

RADFORD UNIVERSITY

Davis College of Business and Economics

Annual Report from the Dean

April 2019 – March 2020

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Preface

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. The activities and outcomes presented are restricted to those that are above and beyond what is routinely expected of a Dean. *I must emphasize, however, that these are not my achievements; instead, 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.

In particular, 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 these outcomes below. An equal measure of thanks is due to Ms. Sheila Cook, College Coordinator, in providing me with invaluable administrative support.

A comprehensive description of the outcomes of the Davis College in 2018-19 is available from the *Annual Report* of the college. To the extent possible, I have attempted not to duplicate information contained in the *Annual Report* in this summary of accomplishments.

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

1. MBA Program

- a. The rollout of “tri-modal” instructional delivery in the MBA program and Graduate Certificate in Business Analytics was initiated in Fall 2019. Initial feedback from students has been positive. Combined graduate enrollment across the two programs stands at 52 in Spring 2020, a substantial improvement from Fall 2018.
- b. The Accelerated Masters Program, initiated in 2018-19, has now grown to an enrollment of 10 students.
- c. In Spring 2020, an articulation agreement between Radford University and the Appalachian College of Pharmacy was signed which will allow Doctor of Pharmacy graduates a streamlined process for enrolling in our MBA program..
- d. Negotiations are underway with Stella Maris College (India) for an articulation agreement with the MBA – see Goal 4 for details.

Thanks are also due to the Graduate Curriculum Committee, particularly Dr. Gary Schirr, for these initiatives and Sandi McGrady for providing administrative support.

2. Online Degree Completion Program

- a. In Summer 2019, the SACSCOC prospectus to permit Radford University to offer the BBA Online Degree Completion program was developed by Dr. A. Stanton. SACSCOC approval for this program was obtained in late Fall 2019.
- b. The program was initiated in Spring 2020. Marketing efforts for this program, to date, include:
 - Extensive digital marketing in Fall 2019 & Spring 2020.
 - On-site advising at NOVA CC
 - Development, procurement and dissemination of promotional material such as program brochures.
 - Development of the ODC website
 - Working with Enrollment Management to ensure that this program is mentioned as a distinct major when students apply to Davis College.
 - Development of curriculum transfer pathways into Davis College undergraduate programs for every community college in Virginia.
 - Visits to 13 Community Colleges by J. Bhadury to promote the program.

Special thanks are due to Dr. A. Stanton and the Advising Center for achievement of these outcomes.

3. Research in the Davis College

- a. With a base of funds from the Provost's Office along with individual contributions from all 4 departments as well as the Dean's Office, the Davis College allocated approximately \$35,000 in Summer 2020 research grants to 12 faculty through a competitive process. 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 implemented from Fall 2019. Over 2019-20, 8 presentations by faculty have been scheduled with an average attendance of 10 at each session. Special thanks for this success are due to the DARTS Committee comprising of Drs. J Machin, T. Duncan, F. Zhu and C. Wang.
- c. Other scholarly achievements of Davis College faculty are detailed in the *2018-19 Annual Report*

4. Assurance of Learning

In Fall 2019, the Assurance of Learning Committee began implementing the new assessment plans agreed upon in 2018-19. In particular, a significant achievement was the development and deployment by faculty of an exit exam to be administered to all business majors. This being the first year of implementation, changes were needed and are in the process of being made for refinement of this 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, especially chair, Dr. Angela Stanton, and for Ms. Kayla Short for providing administrative support.

5. Cross-Disciplinary Entrepreneurship

Faculty in the discipline of Entrepreneurship are in the process of modifying the existing concentration in Entrepreneurship to develop a cross-disciplinary entrepreneurship curriculum across Radford University.

Special thanks are due to our Entrepreneurship faculty for their hard work and reaching across departments at the University for this effort.

6. Using Virtual Realty in Pedagogical Delivery

Drs. T. Zarankin and I. Clelland have experimented with using VR (Virtual Reality) in course delivery. Based on the pilot, I worked with SBAA (Southern Business Administrators Association) for the submission of their successful proposal for a presentation on this pedagogical innovation at the annual conference in Fall 2019. I also supported their successful application for ETF funding to appropriately equip a classroom in Kyle Hall for VR delivery. A sincere word of appreciation to both of them for pursuing such innovation in instruction.

7. BB&T Leadership Symposium

With a gift from BB&T, the Davis College initiated this new program in collaboration with the BB&T Leadership Institute. The following outcomes were achieved:

- Through an open search process, Dr. Danylle Kunkel was named the BB&T Leadership Scholar, the first named faculty in the Davis College, to oversee this program.
- Dr. Kunkel organized the first BB&T Leadership Symposium in Fall 2019 featuring Barret Ward, CEO of ABLE, and his team. Outcomes from this successful inaugural event included:
 - Faculty Only Event: 37 faculty participants from Davis College and Department of Design
 - Student Event: 200 students and 6 faculty participated
 - Morning Break-Out sessions: 65 students, including 12 from Blacksburg High School
 - Symposium: 130 attendees, including 73 community members
 - Class visit (MKT 101): 110 Students
 - Total number of participants: 548
- In February 2020, an RFP for course development grants was announced to all RU & RUC faculty; proposals are due in May 2020.

Special thanks are due to colleagues in Advancement for securing the gift, Dr. Danylle Kunkel for her leadership of this program in its inaugural year and Ms. Sheila Cook for providing administrative assistance.

8. AACSB Scope of Review

I made presentations to the Academic Affairs Leadership Team (AALT) and followed up with individual Deans from ACSAT, CVPA, CHBS and CEHD to ensure that programs from their respective colleges that are at risk of being included in the AACSB Scope of Review take preventive steps to avoid this situation during our next AACSB review in 2022-23. Thus far, this has been completed for all programs except Music Business (a verbal agreement has been reached; the formal memo is pending and expected soon).

9. REAL General Education Program

The College made adequate preparation for the introduction of the proposed new general education program, REAL, in Fall 2021. In particular, some salient outcomes include:

- Designation of appropriate courses from the pre-business and BBA core to ensure that all BBA majors are able to complete REAL requirements without lengthening their degree coursework and while maintaining the flexibility to add or switch majors within the Davis College.

- The Advising Center worked with the REAL Implementation Committee in piloting and testing the rollout of the revisions to Degree Audit as well as revisions to Advising Sheets to facilitate transition to the “Skinny CORE” to be introduced in Fall 2020 as the intermediate step in transitioning to REAL in Fall 2021.

This mammoth effort above was made possible through the hard work of numerous faculty and staff, especially those on the Undergraduate Curriculum Committee as well as departmental curriculum committees, Department Chairs, Advisors and Associate Dean. Another word of thanks is also due to Davis College faculty who have served on various REAL-related committees: D. Farhat, V. Harrington, C. Dogan, E. Tannellari, J. Sundie and L. Shao.

10. VSCPA Workshop

The College sponsored the annual workshop of Virginia Society of CPAs, which was held in Kyle Hall. Along with external attendees, approximately 37 Davis College students were in attendance. Special thanks are due to Dr. Helen Roybark for organizing this conference and Ms. Teresa Chapman for providing administrative support.

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

1. Davis College Advisory Council

The new Davis College Advisory Council, streamlined to 30 members, with the new Executive Committee, will have met 3 times in 2019-20. Five new members were added, including several recent alumni. Plans have been developed to require participation by every council member in the life of the College. Thus far in 2019-20, all but 2 members have contributed their time, talent or treasure to various College activities.

Special thanks are due to Mr. Steve Adams for organizing these meetings and to Ms. Gina Gallagher, chair of the Davis College Advisory Council.

2. Other Promotional Activities

- a. The Davis College website was updated in 2019-20. Sincere appreciation to Dr. Angela Stanton and Ms. Kayla Short for this undertaking.
- b. New promotional materials for the Davis College were procured including, brochures for the College, the Online Degree Completion program and the Davis College Fellows Program. Thanks to Dr. Angela Stanton, Dr. James Lollar and University Relations for leading this initiative.
- c. I have worked with Mr. Chad Osborne to develop an organized process to ensure that notable achievements of Davis College faculty, staff and students are written up and placed on the College Website. 32 stories featuring the work of Davis College faculty, staff and students have been published over the review period.
- d. See other external meetings noted under Goal 3.

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

1. Junior Achievement-GNAC Financial Literacy Event

In collaboration with Junior Achievement, the Government & Nonprofit Assistance Center offered a financial literacy program for students from Radford High School in Fall 2019. Approximately 30 students attended.

Sincere appreciation to Drs. Clarence Rose and Bruce Chase as well as Katherine Elam (JA) and Laura Elliott (JA) for their efforts on this initiative and Ms. Teresa Chapman for providing administrative support.

2. Meetings with External Constituents

- a. I have met with 8 regional economic development related organizations and participated in several of the events. These organizations/events include:
 1. Roanoke-Blacksburg Technology Council (RBTC) - Biz Dev Forums, Breakfast Forums, TechNite
 2. SW Virginia Economic Development Forum (UVA-Wise)
 3. Onward NRV (NRV Economic Development Summit)
 4. Valley Innovation Council
 5. Roanoke Regional Partnership
 6. Junior Achievement
 7. Regional Advanced Manufacturing Partnership (RAMP)
 8. Virginia Tech Corporate Research Center

- b. I held 34 meetings with representatives of different corporations/employers. Some of these include
 1. Therma Steel (Adi Ben-Senior-CEO; Mike Fisher-VP)
 2. Carillion Clinic (D. Halliwill,CFO, J. Aremtrout, N.L. Bishop, D. Lovelace, D. Crowder)
 3. Member One Credit Union (T. Rowe – EVP and Other C-Suite execs)
 4. AOC Key Solutions (Greg McCarthy – CEO)
 5. Foti, Flynn & Lowen (V. Foti, D. Lowen, D. Tingler, A. Stepka)
 6. Carter Bank & Trust (C. Moore – VP and other execs)
 7. INFOR (G. Motley – HR)
 8. Brown Edwards (M. Woolwine)
 9. Food City (S. Smith –CEO and other C-level execs)
 10. VA Transformers (M. Mohsin – HR)
 11. TORC Robotics (M. Fleming – CEO, M. Juanarena – HR)
 12. WIZE Solutions (Mario and Wendy Darquez – Founders)
 13. Hendrick Auto (NC) (A. Westphal – HR)
 14. RGC Resources (P. Nester – CEO)
 15. Atlantic Union Bank (Ray Smoot)
 16. Alpha Natural Resources (Former Chariman, Mike Quillen)
 17. United Co (Martin Kent – CEO)

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. BB&T Global Capitalism Lecture Series

- a. The Davis College successfully hosted the BB&T Global Capitalism Lecture series in Fall 2019 which was attended by over 120, including from the community members and RU faculty, staff and students. The speaker was Congressman Morgan Griffith.
- b. In Spring 2020: Tom Bradley (Congressional Budget Office) was scheduled to be the speaker. However, the event was cancelled because of the Coronavirus pandemic.

Appreciation is also due to all Davis College staff who helped administer this event, especially Ms. Sheila Cook, for providing administrative support.

4. Executive In Residence

- a. In Fall 2019, the featured executive was Ms. Terry Stone, President of the Government & Finance Officers Association. Her visit featured a special keynote on “Building a Code of Ethics In An Organization”, and was attended by 40 students. A special word of thanks to Dr. Bruce Chase for securing Ms. Stone for this event and Ms. Teresa Chapman for coordinating and organizing this event.
- b. In Spring 2020, the featured executive was Ms. Catrena Reid, Director of Audit from American Woodmark. However, this event was canceled due to the coronavirus pandemic.

5. Onward NRV Annual Investors Luncheon

In March 2020, the Davis College sponsored and hosted this annual luncheon with 85 external attendees from the New River Valley. This event was also used to promote the College’s academic offerings as well as forge new relationships with local businesses and municipality/county administrators. A special word of thanks to Mr. James Cabler and Charlie Jewell from Onward NRV and Ms. Sheila Cook for the successful organization of this event.

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

1. The search for Director of Advancement for Davis College was successfully concluded in Fall 2019 with the selection of Mr. Steve Adams. Special thanks to colleagues in Advancement, especially Wendy Lowery and Tom Lillard, for aiding in the search.
2. In February 2020, in collaboration with Advancement, the Davis College launched a more targeted and strategic calling campaign for Annual Giving, each of which will be themed around one salient activity in the Davis College. The first calling campaign focused on SMIPO and the next one will do the same for Davis College Fellows Program. Special thanks to Carolyn Clayton (Dir-Annual Giving) in working with Steve Adams and me on this initiative.
3. Since joining the Davis College, Mr. Steve Adams has made numerous trips to meet potential donors and alumni (approximately 25). Among proposals being pursued are those involving naming opportunities in Kyle Hall as well as scholarships for Davis College students.

4. I was invited to and participated in 3 separate Highlander Family Tours organized by the President's Office during Spring and Summer 2020 in Roanoke, NOVA and Bristol. Several of the external meetings with donors I had in 2019-20 were direct outcomes from contacts made at these meetings.
5. The Davis College endowment grew from \$3.3 million (December 2018) to \$4.25 million (December 2019). Notable gifts include:
 - a. Gift from BB&T to launch the BB&T Leadership Program
 - b. Gift from Shelor Motor Mile - while a University-wide gift, Davis College students are expected to represent a significant proportion of the scholarship awardees.
 - c. Naming gift from Dr. XX, establishing a scholarship.
 - d. Naming gift from alumni XX.
 - e. 214 other individual gifts, totaling \$144,525 to the Davis College foundation were made, contributing to the growth in our endowment.

Goal 5: Grow enrollments in the Davis College.

1. See Online Degree Completion program entry under Goal 1.
2. The MBA program staff continued their promotional and recruitment activities including those for the Graduate Certificate and Business Analytics. Social media promotion continued using the SM@C student organization. In addition, the recruitment event at the Roanoke Higher Education Center was also held. Thanks are due to Dr. G. Schirr and Ms. S. McGrady for overseeing these efforts.
3. The Davis College sponsored a trip by Dr. P. Kasturi to Stella Maris College (India) to negotiate partnership agreements for the MBA program and BS in Economics following up on an earlier trip by me to India in January 29. Development of proposals are in their formative stage awaiting information on courses and faculty from Stella Maris College. Thanks are due to Dr. P. Kasturi, Graduate Curriculum Committee and Curriculum Committee of Department of Economics for working on this initiative.
4. I served on the joint committee between New River Community College and RU to develop the New River Bridge To Radford University Program. This program, to be launched in Fall 2019, is expected to bring in additional enrollment to the University by targeting students who were found minimally inadmissible to RU. Special word of thanks to Dr. A. Stanton for assisting me in this effort, especially by representing me during my absences at some of the committee meetings.
5. See participation in various recruitment related initiatives from Enrollment Management and/or Student Affairs under "Other Activities".

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

1. Advising Center

The Davis College supported the creation of the University-wide First Year Student Success Team (FYST) by nominating P. Sanders to represent the Davis College. We appreciate his efforts on our behalf.

2. DCSAB (Davis College Student Advisory Board)

The Davis College Student Advisory Board to the Dean is comprised of leaders from all the student organizations within the College as well as departmental representatives. I have continued to hold meetings with this group. Sincere appreciation to Ms. Hillary Gaskins and Ms. Melanie Butler for coordinating these efforts on my behalf. Specific initiatives undertaken are:

- a. Beginning in Fall 2019, all student clubs are required to have at least one event/activity with external constituencies in pursuit of “Engagement” pillar of our AACSB accreditation and making students comfortable in dealing with outside industry/organizations. Reports are due annually and have continued to be submitted through 2019-20.
- b. Student input was sought for different initiatives to include: design of a T-shirt intended to be given to all Davis College freshmen beginning in Fall 2020; effectiveness of the peer tutoring process initiated in Fall 2019; student views on improving retention in the Davis College.

3. SMIPO

This student group has continued its success by growing its portfolio to over \$2 million. This benchmark was highly promoted in RU media through published stories and presentations to the RU Foundation Board and the BOV. In addition, SMIPO has continued to take study trips with students. I have continued my support through attendance at SMIPO board meetings and ensuring financial support for MorningStar, RISE and SMIPO-sponsored student trips through 2019-20 from the College’s funds.

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

4. Davis College Fellows Program

With the revisions to the program rules initiated in Fall 2019 and under the leadership of the new director, Dr. James Lollar, this program has now grown its enrollment to 39 students. Activities performed include monthly events and a study trip to the Port of Virginia in Fall 2019. Unfortunately, the two trips scheduled for Spring and Summer 2020 were canceled because of the coronavirus pandemic. In addition, a new brochure has been designed and will be procured soon. I have continued to provide financial support from the College budget for this important program.

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

5. BB&T Innovation Challenge

This program is supported by a gift from BB&T, overseen by the Dean, and has a significant track record. Another successful round of this competition was held in Fall 2019. Outcomes included:

- 70 teams with over 250 participants representing 15 majors

- 68 Experience Innovation Certifications were awarded and 9 coaching sessions were held for the student participants.
- 25 external judges from industry-leading entrepreneurs and experts judged the entries
- Over \$7,500 in accelerator funds were awarded to 12 teams at the conclusion of the competition.

Sincere appreciation to Drs. Jane Machin and Steve Childers for their efforts in making this round of the BB&T Innovation Challenge such a resounding success.

6. Retention Initiatives

All of these initiatives below were undertaken after extensive analysis of student retention in Davis College, undertaken by the Center for Innovation and Analytics with special thanks due to Dr. W. Stanton.

Peer-Tutoring

In collaboration with Harvey Knowledge Center (HKC), I supported the Davis College to initiate a formalized Peer tutoring plan in Fall 2019. This includes:

- The Dean's Office allocated \$5000 to HKC for the hiring of additional peer-tutors. These peer tutors were hired based on faculty recommendations and trained by the Harvey Knowledge Center.
- A Starfish application was developed to track peer tutoring appointments in the Davis College that can be used by HKC and Beta Alpha Psi tutors.
- The Advising Center monitored the implementation of peer tutoring and promoted the service to all Davis College faculty and students.
- Effectiveness data on the usage of the service and student satisfaction is due to be collected and disseminated by the Harvey Knowledge Center at the end of Spring 2020.

The above initiative could not have been implemented without the active help of the Advising Center, especially Ms. Hillary Gaskins and Melanie Butler, and the cooperation of Dr. Jessica Beckett from Harvey Knowledge Center. Additional thanks to Dr. F. Zhu for providing additional tutoring support from Beta Alpha Psi.

Davis College Administered UNIV 100

In Fall 2019, three Davis College faculty - Dr. T. Zarankin, Ms. J. Elias and Dr. G. Schirr - volunteered to pilot three different sections of UNIV 100. Data collected by Dr. A. Stanton in Spring 2020 clearly points to the effectiveness of these sections in improving retention. Spurred by these results,

- It has been decided that beginning Fall 2020, all Davis College freshmen will be enrolled in UNIV 100 sections administered by the college and taught in Kyle Hall. The Department Chairs have already selected appropriate faculty for these sections.
- A sample syllabus to be used across all sections was developed by Dr. T. Zarankin and Ms. J. Elias.

The above initiative was made possible through the contributions of the faculty listed above and a sincere word of appreciation is owed to them as well to Dr. A. Stanton and the Department Chairs for organizing these UNIV 100 sections for Fall 2020.

7. 2018-19 Outstanding Alumni Of The Year

In consultation with Advancement and Alumni Relations as well as the Leadership Team, Mr. Greg McCarthy (CEO-AOC Key Solutions) was selected as the 2018-19 Davis College Outstanding Alumni of the Year. He was presented with this award at the Davis College Honors & Awards Banquet in April 2019.

8. Equipping Kyle Hall Rooms With Zoom Technology

Working with IT Services, 3 rooms in Kyle Hall (KH 163, KH 137, KH 301) were completely equipped with videoconferencing technology (Zoom) to ensure that, when needed, instruction could be delivered simultaneously to face-to-face and online students. I am particularly grateful to our colleagues in IT, especially Ed Oakes, Don Hall, Connie Leathers and Robert Jordan for working with my office on this initiative.

9. Searches

- a. The following new full-time faculty joined the College in Fall 2019.
 - Liang Shao (Finance)
 - Jill Sundie (Marketing)
 - Benjamin Thomas (Management)
 - Jaime Hill (Business Law)
- b. The following full-time faculty searches were approved in 2019-20. The current status is as follows:
 - I. Assistant Professor – Accounting. Position filled successfully by Dr. R. Warren.
 - II. 6 Special Purpose Faculty Positions were approved in late February as follows - these searches are currently underway.
 - Accounting (1)
 - Finance (1)
 - Economics (1)
 - Marketing (1). This position is to also serve as Dir of MBA.
 - Management (2). One position to serve primarily as Coordinator of RU Venture Lab, with instructional responsibilities.
- c. In addition, the following administrative positions were successfully filled in 2019-20:
 - I. Chair – Dept of AFBL. Position filled by Dr. D. Brinckman
 - II. Executive Secretary for Dean’s Office – position filled by Ms. Kayla Short
 - III. Department Chair- ECON: Search underway.

The above searches would not have been possible without the hard work of the Department Chairs as well as search committee members, especially the Chairs of these committees. With that in mind, a special word of thanks to the Search Committee Chairs:

- Michael Chatham (Accounting)
- Abhay Kaushik (Finance)
- James Lollar (Marketing)
- Danylle Kunkel (Management)
- Doug Brinckman (Business Law)
- Angela Stanton and Sheila Cook (Exec Secretary to Dean’s Office)

10. Meetings With Davis College Faculty and Staff

In 2019-20, Davis College meetings continued to be held each month. I am responsible for developing the agenda, chairing the meetings (unless unavailable) and dissemination of minutes. Thanks are owed to Ms. S. Cook for the organization of these meetings, taking notes for minutes and Dr. A. Stanton for filling in for me as Chair during my absences.

11. College Budget Management

1. In 2019-20, I reauthorized the reallocation of \$20,000 from Dean's funds to the 4 departments to enable them to hire staff for administrative support.
2. In Dec 2019, the university requested all academic colleges to develop savings strategies for a reduction of upto 6% in the College budget; plans were due from each Dean by January 14. I led this process with input from the Leadership Team. My sincere gratitude to the Leadership Team for helping me in this exercise.

Other Activities Undertaken By Dean

Service Activities

1. I served on the following committees/groups in 2019-20.
 - a. Academic Affairs Leadership Team
 - b. Radford University Leadership Council
 - c. Academic Program Review Committee (Co-reviewer with Dean Orion Rogers for Department of Dance)
 - d. Academic Policies and Procedures Committee
 - e. Search Committees: Assistant Provost for Center for Global Education and Engagement; Director of Academic Budgets (Provost's Office)
 - f. Served as Chair for following committees/groups in Davis College: Strategic Management Committee, Leadership Team (including separate meetings with Chairs & Associate Dean) and College Meetings. Responsible for development and dissemination of agenda and minutes.
2. AACSB and SBAA
 - a. Chair and Past-Chair, Steering Committee of New Deans Learning Community Affinity Group, AACSB (2017-2020)
 - b. Peer Review Team Member for AACSB maintenance of accreditation
 - i. A public university in California (2019-20)
 - ii. A public university in Texas (visit due 2020-21)
 - iii. A public university in Minnesota (visit due 2020-21).
3. Professional Development – Conferences and Seminars Attended
 - a. AACSB Conferences (2)
 - b. Training Workshop for Peer-Review Teams (Fall 2019)
 - c. SBAA Conferences (2)
 - d. North American Regional Science Association Annual Conference

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); Promotion to Full Professor (1 candidate). Additionally, I served as reference for jobs/internships for 5 Davis College students.
5. Refereeing Activity: *Journal of Global Operations and Strategic Sourcing* (Summer 2019); *Benchmarking: An International Journal* (Summer 2019)
6. Participated in various events hosted by Enrollment Management, Student Affairs, Advancement to include:
 - a. Etiquette Dinner
 - b. Highlander Distinction Program Dinner
 - c. Highlander Days
 - d. Institutional Effectiveness Day
 - e. Quest
 - f. You Matter Campaign
 - g. Halfway There Celebration
 - h. Women's Veterans Week Celebration at RU
 - i. Capital Campaign Steering Committee Meetings
 - j. Volunteer Summit
 - k. Appalachian Community Outreach Institute Advisory Committee

Research (Activities Listed Cover Five Years: 2015-2020)

Peer-Reviewed Journal Articles

1. "Supply Chain Risk Mitigation in South Africa: A Case Study of Eskom." (2019). Jonathan, E. C., Mafini, C., & Bhadury, J., *Benchmarking: An International Journal*. DOI 10.1108/BIJ-06-2019-0261.
2. "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>
3. "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.
4. "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.
5. "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.
6. "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.
7. "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.
8. "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

9. "Panama Canal expansion and its impact on East and Gulf coast ports of USA.". (2016), J. Bhadury, *Maritime Policy & Management*, 43(8), 928-944.
10. "Business Analytics and Organizational Value Chains: A Relational Mapping." (2016). Bedeley, R. T., Ghoshal, T., Iyer, L. S., & Bhadury, J. *Journal of Computer Information Systems*, 1-11.
11. "The Use of Structures in Communication Networks to Track Membership in Terrorist Groups". (2015). H.A. Eiselt and J. Bhadury. *Journal of Terrorism Research*, Vol 6, Issue 1, pp 1-18.

Refereed Conference Proceedings, Book Chapters

1. "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).
2. "Location Modeling for Logistics Parks" (2015). J. Bhadury, M.L. Burkey and S.P. Troy. Published in **Applications of Location Analysis** from the International Series in Operations Research & Management Science, Vol. 232 (Springer).
3. "Location Analysis in Practice" (2015). H.A. Eiselt, V. Marianov, J. Bhadury. Published in **Applications of Location Analysis** from the International Series in Operations Research & Management Science, Vol. 232 (Springer).

Presentations (Conferences, Seminars, Workshops)

1. "Games of Agreement", with C. Wang. *INFORMS Annual Conference* (Fall 2019).
2. "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)
3. "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)
4. "Ethical Supply Management in the Public Sector". Public lecture at *Vaal University of Technology*, South Africa (Fall 2019)
5. "What Price, Optimality? A Location Model for Economic Development", with J. Jeong. *POMS Annual Conference* and *DARTS Seminar Series* at Davis College, Radford Univ, (Spring 2019))
6. "Problems 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).
7. "Leveraging Teaching to do Research: Some Insights and Ideas". Seminar presented at *Center for Learning and Teaching, SUNY Brockport*. (2017).
8. "Multi-objective Single Median Models". With H.A. Eiselt. Presented at *INFORMS Conference*, Nashville, TN (2016).
9. "Business Analytics Capabilities and Use: A Value Chain Perspective", with T.P. Ghoshal, L. Iyer and R. Bedley. Presented at *Business Analytics Congress*, December 2015, Fort Worth, USA. (December 2015)
10. "Optimizing Hospital Closures", with H.A. Eiselt, M.L. Burkey, H. Toyoglu Presented at *INFORMS Annual Conference*, Philadelphia, USA (November 2015).
11. "US East Coast Ports: A Comparative Evaluation of Infrastructure". with T.P. Ghoshal. Presented at *European OR Society Annual Conference*, University of Strathclyde, UK (July 2015).

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>
3. "NC Agricultural Tourism Directional Signage Program (NCATDSP) Benchmarking Study" (2015). Prepared for *NC Wine and Grape Council*. Co-authored report with research team (E.T. Byrd and S.P. Troy). Available at <http://libres.uncg.edu/ir/uncg/clist.aspx?id=873>
4. "Piedmont Triad Freight Study". (2015). Prepared for *Parsons Brinkerhoff* and *Piedmont Area Rapid Transit Agency*. Co-authored report with research team (C.H. Edwards and K. Dobie).
5. "North Carolina Winery Classification Model". (2015). Prepared for *NC Wine and Grape Council*. Co-authored report with research team (E.T. Byrd, B. Canziani and S.P. Troy). Available at <http://libres.uncg.edu/ir/uncg/clist.aspx?id=873>

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)
3. "Analysis and Validation of Historical Transportation Investment (Lead PI from UNCG). \$300K. *NC Department of Transportation*. **Proposal Funded**. (2015-16)
4. "Inventory Management for Central Issuance and Print of Demand License Plates". (Lead PI from UNCG), \$144K. *NC Department of Transportation*. **Proposal Funded**. (2015-16)
5. "North Carolina Muscadine Grape & Grape Products Marketing Study (MUS-MARK)". (Co-PI). \$15.4K. *NC Wine and Grape Council*. **Proposal Funded**. (2015-16)
6. "Online Training Program in Winery Hospitality and Customer Service Management". (Co-PI). \$17K. *NC Wine and Grape Council*. **Proposal Funded**. (2015-16).
7. "NC Muscadine Fresh Grape and Wine Exploratory Marketing Analysis Project" (co-PI). \$5K. *NC Wine and Grape Council*. **Proposal Funded**. (2015).
8. "Economic Analysis of Vegetation Management Practices" (Lead PI from UNCG). \$44K. *NC Department of Transportation*. **Proposal Funded**. (2015-17).
9. "NC Muscadine Fresh Grape and Wine Exploratory Marketing Analysis". (Co-PI). \$5K. *NC Wine and Grape Council*. **Proposal Funded**. (2015).

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., 2017-present)
- (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. Presently, I have 2 manuscripts under review at two separate peer-reviewed journals.
2. I'm 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 2020.
3. I am working with 3 colleagues on three different projects to be submitted for publication – 1 in Davis College, 1 in Artis College and 1 at University of Venda (South Africa).