

# RADFORD UNIVERSITY

## Davis College of Business and Economics

### Annual Report from the Dean

March 2021 – March 2022

Prepared By: Joy Bhadury

This annual report details some of the salient accomplishments of the Davis College of Business & Economics during my tenure as Dean in the period of review.

A special word of thanks is due to the Davis College Leadership Team, who played a crucial role in the achievement of almost every one of the outcomes below. An equal measure of thanks is due to Ms. Sheila Cook, College Coordinator, and Ms. Cathy Epley, Administrative Assistant, in providing me with invaluable administrative support.

A comprehensive description of the outcomes of the Davis College in 2020-21 is available from the *2020-21 Davis College Annual Report*. To the extent possible, I have attempted not to duplicate information contained in the *Annual Report* in this summary of accomplishments.

As I have done in past reports, I begin with my conviction that the outcomes listed in this report should never be interpreted as my achievements; instead and as evident, almost in their entirety they are the fruits of labor of numerous colleagues in the Davis College and Radford University with whom I have been fortunate to work. My principal role in the achievement of these outcomes has been solely to serve as a facilitator and enabler.

**Support for Diversity, Equity and Inclusion (DEI):** Deans have been asked to document support of the DEI goals of Radford University in their respective Annual Reports. Given that the ultimate goal of DEI initiatives is to produce an inclusive and collaborative work environment for all members, it is my belief that even a cursory reading of this report naming the faculty, staff and students involved in each activity/outcome will serve as sufficient proof of the comprehensive inclusivity of input and collaboration behind every salient activity/outcome in the Davis College. The Davis College proudly maintains a long tradition of inclusion and consultation on every major decision that is within the College's purview. I have tried to continue this tradition through committees, task forces, Leadership Team meetings and monthly "Dean's Updates" at our College meetings. Nonetheless, some specific activities that I deemed to be directly supporting specific DEI goals enunciated by the university have been highlighted in this report.

# 1. Goal 1 - Enhance the excellence of our academic programs and scholarly activities

## 1.1 MBA Program

- a. After an open internal search, **Dr. Can Dogan** was appointed the Director of Graduate Programs in Summer 2021.
- b. The Fast-Track MBA was successfully initiated in Fall 2021 and by summer 2022, will have become the sole track for the Radford MBA program. Davis College faculty diligently worked on existing courses to convert them to the Fast-Track all through 2021-22 and by Summer 22, all MBA courses needed to support the Fast Track MBA will have been successfully converted.
- c. Beginning Spring 2022, the SAS Graduate Certificate in Business Analytics was also added to the Fast Track programs.
- d. As of Spring 22, enrollment in the MBA program has grown to 86 students, the highest in 7 years.
- e. **Radford MBA successfully launched a partnership with the 100% asynchronous online Doctorate in Business Administration (DBA) program at the AACSB-accredited Paris School of Business for a joint MBA-DBA program where students who complete the Radford MBA can seamlessly move to the Paris DBA program and complete that degree with fewer courses and for lesser fees than the original DBA program.** This partnership was formally announced by both institutions to MBA students and faculty on February 10 in a virtual presentation event. Several existing MBA students as well as 6 Davis College faculty have expressed an interest in participating in the joint MBA-DBA program.
- f. In Fall 2021, the Radford MBA program was included on inaugural ranking of best MBA programs by the *Fortune Magazine*. Additionally, the program continued to be ranked by *U.S. News & World Report*.

These achievements above by the MBA program are principally due to the hard work of all graduate faculty in the Davis College, Dr. Can Dogan, the previous Director Dr. Thomas Duncan, Sandi McGrady, Amy McEldowney and the Graduate Curriculum Committee (A. Kaushik, C. Dogan, S. Wang, A. Stanton). Thanks are also due to Dean Josse Rossell (PSB).

## 1.2 Online Degree Completion (ODC) Tracks

- a. The ODC track in Business Administration (BBA) was launched in Fall 2020. As of Spring 2022, it has 21 students enrolled.
- b. Marketing and promotion efforts for these programs include:
  - Partnering with University Relations for extensive digital marketing in Spring 2022 using the university's vendor (Vision Point) and Linked In.
  - Procurement and dissemination of promotional materials such as program brochures to prospective community college students.
  - Maintenance of curriculum transfer pathways into Davis College undergraduate programs for every community college in Virginia.
  - Meetings with the following feeder Community Colleges by J. Bhadury to promote the program: New River Community College, Wytheville Community College, Virginia

Western Community College, NOVA Community College and Germanna Community College.

Special thanks are due to Dr. A. Stanton for achievement of these outcomes.

### 1.3 Research in the Davis College

- a. The Davis College continued to reallocate funds within its budget to provide \$25,000 in support for Summer research grants. In 2021-22, 6 faculty (Drs. Z. Collier, A. Yim, S. Dendir, L. Shao, C. Wang, F. Zhu) will be supported in Summer 2022 through this program. Thanks are due to the 4 Department Chairs who oversaw the evaluation and recommendation process.
- b. The DARTS (*Davis Activities Research and Teaching Seminar*) Series was successfully continued in 2020-21 by moving online. During AY 2021-22, 6 presentations by faculty have been scheduled with an attendance of 7-15 at each session. Special thanks for this success are due to the DARTS Committee comprising of Drs. P. Besenhard, L. Liska, C. Wang and L. Shao).
- c. In Spring 2022, on behalf of Davis College, Dr. Zach Collier served as one of the organizers of the ARBS (*Appalachian Research in Business Symposium*). 6 Davis College faculty (Z. Collier, J. Elias, J. Bhadury, L. Shao, R. Hernandez, K. Wade) presented papers and 8 more (M. Chatham, M. Thakkar, R. Warren, D. Henderson, J. Manchin, B. Brown, R. Gruss, T. Zarankin) served as reviewers for submitted papers. A note of thanks is due to Z. Collier and other colleagues for this.
- d. In Fall 21, Dr. Richard Gruss (Management) was the recipient of the highest award for research for junior faculty at Radford University, the *Dalton Eminent Scholar Rising Star Award*.
- e. In Summer 21, Dr. Seife Dendir (Economics) completed a fellowship at the prestigious **Africa Studies Center** at Leiden University, (Netherlands).
- f. The most recent scholarly achievements of Davis College faculty are detailed in the *2020-21 Annual Report*.

### 1.4 Assurance of Learning

- Assurance of Learning Committee (for BBA) and Graduate Curriculum Committee (for MBA) continued implementing their assessment plans through that past year. Results were presented by Dr. A. Stanton (Chair – AOL Committee) and discussed at the College meeting on February 18. A summary of their outcomes includes:
  - In compliance with the schedule for AOL, every learning goal of BBA was assessed at least once and “closing the loop” is next expected to occur.
  - The learning outcomes of MBA were assessed through the administration of the ETS exam, with Radford MBA students scoring highly in this nationally normed test.
  - The study guide prepared by the faculty for the BKE (Business Knowledge Exam) for BBA helped students and demonstrated an improvement in their learning scores on the exam.

Special thanks are due to the departmental faculty who assisted in the development of the exam as well as the Assurance of Learning Committee (W. Li, E. Tanellari, J. Jeong, P. Richardson-Greenfield) and the chair, Dr. Angela Stanton. At the graduate level, thanks are due to the Graduate Curriculum Committee (A. Kaushik, S. Wang, A. Stanton) and its Chair, Dr. Can Dogan.

- Additional Assurance of Learning for individual majors and minors also continued on schedule in 2021-22. Special thanks are due to the departmental coordinators and the Chairs for keeping this process on track for SACSCOC.

### 1.5 Truist Leadership Program

After an open internal search, Dr. Tal Zarankin was appointed the Truist Leadership Faculty to oversee this program in Summer 2021. This program is in its third year of implementation. During the period of review, the following outcomes were achieved:

- Truist Leadership Symposium: The 2021 Truist Leadership Symposium was held on April 1, 2021 virtually, featuring Claude Silver, the Chief Heart Officer for VaynerMedia (<https://www.claudesilver.com>). 130 participants, including faculty, students and community members, participated. In Fall 2021, the symposium featured Michael Pirron (CEO – Impact Makers), who guest lectured in-person to 60 students (October 28) and held a symposium with 15 faculty, students and community members on (Dec 2).
- Four course development grants were awarded to faculty in disciplines across Radford University in Summer 2021. The grants awarded were:
  - Citizen Leaders Program, Course: *Leadership for a Better World* (CLP 200);
  - Davis College of Business and Economics, Department of Marketing, Course: *Multicultural Marketing* (MKTG 471);
  - College of Humanities and Behavioral Sciences, Department of Political Science, Course: *Changing the World* (POSC 130); and
  - College of Education and Human Development, Department of Counselor Education; Course: *Leadership in Counseling* (COED 600)
- Emerging Leaders Certification: Dr. D. Kunkel provided training for Emerging Leader Certification (ELC) from the Truist Leadership Institute to 70 students in 2020-21. The next certification will occur in April 2022 and be done by Dr. Tal Zarankin. Beginning 2020-21, all Honors College and Citizen leader students are also invited to this certification event.

Special thanks are due to Dr. D. Kunkel for her leadership of this program through Summer 2021 and Dr. Tal Zarankin for the same after that. Additionally, Ms. Sheila Cook deserves thanks for providing administrative assistance.

### 1.6 AACSB Accreditation

Since March 2020, the Davis College has made good progress on preparing for its reaccreditation visit in Fall 2022. Outcomes include:

- In collaboration with AACSB, the peer review team was finalized as follows: Dean Sandeep Krishnamurthy (Univ of Washington-Bothell and Team Chair), Dean Paul Schwager (Eastern Carolina Univ) and Dean Monica Adya (Rutgers Univ – Camden).
- Arrangements are in place for a virtual pre-visit by Dean Krishnamurthy on March 31.
- In preparation for the upcoming review, the Strategic Management Committee, chaired by Dr. Jane Machin, developed a Risk Management Plan for Davis College (required under AACSB 2020 standards) in Fall 2021 and share it with all faculty and staff.

- Associate Dean Dr. Angela Stanton compiled numerous five year reports on faculty sufficiency and qualifications in preparation for completion of the Continuous Improvement Review due for submission in Summer 2022.

Special thanks are due to A. Stanton, all Department Chairs and Program/Center Directors, Strategic Management Committee (J. Machin, M. Chatham, D. Farhat, T. Zarankin) and A. Stanaland (Chair – Policies & Procedures Committee) for assistance in preparation for AACSB visit.

## 2. Goal 2 - Continue to build on the brand identity of the Davis College

### 2.1 Davis College Advisory Board

The Davis College Advisory Board, now streamlined to 26 members, with a new Executive Committee, met 4 times since March 2020. With the streamlining and recruitment of new members, the Advisory Board now has 4 members from underrepresented minorities (2 on the Executive Committee) and 5 female members (1 on the Executive Committee). Primary accomplishments include:

- The Advisory Board has actively supported fundraising efforts of the Davis College, including through annual contributions (mandatory for all Executive Committee members) and the Annual Giving campaign in support of SMIPO.
- Advisory Board member Ann Shawver endowed a new scholarship (Guthrie and Peggy Allen Scholarship) for Davis College students.
- Two members of the Executive Committee (Sean Hagarty and Marquett Smith) volunteered to also serve on the Davis College Capital Campaign Steering Committee.
- In light of declining enrollment trends, the Advisory Board requested a presentation on the causes thereof and remediation strategies by the Davis College. This presentation was given to them by Dean in January 2022 and will be followed up at the May 2022 meeting with a discussion.

Special thanks are due to Mr. Steve Adams for organizing these meetings and to Brian Patrick Cork (past Chair) and Kevin Sherfey (Chair) of the Davis College Advisory Board.

### 2.2 Other Promotional Activities

- a. I continued to work with Mr. Chad Osborne and thereafter, Neil Harvey from University Relations to ensure that notable achievements of Davis College faculty, staff and students are written up and placed on the College Website. 21 stories featuring the work of Davis College faculty, staff and students have been published over the review period.
- b. See other external meetings noted under Goal 3.

## 3. Goal 3: Enhance Davis College partnerships with external constituencies to engage in regional economic development

### 3.1 Meetings with External Constituents

- a. I have met with 23 companies/regional economic development related organizations and participated in several of the events. These organizations/events include:
  1. Community Foundation of New River Valley: April 15
  2. Kollmorgen Corp (Karleigh Marshall): April 30

3. GreyStar (Jena Paulenich): May 13
4. Mike Quillen (United Co): May 17
5. Vinod Chachra: June 18
6. Brian Patrick Cork (Advisor Board ex-Chair): June 24, July 15
7. Christian Raiser (Coperion): August 3
8. Vic Foti (Foti, Flynn, Lowen): Aug 4
9. RBTC Tech Nite: Aug 26
10. Kent Greenawalt (Foot Levelers): July 28, Aug 31
11. M. Miller, K. Bloomfield, G. Feldman from RAMP: Sept 21
12. Kevin Bloomfield (Bloomfield Partners): Sept 23
13. Shalini & John Perumparal (Donors): Sept 25
14. Kevin Sherfey (BAE Systems): Oct 1
15. Marquette Smith (BOV, Davis College Advisory Board): Oct 8.
16. Roanoke SBDC: Oct 8
17. Ray Smoot (Junior Achievement Exec Leadership event): Oct 14
18. Kwabena Osei-Sarpong (RIFE Intl, 2021 RU Outstanding Alum of Year, Advisory Board Member): Oct 14
19. Jeremy Mills (Truist Financial Corp): Oct 26 and Dec 6
20. Michael Pirron (Impact Makers): Oct 28
21. Lacey Desper (New River Community Action for VITA): Nov 19
22. Adi Ben-Senior (Therma Steel): Dec 7, Jan 25
23. Brian Robinson (Goldman Sachs, Winter Commencement speaker): Dec 10, Jan 18

In addition, the Davis College hosted the following 9 external events:

1. RBTC Breakfast Forum in Kyle Hall, featuring Dr. Jane Machin as keynote speaker (Sept 23). 15 participants.
2. Firm Night (Oct 13). 22 firms and 62 students.
3. World Food Day Forum (Oct 15). 10 student participants.
4. Davis College Advisory Board Meeting (October 16).
5. Exec-In-Residence (Martin Kent, CEO-United Co). Oct 21 (25 students)
6. "Economics Is Everywhere" public lecture (Oct 28). 7 participants.
7. GNAC Workshop on Financial Literacy training for Southwest Virginia Manufacturer's Alliance (Oct 29) at SWVA Higher Education Center. 20 participants
8. VBOA Board Meeting in DCOBE (Nov 30). 45 student and 7 faculty participants.
9. Davis College Awards Ceremony (Virtual) for Fall 21 Graduates on Dec 1. 6 student honorees. 25 participants. Among the honored were Outstanding Faculty of the Year (Dr. Danylle Kunkel) and Outstanding Alumni of the Year (Kevin Bloomfield).

My plans include more meetings with potential employers of our graduates. My purpose in all of these meetings is to ensure partnerships that result in internships/full-time placements of students.

### 3.2 Truist Global Capitalism Lecture Series

The Davis College successfully hosted the Truist Global Capitalism Lecture series online in Fall 2021 and Spring 2022. Each event had participants that included Davis College faculty, staff, students, staff from University Advancement, members of the Davis College Advisory Board and invitees from the external community. Speakers and topics were:

- Fall 2021: Mr. Kent Greenawalt (CEO – Foot Levelers, Roanoke, VA): Topic: “Capitalism, Profit & Stewardship-Having It All”. 100 participants.
- Spring 2022: Andrew Pierce '09 (CFO, Peace Corps). Topic: “My Journey Since Radford”

Appreciation is also due to all Davis College staff who helped administer this event, especially Ms. Sheila Cook, for providing administrative support and Mr. Don Hall (IT) for technical support.

### 3.3 Govt and Non-Profit Assistance Center (GNAC)

The center provided continuing education training to 210 participants in AY 2021-22 and 155 thus far in AY 2022-23 through its partnerships with VAGFPOA and Maryland GFOA as well as its TAV programs. Additionally, GNAC procured a contract with the Office of CFO, Washington DC to provide an online training course to over 400 participants by Dec 2021. Thanks are due to Dr. Bruce Chase for his successful leadership of GNAC until Dec 2021 and Mr. Vilson Dushi, who took over in that role from Spring 2022.

## 4. Goal 4: Enhance philanthropic giving to the Davis College and relations with Davis College alumni

1. In Summer 2021, in collaboration with Advancement, the Davis College launched a targeted and strategic calling campaign for Annual Giving themed around Davis College Fellows program. The campaign raised \$4,000 towards the program. The next campaign to be held in Spring 2022, will be themed around Venture Lab. Special thanks to Carolyn Clayton (Dir-Annual Giving) in working with Steve Adams and me on this initiative. Additionally, thanks to Dr. James Lollar and his students for their promotion of the Annual Campaign.
2. I made a presentation in Fall 2021 (Nov 18) about the Davis College and our funding priorities.
3. The Davis College endowment grew to \$6.588 million (November 2021), including \$685K in discretionary funds. The total amount of funds raised between March 21-March 22 was \$189,562.

Notable gifts include:

- a. Renewal of gift from Truist Financial Corporation in support of the BB&T Leadership Program (\$50,000)
- b. Funds to establish the following new scholarships:
  - i. Darin M. Ely Scholarship Fund
  - ii. Guthrie & Peggy Allen Scholarship for the Davis College from Ms. Ann Shawver, Advisory Board member
  - iii. Hodges Family Endowed Scholarship Fund
  - iv. Lois Smith Manahan Scholarship
- c. K. Bloomfield spearheaded a campaign to raise funds for the Dr. James Lollar Scholarship, which added \$7.5K to the endowment for the same.
- d. 80 other individual gifts, totaling \$81,173 to the Davis College foundation were made, contributing to the growth in our endowment.

A special note of thanks to colleagues in Advancement (Steve Adams, Penny White, Tom Lillard) and especially, VP-Wendy Lowery for their assistance in these fundraising efforts.

## 5. Goal 5: Grow enrollments in the Davis College.

1. See Online Degree Completion track under Goal 1.
2. See MBA under Goal 1.
3. In 2020-21, the Davis College partnered with Enrollment Management to actively participate in various recruitment activities. Largely as a result of these activities, Davis College was one of only 2 Colleges that registered a year-over increase in the size of the incoming cohort of new students entering Radford University in Fall 2021. The activities included:
  - At short notice, for Davis College faculty (J. Elias, M. Chatham, J. Jeong and T. Duncan) planned and executed 8 Quest 21 session in Summer 2021 including the development of a common College-wide presentation titled “Winning Major\$”.
  - Welcome letters to all admitted students since October 2021. To date, approximately 1300 such letters have been mailed.
  - Organization of Davis College-specific recruitment event for prospective students (Sept 6), attended by 5 prospective students; Open House events (Oct 23 and Nov 13), Highlander Distinction Awardees Dinner (Feb 19), Highlander Days (March 19, 26 and April 23) and finally, Quest 2022 (June-July 2022, 8 sessions).
  - 5 Davis College faculty (Mike Chatham, Jennifer Elias, Steve Childers, Tal Zarankin, Pam Richardson-Greenfield) offered mock classes in their respective disciplines to prospective students in February 2022.
  - 4 Davis College faculty (M. Chatham, J. Elias, T. Duncan and J. Jeong) have volunteered to participate in 8 Quest 22 sessions.

A special word of thanks is due to Anthony Graham and Emily Ewoldt from Enrollment Management and all faculty who actively helped us with these initiatives above, Dr. Angela Stanton, Ms. Sheila Cook and Cathy Epley for helping implement them as well as other members of the Davis College Leadership Team for actively participating in recruitment events.

## 6. Goal 6: Continue to invest in programs and activities that ensure and enhance student success in the Davis College

### 6.1 Venture Lab

In Fall 21, oversight and administration of the RU Venture Lab was transferred to the Davis College as a part of “strategic investment initiatives” undertaken in Spring 21. A search committee, chaired by Dr. Steve Childers successfully conducted the search resulting in the recruitment of Dr. Samantha Steidle in December 2021 to serve in the dual role of a full-time faculty in Entrepreneurship and Director of the Venture Lab (VL). Since joining Radford University in December 2021, Dr. Steidle has accomplished many things on behalf of VL including:

- Development of promotional materials for VL including brochures, videos and the website.
- Connecting with partners across the University for VL as well as ELC (Entrepreneurship Learning Community)
- Hosting Davis College alum Kwabena Osei-Sarpong as the Executive-In-Residence for Spring 22 (Feb 14), in celebration of National Entrepreneurship Week.
- Active recruitment of students to participate in VL as well as for the Fall 22 cohort of ELC.



## 6.2 SMIPO

Under the supervision of Dr. Abhay Kaushik, SMIPO continued its activities, building the investment fund to \$1.5 million. Additionally, SMIPO students continued to make presentations to Radford University Foundation Board and undertake study trips (Chicago in Fall 21, New York City in Spring 22). The trip to NYC involves a busy schedule at two well-known financial institutions: BNY Mellon and Goldman Sachs.

A special word of thanks to the RU Foundation (J. Cox), Drs. A. Kaushik for serving as faculty advisor and Ms. Teresa Chapman for administrative support.

## 6.3 Davis College Fellows Program

- With the retirement of the previous Director, Dr. James Lollar, an open internal search in Fall 2021 resulted in the appointment of Dr. Daniel Farhat as the Dir. of this program from Spring 2022.
- As of Spring 22, there were 55 students participating in this program. An analysis of the past cohorts revealed that Davis College Fellows have a retention rate that has been above 90% over the past years.
- In 2021-22, the Fellows continued their cohort-building activities such as workshops, special activities (picnic in Bissett Park in Fall 2021), meetings with invited guest speakers (Martin Kent, CEO-United Co; Michael Pirron, CEO – Impact Makers), professional development seminars (professional image and branding event | Spring 2022) as well as study trips (Washington, DC in Fall 2021 and New York City in Spring 2022).

Sincere appreciation to the Davis College Fellows Committee for their hard work, Drs. Dan Farhat and James Lollar for their leadership of the program and Ms. S. McGrady for providing administrative support.

## 6.4 Truist (formerly BB&T) Innovation Challenge

Due to the pandemic restrictions, this challenge could not be held in 2020-21 or 2021-22. However, under guidance and support from Dr. Wil Stanton (Director-Center for Innovation & Analytics), over 50 students have earned the Certificate of Participation by completing the *ExperienceInnovation™* IDEO Certification workshops (Spring and Fall 2021). Normally, this workshop costs \$325 per participant but due to funding provided by the Center for Innovation and Analytics and the Office of the Dean, the workshop was provided to students free of charge.

In Spring 22 (4/11 – 4/13 at 2:00pm - 3:15pm), VL will host a virtual design-thinking experience focused on discovering a business idea to launch is open to all students on campus, as well as community college students locally.

It is hoped that by 2022-23, the Truist Innovation Challenge will be resumed in its original in-person format.

Sincere appreciation to Drs. Jane Machin and Wil Stanton for their efforts and Ms. Vickie Perkins for providing administrative support to CIA and to Dr. Samantha Steidle, Ms. Rhonda Owen and Sheila Cook for the same support provided to VL.

## 6.5 Firm Night, VBOA Meeting & VITA

- The placement event Firm Night for Accounting and Finance students returned to its in-person format in Fall 2021 (Oct 13). 19 firms participated and their representatives included 26 Davis

College alumni. 3 of the 19 firms were in attendance for the first time. A total of 62 students attended the event as did all faculty from AFBL.

- On Nov 30, Department of AFBL and the Dean's Office jointly hosted the Virginia Board of Accountancy (VBOA), also an employer of AFBL graduates, in KH 340. The VBOA conducted its board meeting and approximately 45 students attend the meetings and presentations. Additionally, VBOA interacted with AFBL faculty over a lunch meeting.
- Beginning Spring 22, and in partnership with New River Community Action, Davis College has started hoisting the federally-funded VITA (Volunteer Income Tax Assistance) program in Kyle Hall by donating space. 3 Accounting students are also participating in the program as interns.

The success of these above was enabled through the extraordinary efforts of Ms. Teresa Chapman, under the guidance of Dr. Douglas Brinkman (Department Chair) and support from the AFBL faculty. Thanks are also due to Ms. Lacey Desper (NRCA) for overseeing VITA and Ms. Sheila Cook for providing administrative support for the same.

## 6.6 Foundation Scholarships

In Spring 2022, Davis College students were supported through numerous scholarships:

- \$36,881 in scholarships were renewed for 15 DCOBE majors. Another \$79,000 is to be awarded through 22 different scholarships by the end of Spring 2022.
- In addition, 21 Shelor Motor Mile scholarships were awarded by Radford University Foundation to DCOBE majors
- In 2021-22, a total of \$119,053 in total scholarships will be awarded compared to \$57,000 in 2020-21, representing more than 100% increase in funding support.
- In Summer 2022, 8 Davis Scholarships (\$4,000 each) and 4 Truist Scholarships (\$2,000 each) will also be awarded to selected Davis College Fellows entering the College in Fall 22.
- 4 new scholarships were endowed in 2021-22 for the DCOBE :
  - Darin M. Ely Scholarship Fund
  - Guthrie & Peggy Allen Scholarship for the Davis College from Ms. Ann Shawver, Advisory Board member
  - Hodges Family Endowed Scholarship Fund
  - Lois Smith Manahan Scholarship

A special note of thanks to colleagues in Advancement, especially Wendy Lowery for their fundraising efforts and to all 14 Davis College faculty who took the time in Spring 2022 to evaluate and nominate applicants.

## 6.7 Peer-Tutoring

Despite impediments imposed by the pandemic, the Davis College continued to partner with Harvey Knowledge Center in 2020-21 to maintain the college-focused peer tutoring program. Six peer tutors were hired in Fall 2020 and eight in Spring 2021 to provide peer tutoring Monday - Friday for Davis College students. Additional tutoring was available in Accounting from student volunteers from Beta Alpha Psi. There were 55 sessions with Davis College peer tutors in Fall 2020 and 85 session with Davis College peer tutors in Spring 2021.

The above initiative could not have been implemented without the active cooperation of Dr. Jessica Beckett from Harvey Knowledge Center. Additional thanks to Dr. Wendy Li for providing additional tutoring support from Beta Alpha Psi.

### 6.8 Davis College Administered UNIV 100

The Davis College received permission from Provost Rogers to pilot a unique model of UNIV 100 that will be taught by Davis College full-time faculty. Department Chairs and Dean's Office collaborated on the selection of the faculty – Dr. Mike Chatham, Dr. Samantha Steidle and Prof. Jennifer Elias. Along with planning for instruction within the classroom, these faculty are also planning appropriate out-of-classroom engagement activities to create a sense of community among all Davis College FR.

### 6.9 Honors and Awards Banquet, Outstanding Faculty & Distinguished Alumni of the Year

Our Honors and Awards recognition event for May 2021 graduates was held virtually. Awardees included

- 16 students selected by their faculty
- Dr. Danylle Kunkel (2020-21 Outstanding Faculty of the Year) and
- Mr. Kevin Bloomfield, CEO & Founder of Bloomfield Partners (2020-21 Distinguished Alumni of the Year).

Organization of this virtual event was made possible through the efforts of Dr. A. Stanton, Department Chairs and the administrative support provided by Ms. Sheila Cook.

### 6.10 Upgrading Kyle Hall Classrooms To Full Hy-Flex Capability

Working with IT Services, in Spring 2021 I authorized a significant expense from the Davis College budget to upgrade the infrastructure in 3 classrooms in Kyle Hall to facilitate instruction in a blended modality for both in-person and Zoom students (full Hy-Flex capability). This upgrade would not have been possible without the planning and help provided by our colleagues in IT, especially Ed Oakes, Don Hall and Connie Leathers and administrative support from Sheila Cook in enabling procurement of appropriate technology.

### 6.11 Searches

- The following new full-time faculty and staff joined the College in Fall 2021.
  - Dr. Alexis Yim (Marketing)
  - Dr. Luke Liska (Marketing)
  - Dr. Petra Besenhard (Economics)
  - Dr. Javad Nosratabadi (Economics)
  - Ms. Cathy Epley (Administrative Asst, Dean's Office)
- The following full-time faculty searches were approved in Fall 2021. The current status is as follows:
  - I. 1 Assistant Professor in Accounting. Search completed successfully, with Dr. Kathryn Simms being hired to start in Fall 2022.
  - II. 1 Assistant Professor in Management. Search completed successfully, with Dr. Zachary Collier being hired to start in Fall 2022.

- III. 1 Special Purpose Faculty - Instructor in Accounting, to also serve as Dir of GNAC. Search completed successfully with **Mr. Vilson Dushi** started in Spring 22.
- IV. 1 Special Purpose Faculty – Instructor in Entrepreneurship, to also serve as Dir of Venture Lab. Search completed successfully with **Dr. Samantha Steidle** starting in Dec 21.
- V. 1 Special Purpose Faculty - Instructor in Marketing. Search completed successfully, with Mr. Don Rieley to start in Fall 2022.
- VI. 1 Special Purpose Faculty in Entrepreneurship. Search ongoing.
- VII. 1 Special Purpose Faculty in Management. Search ongoing.
- VIII. **Of the 5 new faculty slated to join the Davis College in Fall 2022, 2 are women and 1 is of international origin.**

- In addition, the following administrative and staff positions were successfully filled in 2021-22:
  - I. Interim Chair – Dept of Management. Position filled by Dr. J. Kopf
  - II. Interim Chair – Dept of Marketing. Position filled by Dr. W. Stanton
  - III. **Director – Graduate Programs. Position filled by Dr. C. Dogan.**
  - IV. Director – Davis College Fellows. Position filled by Dr. D. Farhat

The above searches, conducted in Spring 2021 and 2021-22 would not have been possible without the hard work of the Department Chairs and Administrative Assistants as well as search committee members, especially the Chairs of these committees. With that in mind, a special word of thanks to the following colleagues:

- Dr. Thomas Duncan (Chair-Search Committee for Economics)
- Dr. Wil Stanton (Interim Chair and Chair-Search Committee for Marketing, )
- Dr. Wendy Li (Chair - Search Committee for Accounting)
- Dr. Robert Warren (Chair - Search Committee for Accounting)
- Dr. Dale Henderson (Chair-Search Committee for Management)
- Dr. Steve Childers (Chair-Search Committee for Management)
- Dr. Tal Zarankin (Chair-Search Committee for Management)
- Dr. Seife Dendir (Department Chair-Economics)
- Dr. James Lollar (Department Chair-Marketing until Fall 2021)
- Dr. Douglas Brinckman (Department Chair-AFBL)
- Dr. Jerry Kopf (Interim Department Chair-Management)
- Ms. Teresa Chapman (Administrative Assistant-Economics & AFBL)
- Ms. Rhonda Owen (Administrative Assistant-Management & Marketing)

## 6.12 Meetings with Davis College Chairs, Faculty and Staff

In 2021-22, Davis College meetings (Leadership Team Meetings, Chair Meetings, College-Wide Meetings) continued to be held regularly, albeit via Zoom. I am responsible for developing the agenda for these meetings, chairing them and dissemination of minutes. Thanks to Ms. S. Cook for the organization of these meetings, providing technical support and taking notes for minutes as well as Ms. C. Epley and Dr. A. Stanton for helping me in the organization as well as providing technical support.

## 7. Other Activities Undertaken by the Dean

### 7.1 Service Activities

1. I served on the following committees/groups in 2021-22.
  - a. Academic Affairs Leadership Team (AALT)
  - b. Radford University Leadership Council
  - c. Academic Program Review and Evaluation Committee
  - d. Co-Chair, Taskforce on Chair's Compensation and Summer Responsibilities
  - e. Taskforce On Multidisciplinary Programs at Radford Univ
  - f. Academic Policies and Procedures Committee
  - g. Radford University Experiential Learning Task Force
  - h. Served as Chair for following committees/groups in the Davis College: Leadership Team and College Meetings. Responsible for development and dissemination of agenda and minutes. Also served as a member of the Davis College Strategic Management Committee.
  - i. Virginia Business Deans. Organized by Dean Lawrence Pulley (College of William & Mary) this bi-weekly meeting has been invaluable in learning about different business schools in the Commonwealth.
2. AACSB Review  
I served on the Peer Review Team for AACSB maintenance of accreditation for the following two business schools
  - a. Univ of Alabama at Birmingham (Fall 2021). Served as Team Chair
  - b. Murray State Univ (Spring 2023). Preparations began in Fall 2021.
3. Professional Development – Conferences and Seminars Attended
  - a. AACSB Conferences (1)
  - b. SBAA Conferences (1)
  - c. 7 workshops on topics such as strategic planning, fiscal management, administrative streamlining etc. offered by a joint consortium of The Chronicle of Higher Education, AGB Consultants and SHEEO (a national association of chief executives of statewide governing, policy, and coordinating boards of postsecondary education).
4. Media Interviews/Reports
  - o Gave two interviews (WDBJ and WXLR) on the impact of the Ukraine war on oil prices and economy (March 2022).
5. Served as an external reference for colleagues interested in the following positions at external institutions: Dean (4 candidates); Budget Director (1)
6. Participated in various events hosted by Enrollment Management, Student Affairs, Advancement and external partners to include:
  - a. Regular meetings with Mr. Craig Cornell, VP-Enrollment Management in planning recruitment activities for the Davis College.
  - b. Open House (Fall 2021)
  - c. Highlander Days (Spring 2022)
  - d. Quest 2021 (Summer 2021)
  - e. Capital Campaign Steering Committee Meetings (Fall 2021)
  - f. Graduation ceremony for inaugural Cohort for NRB2RU Bride Students (Apr 26, 2021)
7. I obtained mandatory training on issues such as: Conflict of Interest Rules for State Employees; Freedom of Information Act; Data & Information Security; SPCC Card usage guidelines.
8. I supported the applications of one colleague, Dr. Luke Liska, for his successful inclusion in the *"Elevate Research Program"*.

9. I supported the FDPL (Faculty Professional Development Leave) applications of 2 colleagues. One was successful.
10. In Spring 22, I allocated Davis College funds to support the filming event on “Truth Tellers” documentary on social justice, sponsored by CITL.
11. DEI Seminars/Workshops/Meetings
  - a. Governors “One Virginia” Training on DEI (March 31, 2021)
  - b. Book reading (“From Equity Talk to Equity Walk”) and discussion, AALT (Spr 21)
  - c. Diversity, Equity & Cultural Competence Training from COV Dept of Human Resource Management (July 8)
  - d. Reception for BIPOC and International Faculty at RU (Sept 8)
  - e. 2 seminars on “Engaging Differences” Workshop by Crossroads Anti-Racism (June 30 and Jan 14)

## 7.2 Research (Activities Listed Cover Five Years: 2017-2022)

### Peer-Reviewed Journal Articles

1. “Consensus Games: An Extension of The Battle of Sexes Game” (2022). C. Wang and J. Bhadury. Accepted for publication in *International Game Theory Review*.
2. “Supply Chain Management and Organisational Performance: Evidence from SMEs In South Africa” (2020). W. V. L. Okoumba, C. Mafini, J. Bhadury. *African Journal of Management*, Volume 6, Issue 4, 295-326.
3. “Service Operations in Public Sector Agencies: Evidence from NCDMV,” (2020). Martin, J. B., Bhadury, J., Amoako-Gyampah, K., Bert, S., & Murray, E. *International Journal of Services and Operations Management*, 36(2), 161-188.
4. “Supply Chain Risk Mitigation in South Africa: A Case Study of Eskom” (2019). Jonathan, E. C., Mafini, C., & Bhadury, J., *Benchmarking*. DOI 10.1108/BIJ-06-2019-0261
5. “A Pilot Study of MBA Programmes in South Africa” (2019). Muposhi, A., Dhurup, M., Martin, R.L. and Bhadury, J. *London Review of Education*, 17 (3): 406–428. DOI <https://doi.org/10.18546/LRE.17.3.14>
6. “Risk Management in Strategic Sourcing: An African Perspective.” (Oct 2019). Jonathan, E., Mafini, C., & Bhadury, J. *International Journal of Supply Chain Management*, Vol, 8(5), 119-135.
7. “Strategically Locating Impulse Items in a Store”(2018). J. Bhadury, R. Batta, J. Dorismund, C.C. Peng, S. Sadhale. *International Journal of Operations and Quantitative Management*, Vol. 24, No. 3, pp 173-201.
8. “Effect of Residential Proximity on University Student Trip Frequency by Mode” (2018). S. E. Searcy, D. J. Findley, J.B. Huegy, M. Ingram, J. Bhadury, C. Wang. Published in *Travel Behaviour and Society*, Vol. 12, pp 115-121.
9. “Service Operations in DMV (Division of Motor Vehicles) Offices of USA - A Comparative Analysis”. (2018). J. B. Martin, J. Bhadury, J. Cordeiro, M. Waite, K. Amoako-Gyampah. *Management Research Review*, 41(4), 504-523.
10. “Wine Tourism Signage Programs in the USA” (2017). E. T. Byrd, J. Bhadury, S.P. Troy. *International Journal of Wine Business Research*, Vol. 29, Issue 4, pp.457-483.
11. “The Impact of Hospital Closures on Geographical Access: Evidence from Four Southeastern States of the United States” (2017). M.L. Burkey , J. Bhadury ,H.A. Eiselt ,H. Toyoglu. *Operations Research Perspectives*. Volume 4, pg. 56-66. doi: 10.1016/j.orp.2017.03.003

### Refereed Conference Proceedings, Book Chapters

1. "Income Inequality Trends In Virginia" (2022). Z.A. Collier, J.S. Elias and J. Bhadury. Proceedings of the *Appalachian Research in Business Symposium*, Eastern Kentucky University (March 25, 2022).
2. "Business Analytics Capabilities and Use: A Value Chain Perspective". (2017) T.P. Ghoshal, R. T. Bedley, L. Iyer and J. Bhadury. Published in A. V. Deokar et. al. (eds.), *Analytics and Data Science*, Annals of Information Systems Series (Springer).

### Presentations (Conferences, Seminars, Workshops)

1. "The Inverse p-median Model: Model Formulation and Solution Methods", with J. Jeong. Presented at *Canadian Operations Research Society Annual Conference* (Summer 2021).
2. "ARIP: A Value-Chain Based View of Higher Education Institutions", with R. L. Martin. To be presented at *Appalachian Research in Business Symposium* (March 2021).
3. "Games of Agreement", with C. Wang. *INFORMS Annual Conference* (Fall 2019).
4. "Inverse Optimization in the p-Median Model", with J. Jeong. *INFORMS Annual Conference* (Fall 2018), *North American Regional Science Association Annual Conference* (Fall 2019), and *Southeast Decision Sciences Institute Meeting* (Spring 2020)
5. "Community Engaged Scholarship – Why and How" and "The Role of HEIs In Economic Development". *Seminar and workshop at University of Venda, South Africa* (Fall 2019)
6. "Ethical Supply Management in the Public Sector". Public lecture at *Vaal University of Technology, South Africa* (Fall 2019)
7. "What Price, Optimality? A Location Model for Economic Development", with J. Jeong. *POMS Annual Conference* and *DARTS Seminar Series* at Davis College, Radford University, (Spring 2019)
8. "Problems Everywhere, Not A Solution in Sight: Two New Problems in Facilities Location". Presented at the departmental research seminar series of *Department of Industrial Engineering, SUNY Buffalo* (Spring 2018).
9. "Leveraging Teaching to do Research: Some Insights and Ideas". Seminar presented at *Center for Learning and Teaching, SUNY Brockport*. (2017).

### Non-Refereed Publications, Project Reports

1. "Improving Customer Service at LPA Offices" (2018). Prepared for NC Department of Transportation. Co-authored research report with research team (J.B. Martin and B. Gaustad). Available at <https://www.ncdot.gov>
2. "Economic Analysis of Vegetation Management Practices" (2017). Prepared for NC Department of Transportation. Co-authored research report with research team (J.B. Martin and B. Gaustad). Available at <https://www.ncdot.gov>

### Grants/Contracts

1. "Improving Customer Service inside LPA Offices". (Lead PI from UNCG). \$179.5K. *NC Department of Transportation*. **Proposal Funded**. (2017-2019).
2. "A Strategic Decision Making Model for (Re) Locating DMV and LPA Offices". Submitted in collaboration with Institute for Transportation Research at NC State University to North Carolina Department of Transportation. Not funded. (2018)

### Supervision of Student Research

Co-supervision the following four students on research projects/doctoral dissertations at Vaal University of Technology, South Africa.

- (i) S. Mughweni (PhD.). Completed in Fall 2020. Dissertation title: Supply Chain Management Practices and Resilience in the South African Public Sector. Co-Advisor: Dr. C. Mafini.
- (ii) A. Muposhi (2015-2019)
- (iii) E. Jordan (PhD, 2015-2018, student successfully graduated)
- (iv) W.V. Loury Okoumba (PhD, 2015-2018, student successfully graduated)

### Ongoing Projects

1. I am working on a co-authored book on Multi-objective Location Models with Drs. H.A. Eiselt (Canada) and V. Marianov (Chile), to be published by Springer (book proposal has been accepted). The book is expected to be completed in Spring 2022.
2. I am working with 2 colleagues on three different projects to be submitted for publication – 1 in Davis College and 1 at University of Venda (South Africa).