

RADFORD UNIVERSITY

Davis College of Business and Economics

Annual Report from the Dean¹

March 2022 – March 2023

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This annual report details some of the salient accomplishments of the Davis College of Business & Economics during my tenure as Dean during the period of review. The activities noted in the report are those that I participated in or directly supported through allocation of appropriate resources. A comprehensive description of the outcomes of the Davis College in 2021-22 is available from the *2021-22 Davis College Annual Report* that was disseminated in Fall 2022. To the extent possible, I have attempted not to duplicate information contained in the *Annual Report* in this summary of accomplishments.

As foreword, a special word of thanks is due to the Davis College Leadership Team (A. Stanton, D. Brinckman, S. Dendir, J. Kopf and W. Stanton) and Directors (D. Farhat, V. Dushi, S. Steidle, C. Dogan) 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. C. Epley and S. Cook in providing me with invaluable administrative support.

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 to serve as a facilitator and enabler.

Standout Achievements of DCOBE in 2022-23

There are four achievements of DCOBE during this review period of March 2022- March 2023 that merit special mention because these are vital but special initiatives of the College that do not occur on an annual basis.

¹ **Support for Diversity, Equity and Inclusion (DEI):** Deans are now 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.

(I) AACSB Accreditation

The Davis College was successfully reaccredited for the fullest term permissible by AACSB, i.e., five years (2023-28). This monumental effort began with the preparation of an extensive CIR (Continuous Improvement Review) report prepared in Spring and Summer 2022, covering the past five years (2018-2023) activities, achievements and strategies. The visit culminated with the on campus visit of the Peer Review Team in October 2022. While I had to coordinate this effort as the Dean, this momentous achievement was truly a joint effort in which all members of DCOBE participated, including 12 students who met with the peer-review team. A particular word of thanks goes out to the Leadership Team (A. Stanton, D. Brinckman, S. Dendir, J. Kopf, W. Stanton), Center/Program Dirs (C. Dogan, V Dushi, D. Farhat, W. Stanton, S. Steidle), Chairs of DCOBE Standing Committees (T. Duncan, C. Dogan, S. Childers, A. Stanaland, J. Machin, A. Stanton) and the administrative support team of S. Cook and C. Epley.

Members of the Davis College Advisory Board, K. Sherfey (BAE Systems), M. Smith (Wireless Insiders Network), M. Miller (Miller Consulting Group), G. McCarthy (AOC Key Solutions), A. Shawver (Public Finance Consulting), D. Strehle (Leadership Consultant), A. Shekleton (EY), N. Adams (Burton-Fuller Management), C.M. Gates (Indeed.com) and S. Hagarty (Element Solutions Inc) are also owed a debt of gratitude for their meeting with visiting peer-review team and support for this effort.

(II) Development of 2023-28 at Davis College Strategic Plan

With the existing DCOBE Strategic Plan set to expire at the end of AY 2022-23, the Strategic Management Committee (J. Machin – Chair, M. Chatham, D. Farhat, J. Kopf) took the lead in developing the next five-year strategic plan for the College. The development of this strategic plan began with extensive data collection and analysis in AY 2021-22 that was undertaken by CIA (W. Stanton and A. Stanton) to produce a comprehensive report detailing internal as well as external factors affecting DCOBE. Additionally, substantial analysis was conducted by Strategic Management Committee in 2021-22 and an alumni survey conducted by A. Stanton. All results were presented to the entire College faculty at the April 15, 2022 College meeting. Thereafter, in AY 2022-23, SMC adopted an innovative Design-Thinking approach to building the next strategic plan. Led by J. Machin, input gathered from a wide variety of stakeholders (Davis College Advisory Board, students, faculty and staff) has been used to draft a new set of strategic initiatives for 2023-28 that are themed around student recruitment, student success and academic excellence of faculty. The final plan is expected to be approved before the end of AY 2022-23.

A significant word of thanks is owed to everyone named above that has participated in this monumental effort, made even more significant by the fact that the overarching anchor of a University wide strategic plan for 2023-28 has not been in place during the development of this DCOBE strategic plan.

(III) Voluntary Participation in RU's Revamped APRE (Academic Program Review & Evaluation) Process

AY 2022-23 is also the year for reaccreditation by SACSCOC for Radford University. As such, the University was informed in Fall 2022 that it would need to provide evidence of participation by academic programs in the University's redesigned APRE process. A handful of academic programs across the University volunteered for this effort on behalf of the University. In DCOBE, all the academic programs - BBA (Accounting, Economics, Finance, Marketing & Management), BS-Economics, MBA and all minors and certificates - volunteered for this initiative on behalf of the University's efforts towards SACSCOC reaccreditation. Despite not having the luxury of time, DCOBE nonetheless developed extensive, detailed and comprehensive reports and submitted them in time by the deadline of January 2023.

While I coordinated the development of the BBA and MBA reports, a special word of thanks for this monumental effort goes to Department Chairs (S. Dendir, W. Stanton, J. Kopf, D. Brinckman), Associate Dean (A. Stanton) and Director-Graduate Programs (C. Dogan). A word of thanks is also due to S. Dendir (Dept Chair) and all the faculty in the Department of Economics for the APRE report on BS-Economics, who actively participated in and contributed to the development of these reports. Final institutional results from the APRE process are expected towards the end of Spring 2023.

(IV). Transfer of ISAS Faculty and Programs to DCOBE

In Fall 2022, 3 full-time faculty (Drs. A. Carter, H. Wang, C. Bradberry) from the Information Systems & Sciences program in the Artis College of Science & Technology approached their Dean as well as myself about moving to Davis College from Fall 2023. Following a thorough and detailed process of consultation with all stakeholders including Provost, faculty from the School of Computing & Information Studies and extensive meetings with DCOBE faculty, we successfully finalized the plan for accepting the BS in ISAS program and the 3 faculty in the Department of Accounting, Finance & Business Law. All of this now awaits a review by the Faculty Senate, followed by approval from Provost & President. Further, our ISAS colleagues have also significantly modified their BS program to align it with other BBA programs in DCOBE from Fall 2023. This significant move carries the potential of bringing new enrollment to ISAS and DCOBE.

This would not have been possible without the help of the three ISAS faculty, especially A. Carter, Dean S. Bacharach, Provost denBoer and all DCOBE faculty who participated in the intermediate discussions. A sincere word of thanks is owed to all of them.

Other activities and outcomes, as they befit each of the goals of the 2018-23 Davis College Strategic Plan are outlined below.

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

1.1 MBA Program

- a. The Fast Track MBA, administered in collaboration with the Online Program Management Company Academic Partnerships, continued in its second year of implementation. The total number of active students in the program is now 110, with 75 enrolled in Spring 2023. This represents the highest enrollment in the program in a decade.
- b. With the special recruitment efforts put in place by the Graduate Programs Office, the number of students in the Accelerated MBA program in Spring 2023 is now 15, another all-time high.
- c. In Fall 2022, the Radford MBA program was ranked #16 in USA by *Fortune Magazine*. Additionally, the program continued to be ranked by *Princeton Review* and *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, especially Dr. Can Dogan (Dir-Grad Programs), Sandi McGrady, Amy McEldowney and the Graduate Curriculum Committee (A. Kaushik, C. Dogan, Z. Collier, J. Machin, A. Stanton).

1.2 Online Degree Completion (ODC) Tracks

- a. The ODC track in Business Administration (BBA) was launched in Fall 2020. As of Spring 2023, it has 41 students enrolled.
- b. Marketing and promotion efforts for these programs include:
 - Partnering with University Relations for extensive digital marketing using Linked In. This has resulted in 65 leads being generated over the review period.
 - 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.
- c. Based on the track record in attracting students, there are now plans to extend this program to a complete Online Degree. Thanks for the careful planning involved are due to A. Stanton and M. Butler who have worked with the Undergraduate Curriculum Committee (J. Hill, T. Duncan, R. Gruss, M. Thakkar).

Special thanks are due to A. Stanton and M. Butler for the achievement of these outcomes and B. Brackin (University Relations) for the design and implementation of the LinkedIn marketing campaign.

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 2022-23, 7 faculty (K. Simms, W. Li, V. Dushi, J. Jeong, L. Liska, A. Yim, E. Tanellari, J. Elias) will be supported in Summer 2023 through this program. Thanks are due to the Department Chairs (W. Stanton, J. Kopf, D. Brinckman, S. Dendir) who oversaw the evaluation and recommendation process.)
- b. The Dean's Office continued to support DARTS (*Davis Activities Research and Teaching Seminar*) Series, which was successfully continued in 2022-23 by resuming in-person seminars that also allow for participation by Zoom. During AY 2022-23, 6 presentations by faculty have been scheduled with an attendance of 5-10 at each session. Special thanks for this success are due to the DARTS Committee comprising of P. Besenhard, L. Liska, M. Minnen and L. Shao.
- c. In Spring 2023, the Davis College will be hosting the 2023 ARBS (*Appalachian Research in Business Symposium*). ARBS 2023 has attracted wide attention from Davis College faculty as well as other Radford University faculty outside of the Davis College – 22 RU faculty, including 3 non-DCOBE faculty, 1 student, 1 alum will participate. DCOBE/RU faculty who will participate include: K. Simms (Accounting), W. Li (Accounting), M. Chatham (Accounting), V. Dushi (Accounting), J. Bhadury (DCOBE), A. Stanton (MKTG), W. Stanton (Marketing), L. Shao (Finance), J. Machin (Marketing), D. Farhat (Economics), T. Duncan (Economics), L. Liska (Marketing), R. Hernandez (Finance), J. Jeong (Management), R. Gruss (Management), J.S. Childers (Management), Z. Collier (Management), J. Elias (Economics), J. A. Travers (Management), F. Bursey (Student), T. L. Burriss (Appalachian Studies), B. Love (Alumna), G. Kent (RUC). Additionally, S. Steidle and D. Henderson will be holding a workshop at the end of the day.

This above was made possible through the leadership, coordination and oversight provided by Z. Collier and the administrative assistance provided by C. Epley; since your thanks are owed to them for organizing and executing this high visibility event in Davis College.

- d. In Fall 22, Zach Collier (Management) was the recipient of the highest award for research for junior faculty at Radford University, the *Dalton Eminent Scholar Rising Star Award*.

- e. The most recent scholarly achievements of Davis College faculty are detailed in the *2021-22 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, Member - GCC) and discussed at the College meeting on February 24. 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. However, given that the courses are all offered in the Fast Track format, the Graduate Curriculum Committee will look into the overhaul of the AoL system for the MBA to ensure that it better fits the new modality of the program.
 - 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.
 - Of particular note was that for the first time, the pass rate of students in the MOS Excel Certification exam exceeded the target of 70%.

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, R. Hernandez, E. Tanellari, J. Jeong, A. Yim) but especially, the chair, A. Stanton. At the graduate level, thanks are due to the Graduate Curriculum Committee (A. Stanton, A. Kaushik, Z. Collier, J. Machin) and its Chair, C. Dogan.

- Additional Assurance of Learning for individual majors and minors also continued on schedule in 2022-23. Special thanks are due to the departmental coordinators and the Chairs for keeping this process on track for SACSCOC.

1.5 Truist Leadership Program

This program completed its fourth year of implementation and encountered leadership transition. In Fall 2022, it was overseen by T. Zarankin. Following a College wide, search, B. Biermeier-Hanson was selected to be the new Truist Leadership Faculty in Davis College who is overseeing the program wef Spring 2023. During the period of review, the following outcomes were achieved:

- 40 students received the Emerging Leaders Certification in Fall 2201. Another 20 are scheduled to receive it in Spring 2023.
- Three course development grants were awarded to faculty in disciplines across Radford University in Summer 2022. The grants awarded were:
 - Dr. Kereen Mullenbach (School of Nursing): A proposal to modify Nursing 812 (Healthcare Ethics, Policy and Law) by adding ethical leadership content. NURS 812 provides analysis of principles of ethics, law, and policy impacting health care delivery systems and consumers, at local, state, national, and international levels. The course explores ethical and legal constraints and current events influencing providers and leaders in the field.
 - Dr. Max Yurkofsky (CEHD): A proposal for a new course titled “Equitable approaches to spreading change”. According to the proposal, this course will be taught in the

Doctor of Education Program, School of Teacher Education and Leadership. The course focuses on leading equity promoting changes in educational institutions. It will be taught each fall starting this coming fall to third year doctoral students.

- Dr. Theresa L. Burriss (CEHD): A new class titled “Critical Social Theories for Just Schools and Communities” to be taught in the Ed.D. program. According to the proposal, the Ed.D. in Education infuses social justice throughout the program. The scholar-practitioners in that program are working professionals at different levels, some in leadership roles in organizations such as NGOs and publishing houses. This newly revised course will be required and serves as a foundational theoretical class for social justice work in the whole program of study.

Special thanks are due to T. Zarankin for his leadership of this program through Fall 2022 and B. Biermeier-Hanson for the same wef Spring 2023. Additionally, C. Epley and S. Cook deserve thanks for providing administrative assistance.

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 27 members, with a new Executive Committee, met 4 times since March 2022. 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 and Venture Lab.
- Two members of the Executive Committee (Sean Hagarty and Marquett Smith) volunteered to also serve on the Davis College Capital Campaign Steering Committee.
- The Advisory Board has contributed extensively to the development of the *2023-28 Davis College Strategic Plan*.

Special thanks are due to Mr. S. Hall for organizing these meetings and to Kevin Sherfey (Chair) of the Davis College Advisory Board.

2.2 Other Promotional Activities

- a. I continued to work with Mr. 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. 19 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 held 31 meetings with external stakeholders such as donors/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. RBTC TechNite: May 19
 6. SW Virginia Economic Development Forum at UVA-Wise: May 25
 7. VA Business Deans Meeting, College of William and Mary: June 10
 8. Vinod Chachra (Chachra IMPACT Lab): June 18
 9. National Bank of Blacksburg - Lara Ramsey (HR Dir) & Brad Denardo (CEO): Sept 1
 10. VA Military & Veteran Students Education Summit (Sept 22)
 11. Northwest Mutual (Campus Recruiter & Managing Dir): Sept 15
 12. Greg McCarthy (AoC Key Solution): Oct 7 & 13
 13. Jay Dickens (Lester Group): Oct 18
 14. Mike Williams and Louis Coetzee (Twenty20 Management): Oct 18
 15. William "Jack" Davis (Naming Donor): Oct 21
 16. SENAI Institute (Brazil): Nov 11
 17. SWVA Business Hall of Fame (Honoree: Sandy Davis): Nov 16
 18. DCOBE Advisory Board Executive Committee (December 20)
 19. Shawn Abdul, DCOBE Alum (January 4)
 20. Greg Feldman, Skyline Capital Strategies (January 9)
 21. Nancy Adams, Advisory Board Member and Donor (January 12)
 22. Nadra Scott, Wheeler Broadcasting (February 2)
 23. Junior Achievement of Roanoke (February 3)
 24. Volunteer Summit of Radford (February 4): met with 15 DCOBE alumni
 25. Exec-In-Residence – Alice Frazier (Feb 22)
 26. DCOBE Advisory Board Executive Committee (March 10)
 27. IIM – Bodh Gaya – Institute Director & Dir-Intl Relns (March 12)
 28. ThermaSteel – Adi Ben-Senor, CEO (March 14)
 29. PB Mares – Todd Swisher, Partner. (March 15)
 30. Jack & Sandy Davis (March 22)
 31. BOV – Dinner at SELU (March 23)

Other external meetings planned for Spring 23 are:

1. Food City – CEO & C-Suite Executives (Apr 5)
2. TOGETHER Campaign Steering Committee (Apr 13)

In addition, the Davis College hosted the following 6 external events:

1. Davis College Awards Ceremony (Virtual) for Spr 22 Graduates on Apr 21, 2022: 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).

2. Firm Night (Sept 6): 36 firms sent 78 recruiters, 39 being Davis College alumni. 81 students participated.
3. Exec-In-Residence (Sept 26): Don Strehle
4. Fall 22 Honors and Awards Banquet (Nov 28): Held in-person. 80 attendees and 8 graduating students were honored
5. Truist Global Capitalism Lecture (Feb 16): Speaker was Greg Feldman. Attendance: 100
6. Exec-In-Residence (Feb 22): Alice Frazier. Spoke to Finance students and Davis Women's Network.

Other events planned for Spring 2023 are:

1. Food City-visit by see you S. Smith and other C-level executives (April 5)
2. Truist Leadership Symposium (Dr. Greg Thrasher, Leadership Academy at Oakland Univ): April 12. Via Zoom
3. IRS Citizen's Academy (April 14)
4. Truist Innovation Challenge (April 26) in Venture Lab
5. Spring '23 Honors and Awards Banquet (May 5, 12 noon). 2022-23 DCOBE Outstanding Alumni: Sean Hagarty

My sincere thanks to S. Hall, Ms. S. Cook and C. Epley for organizing several of these meetings above. Thanks are also due to colleagues A. Stanton and M. Butler for helping with the logistical planning of many of the events above. 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 in Spring 2023, returning to the pre-COVID format of in person symposium with a formal lunch. The event was held on Feb 16, 2023 and the invited speaker was Mr. Greg Feldman (Skyline Capital Strategies). The topic was "*RAMP: How Business, Government & Academia Are Partnering to Create Regional Economic Opportunity*". There were 100 attendees . Prior to the event, Mr. Feldman spoke to DCOBE students on careers in community banking.

Appreciation is also due to all Davis College staff who helped administer this event, especially Ms. C. Epley, for providing administrative support and ITS for technical support.

3.3 Govt and Non-Profit Assistance Center (GNAC)

The center provided continuing education training to 53 participants in thus far in AY 2022-23 through its partnerships with VAGFPOA and Maryland GFOA as well as it's TAV programs, earning annual revenues of \$55,463. Additionally, GNAC procured a contract with the Department of Environmental Quality and initiated a project to provide finance and accounting continuing education to managers from Twenty20 Management. Thanks are due to Mr. V. Dushi, who took over in that role from Spring 2022 and E. Caraballo for providing administrative support to the center.

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

1. In Spring 2022, in collaboration with Advancement, the Davis College launched a targeted and strategic calling campaign for Annual Giving themed around Venture Lab. The campaign raised \$5,500 towards the program. The next campaign to be held in Spring 2023, will be themed around departments. Special thanks to C. Clayton (Dir-Annual Giving) in working with S. Steidle, S. Hall and me on this initiative.
2. On June 27, I attended RU Capital Campaign Committee's annual meeting.
3. The Davis College endowment grew to \$7.07 million (June 30, 2022), including \$730K in discretionary funds. The total amount of funds raised between March 22-March 23 was \$111,921. Notable gifts include:
 - a. Renewal of gift from Truist Financial Corporation in support of the BB&T Leadership Program (\$50,000)
 - b. Scholarship funds awarded to DCOBE students increased to \$145,432 in AY 2022-23, representing an all-time high for the College.
 - c. An emergency fund set up through the contributions of members of the Davis College Advisory Board, provided small amounts for emergency financial assistance to 7 students.

A special note of thanks to colleagues in Advancement (S. Hall, P. White, T. Lillard) and especially, VP-Penny White 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 2022-23, the Davis College continued to partner with Enrollment Management to actively participate in various recruitment activities. My contribution has been to support these through allocation of necessary resources and participation as and when appropriate and feasible. The activities included:
 - 4 Davis College faculty (J. Elias, M. Chatham, J. Jeong and T. Duncan) planned and executed 8 Quest 22 session in Summer 2022 including the development of a common College-wide presentation titled "Winning Major\$".
 - Welcome letters to all admitted students since October 2022 and College swag also mailed to them. To date, approximately 1250 such letters have been mailed with accompanying swag.
 - Participation in various Enrollment Management sponsored recruitment events such as Open Houses (Oct 22, Nov 12) and Highlander Days (March 18, April 15 and 22) and finally, Quest 2022 (June-July 2023, 8 sessions). 28 DCOBE faculty (representing 75% of all full-time faculty in the College) and 4 students from Davis College Ambassadors have participated in these events.
 - 6 Davis College faculty (M. Chatham, S. Childers, S. Steidle, A Kaushik, J. Elias, L. Liska) offered mock classes in their respective disciplines to prospective students in January-February 2023.
 - J. Kopf attended the Highlander Distinction Dinner on behalf of DCOBE (Feb 25). We followed up with all attendees interested in DCOBE with special letters and swag.

- 4 Davis College faculty (M. Chatham, T. Duncan, J. Elias and R. Gruss) have volunteered to participate in 8 Quest 23 sessions.
- In March 2023, the Dean's Office sent a second set of welcome letters and swag to the parents of all 1250 admitted students who had not yet confirmed enrolment with a deposit. In addition, handwritten welcome postcards are also being mailed to admitted students.
- Separate welcome letters are being sent to possible recruits for the Davis College Fellows Program and the Entrepreneurship Learning Community. Thanks are owed to D. Farhat and S. Steidle respectively for these.
- S. Steidle worked with the Dean's Office to select students who were recommended to Enrolment Management (Oct 29, 2022) to be profiled in RU's special media for new student recruitment.

Sincere word of thanks is owed to all the faculty named above as well as others who have participated in recruitment related activities such as: M. Thakkar, J. Jeong, S. Dendir, D. Brinckman, R. Hernandez, J. Nosratabadi, D. Rieley, J. Machin, A. Travers, D. Henderson, and W. Li, L. Liska, S. Steidle, B. Kupka, P. Besenhard, A. Yim, Z. Collier, S. Wang, S. Childers, M. Minnen, D. Farhat and E. Tanellari. *It is emblematic of the strong DCOBE faculty culture that in summary, every full-time faculty in DCOBE that was not on leave participated in recruitment-related events between March 2022-March 2023.*

A special word of thanks is also due to colleagues in Enrolment Management such as C. Cornell, A. Graham, R. LaPlante, A. Pratt and E. Ewoldt and DCOBE colleagues A. Stanton, M. Butler and C. Epley who oversaw the logistical management of every one of these events.

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

6.1 Center for Innovation and Analytics

Notable activities by the CIA during this review period include:

- CIA produced its second bi-annual comprehensive report on Davis College, that provides deep and data-driven insight into the operations of the Davis College and Radford University as well as external factors that affect recruitment and retention at this institution. This comprehensive report was discussed by the Leadership Team and Directors on April 4, 2022. Thereafter, key results and inferences from this report were presented to all DCOBE faculty by W. Stanton and A. Stanton on April 15, 2022, thus providing common base of knowledge across the College for the development of the 2023-28 Davis College Strategic Plan.
- In Fall 2022 and Spring 2023, CIA continued to produce insightful reports on enrollment and retention in DCOBE, which were disseminated at College Meetings.
- MS-Excel certification exams for all DCOBE students enrolled in ITEC 281 continued to be administered by the CIA.
- In Spring 2022, using available funds, CIA solicited proposals from all DCOBE faculty. 2 proposals were funded.

A sincere word of thanks is owed to W. Stanton (Dir-CIA) and A. Stanton for the above and Ms. V Perkins for providing administrative support.

6.2 Venture Lab

Dr. S. Steidle started in her role as the Director of Venture Lab in December 2021 and since then, the VL has made immense strides in engaging students. A sampling of outcomes includes:

- 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). As a result, the ELC boasted a recruitment of 33 new freshman in Fall 2023, the highest in last five years.
- VL has engaged students through numerous activities such as 13 invited guest speakers, fireside chats, movie nights etc. Between January 2022 and August 2023, a total of 3449 instances of student engagement occurred through the lab activities.
- A group of students, appropriately named Brand Ambassadors, actively participate in VL activities, promote VL as well as Davis College using social media and recruit students to VL activities. The “promotional value” of their activities in AY 2022-23 is \$25,000.
- On March 28, J. A. Travers and S. Steidle will host Innovation Workshops for students from the Radford High School, in a partnership with Junior Achievement.
- On April 16, VL will host Truist Innovation Challenge, returning the event to its pre-COVID in person format.
- S. Steidle worked with S. Hall to develop and submit a proposal to Truist Financial Corporation Foundation in Fall 2022, In pursuit of funding for a new program to be managed by VL that would entrepreneurship in the local region, especially in underserved communities.

A sincere word of thanks to S. Steidle for her extraordinary leadership of VL over the past 12 months and Ms. V. Perkins for providing administrative support to VL.

6.3 SMIPO

Under the supervision of Dr. A. 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 SCHEV Council (in Spring 23) and undertake study trips (Chicago in Fall 22, New York City in Spring 23). 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), A. Kaushik for serving as faculty advisor and Ms. T. Chapman for administrative support.

6.4 Davis College Fellows Program

D. Farhat continued to serve as Dir. of the Davis College Fellows Program. Particular activities undertaken or participated in by the students include: Start of the Year Kickoff Orientation (August 24), Seminar with the Controller of the Currency (September 6), Workshop in Digital Presentation Skills (September 26-27), Career Readiness Workshop (October 13), COBE 150 (Spring 2023). Sincere appreciation to D. Farhat and the Davis College Fellows Committee (M. Chatham, D. Henderson, J. Machin) for their support of the program and Ms. S. McGrady for providing administrative support.

6.5 Truist Innovation Challenge

After a break of two years due to COVID, the Truist Innovation Challenge will be resumed in its original in-person format on April 16 in the Venture Lab. It is expected that more than 100 students will participate

as will 9 external stakeholders as judges. Sincere appreciation to S. Steidle and J.A. Travers for leading this initiative.

6.6 Firm Night & VITA

- The placement event Firm Night for Accounting and Finance students continued in Fall 2022 (Sept 6). 36 firms participated with 78 recruiters on site. Of particular note was that 39 of these recruiters were DCOBE alumni. 81 students attended as did all faculty from AFBL.
- In Spring 22 in partnership with New River Community Action, Davis College started hoisting the federally-funded VITA (Volunteer Income Tax Assistance) program in Kyle Hall by donating space. 5 students worked 200.5 hours over Spring 22 (internship credits were awarded to 3 Accounting students) . The community members receiving tax assistance included 23 for Fuel Assistance, 14 for Housing Assistance, 71 on Medicaid and 10 on federal welfare programs (SNAP/TANF).

The success of these above was enabled through the extraordinary efforts of Ms. T. Chapman, under the guidance of D. Brinckman (Department Chair) and support from the AFBL faculty. Thanks are also due to Ms. L. Desper (NRCA) for overseeing VITA.

6.7 D-FYE (Davis First Year Experience) Initiative

In an effort to boost freshman retention through enhanced engagement with DCOBE faculty, a group of faculty and staff (J. Machin, A. Stanton, M. Butler, S. Steidle, D. Farhat, J. Elias, M. Chatham, D. Henderson) teaching 100 and 200 level courses came together under the leadership of J. Machin for this initiative. Specific activities included:

- All but a handful of DCOBE freshman entering in Fall 2022 were taught in UNIV 100 by 3 full-time DCOBE faculty: J. Elias, S. Steidle and M. Chatham. J. Elias served as the coordinator for these sections.
- The D-FYE group regularly met all through Fall 2022 to monitor student performance and actively and intrusively intervene for students showing signs of academic distress. Outreach to the students was done in collaboration with the advisors in HSC (Highlander Success Center).
- All faculty in DCOBE teaching 100 and 200 level courses completed surveys and Starfish to provide early warning data for freshman and sophomore students who needed additional advising and coaching.
- A special “Fall Fest” was held outside Kyle Hall on October 26 with fun in game activities for students, to promote interaction with DCOBE faculty. Over 200 students attended.
- At the end of Fall 2022, extensive analysis of student performance data from 100 and 200 level courses was conducted and indicated that as a result of the engagement activities, DCOBE freshman and sophomores exhibited a high degree of belonging.
- In Spring 2023, student engagement was insured through a special faculty-student mixer aimed at first generation students and faculty (February 7) as well as a Baseball At The Park event for faculty and students (March 24).

D-FYE was the first concerted, College-wide initiative undertaken in recent memory aimed specifically at boosting freshman and sophomore student retention. Special word of thanks is owed to J. Machin, A. Stanton, M. Butler, S. Steidle, D. Farhat, J. Elias, M. Chatham and D. Henderson for the same.

6.8 Faculty Workload Optimization Projects

As a part of Pres. Danilowicz's initiative on optimizing faculty workload to allow faculty to participate in novel recruitment and retention related initiatives, DCOBE faculty were solicited and submitted several proposals for consideration by Dean and Provost. Based on my own assessment and presentation to the BOV on January 25, the following three initiatives were supported by me for implementation in Spring 2023. In each case, resource allocated included reassign time from teaching to pursue these initiatives:

1. Recruiting Homeschooled students to RU (Faculty Lead: R. Warren)
2. Workshops for High School Students in Venture Lab, in collaboration with Junior Achievement (Faculty Lead: J.A. Travers)
3. Increasing internships for Management Majors (Faculty Lead: D. Henderson)

My sincere thanks to these three faculty (R. Warren, J.A. Travers, D. Henderson) and their Dept Chairs (D. Brinckman, J. Kopf) for these important initiatives above.

6.9 Partnerships With VT Special Recruitment Initiatives

As a part of Pres. Danilowicz's initiative on building partnerships between undergraduate programs at Radford University and corresponding Masters programs in Virginia Tech, in an effort to boost recruitment of undergraduate students to RU, I held numerous meetings with Dean, Department Chairs and undergraduate/graduate Program Directors in Pamplin School of Business and Department of Economics at Virginia Tech. As of date, I have negotiated with the following Masters programs in VT about possible partnerships.

1. Masters in Accounting
2. Masters in Hospitality & Tourism
3. Master's in Sales Management (under development at VT)
4. Master's in Economics

In each case, terms of partnerships included: course waiver for appropriately qualified undergraduate DCOBE students transferring to the corresponding Masters program at VT and reserving financial aid/scholarships for transferring DCOBE students. To date, while we await final responses from VT, most progress has been made with the Master's program in Accounting with a meeting to be scheduled between Nadia Rogers (Prof. of Practice-Pamplin) and DCOBE Accounting faculty..

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

- Honors and Awards recognition event for Dec 2022 graduates was held in person for the first time since pre-COVID. 6 students were honored with 80 attendees, including family members of the honorees.
- Honors and Awards Recognition event for Spring 2022 graduates will be held on May 5. At that event, we will also award the 2022-23 DCOBE Outstanding Alumni to Mr. Sean Hagerty.

Organization of these events is made possible through the efforts of Dr. A. Stanton, Ms. M. Butler, Department Chairs (D. Brinckman, S. Dendir, J. Kopf, W. Stanton) and the administrative support provided by Ms. C. Epley; a sincere word of thanks to all of them.

6.11 Davis Women's Network and CSAB

Two important student organizations were rejuvenated in AY 2022-23.

- Thanks to the leadership exhibited by faculty advisor K. Simms, the Davis Women's Network was restarted in Fall 2022 and the student organization held numerous professional development events for its members, including a dedicated session with alumna A. Frazier during the Executive-In-Residence event.
- After joining DCOBE as Dir-ASER in November 2022, Ms. M. Butler helped restart the Davis College Student Advisory Board (held 3 meetings with Dean & Associate Dean in Spring 2023) as well as Davis College Ambassadors (participated in Highlander Days).

My sincere thanks to K. Simms and M. Butler for their contribution to increasing student engagement and professional development in our College.

6.12 Renovation of Classroom Space to Facilitate Group Discussion

In Spring 2022, by reallocating end-of-year surplus funds, we were able to completely renovate the furniture in one of our classrooms to make all tables mobile and rearrangeable per the instructional needs. This was done upon the request of DCOBE faculty who needed such a flexible classroom to facilitate group discussions in their courses. Thanks are due to Ms. S. Cook for ensuring that this was successfully accomplished.

6.13 Faculty and Staff Searches

- The following new full-time faculty and staff joined the College in Fall 2021.
 - Dr. Kathryn Simms (Accounting)
 - Mr. Don Rieley (Marketing)
 - Dr. Molly Minnen (Management)
 - Dr. Bernd Kupka (Management)
 - Ms. J. Andy Travers (Management)
 - Mr. Scott Hall (Dir – Advancement)
 - Ms. Amy McEldowney (Administrative Asst for MGNT & MKTG)
- The following full-time faculty searches were approved in Fall 2021. The current status is as follows:
 - I. 1 Asst Prof, tenure-track in Dept of Marketing. This search was successfully concluded with the recruitment of Dr. Y. Mu, who will join us in Fall 2023
 - II. 1 Asst Prof, tenure track in Dept of Management. This search was successfully concluded with the recruitment of Dr. S. Steidle into this position, I will transition into her new role wef Fall 2023
 - III. 1 Special Purpose Faculty in Finance. The search has been successfully concluded with Mr. C. Grigg, I will be joining us in Fall 2023.
 - IV. 1 full-time instructor in Management, who will also serve as VL Dir. Search is ongoing.
 - V. Of the 3 new faculty slated to join the Davis College in Fall 2023, 2 are women and 1 is of international origin.
- In addition, the following administrative and staff positions were successfully filled in 2021-22:

- I. Ms. Melanie Butler (Dir.-Academic Student Engagement & Retention). This position was created entirely through reallocation of existing funds in the DCOBE budget.
- II. Dept of Management: Dr. J. Kopf transitioned from Interim Chair to Chair.
- III. Dept of Marketing: Dr. W. Stanton transitioned from Interim Chair to Chair.

The above searches, conducted in AY 2022-23 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. A special word of thanks to these colleagues.

6.14 Meetings with Davis College Chairs, Faculty and Staff

In 2022-23, Davis College meetings (Leadership Team Meetings, Chair Meetings, College-Wide Meetings) continued to be held regularly and in-person. I am responsible for developing the agenda for these meetings, chairing them and dissemination of minutes. Thanks to Ms. C. Epley 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 2022-23.
 - a. Search Committee-VP of Finance & Administration
 - b. Task force To Recommend Stipends & Reassigned Time for Graduate Program Coordinators
 - c. Co-Chair, Taskforce on Chair's Compensation and Summer Responsibilities
 - d. Taskforce On Multidisciplinary Programs at Radford Univ
 - e. Academic Affairs Leadership Team (AALT)
 - f. Radford University Leadership Council
 - g. Academic Program Review and Evaluation Committee
 - h. Academic Policies and Procedures Committee
 - i. 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.
2. AACSB Review

I served on the Peer Review Team for AACSB maintenance of accreditation for the following two business schools

 - a. A Master's level Comprehensive Public University in Kentucky (Spring 2023).
 - b. A Master's Level Comprehensive Public University, part of Pennsylvania State University system (Spring 2023)
3. Professional Development – Conferences and Seminars Attended
 - a. AACSB Conferences (1)
 - b. SBAA Conferences (1)
 - c. Complete College America Conference (Fall 22) to learn about best practices know who the in student retention and success across US universities.

4. Served as an external reference for colleagues interested in the following positions at external institutions: Provost (1 candidate) , Dean (3 candidates), Department Chair (1 candidate)
5. 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 2022)
 - c. Highlander Days (Spring 2023)
 - d. Quest 2022 (Summer 2022)
 - e. Capital Campaign Steering Committee Meetings (Fall 2022)
6. 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.
7. I supported the FDPL (Faculty Professional Development Leave) applications of 2 colleagues. One was successful.

7.2 Research (Activities Listed Cover Five Years: 2018-2023)

Books and Peer-Reviewed Journal Articles

1. **“Multicriteria Location Analysis”** (Spring 2023). H. A. Eiselt, V. Marianov and J. Bhadury. *Springer*. Book is a part of the ongoing Springer *International Series on Management Science and Operations Research*.
2. **“Consensus Games: An Extension of The Battle of Sexes Game”** (2022). C. Wang and J. Bhadury. Accepted for publication in *International Game Theory Review*.
3. **“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.
4. **“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.
5. **“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
6. **“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>
7. **“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.
8. **“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.
9. **“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.

10. "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.

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).

Presentations (Conferences, Seminars, Workshops)

1. "Locating To Maximize Non-Motorized Transport At A Higher Education Institution". To be presented at *Appalachian Research in Business Symposium*, Radford University (March 31, 2023).
2. "The Inverse p-median Model: Model Formulation and Solution Methods", with J. Jeong. Presented at *Canadian Operations Research Society Annual Conference* (Summer 2021).
3. "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).
4. "Games of Agreement", with C. Wang. *INFORMS Annual Conference* (Fall 2019).
5. "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)
6. "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)
7. "Ethical Supply Management in the Public Sector". Public lecture at *Vaal University of Technology, South Africa* (Fall 2019)
8. "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)
9. "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).

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>

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)