Sun, Ph.D. thesis, AOIS, August 2018.

## **SELECTED PRESENTATIONS** (Speaker in parentheses)

- Soltani, M., M. Samorani, and B. Kolfal, “Appointment Scheduling with Multiple Providers and Stochastic Service Times,” INFORMS Annual Meeting, Nashville TN, 2016 (Samorani); POMS Annual Conference, Seattle WA, 2017 (Samorani).
- Sun, C., Y. Ji, B. Kolfal, and R. Patterson, “Business-To-Consumer Platform Strategy: One Channel or Two?” WITS 2015 poster session, Dallas TX, 2015 (Sun); CORS Annual Meeting, Calgary AB, 2016 (Sun).
- Hidaji, H., B. Kolfal, R. Patterson, E. Rolland, and L. Yeo, “To Share or Not to Share: Supplier Choice and Customer Demand Reactions to Adverse Events,” Conference on Information Systems and Technology, Philadelphia PA, 2015 (Hidaji); Seminar at Haskayne School of Business, Calgary AB, 2017 (Hidaji); WITS Feeder Conference, Pomona CA, 2017 (Hidaji).
- Delasay, M., A. Ingolfsson, B. Kolfal, and K. Schultz, “Load effect on service times,” INFORMS Annual Meeting, Minneapolis MN, 2013 (Schultz); INFORMS Annual Meeting, San Francisco CA, 2014 (Ingolfsson, Schultz); Keynote address at International Workshop on Behavioral Operations Management, Shanghai, China, 2014 (Schultz); POMS Annual Meeting, Atlanta GA, 2014 (Schultz); Seminar at Tepper School of Business, Carnegie Mellon University, Pittsburgh PA, 2015 (Delasay); Seminar at Sungkyunkwan University, Seoul, Korea, 2017 (Schultz); Decision Sciences Institute Annual Meeting, Washington, DC, 2017 (Schultz).
- Delasay, M., A. Ingolfsson, B. Kolfal, and K. Schultz, “How load affects service times in emergency medical service,” International workshop on planning of emergency and

healthcare systems, Amsterdam, Netherlands, 2017 (Ingolfsson); Seminar at University of Calgary, Calgary AB, 2017 (Ingolfsson); IFORS/CORS Conference, Quebec City, QC, 2017 (Ingolfsson).

- Delasay, M., A. Ingolfsson, and B. Kolfal, "Modeling load and overwork effects in queueing systems with adaptive servers," INFORMS Annual Meeting, Minneapolis MN, 2013 (Ingolfsson); Seminar at Kellogg School of Business, Northwestern University, Chicago IL, 2014 (Delasay); Seminar at Tepper School of Business, Carnegie Mellon University, Pittsburgh PA, 2014 (Delasay).
- Rastpour, A., A. Ingolfsson, and B. Kolfal, "Modeling red and yellow alert durations for ambulance systems," Invited finalist presentations in CORS Student Paper Competition at the CORS/INFORMS International Meeting, Montreal, 2015 (1st place) and in the INFORMS Health Applications Society Student Paper Competition at the INFORMS Healthcare Meeting, Nashville, 2015 (honourable mention); INFORMS Annual Meeting, Minneapolis MN, 2013 (Rastpour); Seminar at Booth School of Business, University of Chicago, 2014 (Rastpour); Seminar at University of Regina, 2014 (Ingolfsson); CORS Annual Meeting, Ottawa ON, 2014 (Rastpour); CanQueue Workshop, Surrey BC, 2014 (Rastpour).
- Rastpour, A., A. Ingolfsson, and B. Kolfal, "Analysis of Yellow and Red Alerts in Emergency Medical Services Systems," INFORMS Healthcare Meeting, Chicago IL, 2013 (Rastpour); CORS Annual Meeting, Vancouver BC, 2013 (Rastpour); INFORMS Annual Meeting, Phoenix AZ, 2012 (Kolfal).
- Delasay, M., A. Ingolfsson, and B. Kolfal, "Multi-server service systems with adaptive server behaviour," INFORMS Healthcare Meeting, Chicago IL, 2013 (Delasay); CORS Annual Meeting, Vancouver BC, 2013 (Delasay); ARCO Edmonton AB, 2013 (Delasay).

## **HONORS AND AWARDS**

- Winner of Annual Murty Paper Competition, University of Michigan, Ann Arbor (with Soroush Saghafian and Mark Van Oyen), 2010.
- Nova Faculty Fellowship Award, University of Alberta, 2007-2008.
- Walter P. Murphy Fellowship, Northwestern University, 2001-2002.

## **SERVICE AND AFFILIATIONS**

- Canadian Operational Research Society (CORS) Councillor, Membership Committee Chair, Section Relations Committee Member, 2017-2019.
- Refereed articles for *Management Science*, *Operations Research*, *Production and Operations Management*, *IIE Transactions*, *European Journal of Operational Research*, *INFOR*, *Information Technology & Management*, and *Socio-Economic Planning Sciences*.
- Member of the INFORMS, POMS, MSOM, and CORS.
- MITACS / CORS 2010 Annual Conference, Edmonton, Scientific Committee.
- ARCO / SCOPE 2011, 2013 Annual Conference, Edmonton, Organizing Committee.