

RADFORD UNIVERSITY

Davis College of Business and Economics

Annual Report from the Dean

March 2020 – March 2021

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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 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, in providing me with invaluable administrative support.

A comprehensive description of the outcomes of the Davis College in 2019-20 is available from the *2019-20 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.

Executive Summary

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. Never has that conviction been truer than in the year of the present review when we were unexpectedly hit by the COVID pandemic with its adverse repercussions on our operations and budget. As I have often repeated to external stakeholders, our reaction as a College can be summed up in one word: **Resilience**; and this report shall serve as proof of the same in how the Davis College collectively responded to this immense challenge and triumphed. For making this possible, in what was inarguably the most trying year of my 20+ years as an academic administrator, I am and will ever remain most grateful to my colleagues.

Space and time limit the explicit mention of all that our College and University did in response to the pandemic. A few salient points are outlined below.

- **Instructional Adaptations:** The sudden nationwide shutdown in March 2020 necessitated the abrupt transition to online education and administration in the middle of the semester, creating immense pedagogical and administrative challenges. Yet, faculty, staff and administrators at Radford University as well as those within the Davis College rose to the challenge. The Center for Innovative Teaching & Learning (CITL) at Radford University offered numerous seminars and workshops on online teaching, both asynchronous and synchronous, as well as effective uses of Zoom in courses; Davis College faculty enrolled in many of these and delivered the best possible

instruction under the circumstances, successfully ending the Spring semester. Additionally, the University quickly passed a series of changes to existing academic regulations to ease the additional burden on students (e.g., changing from letter grades to a pass/fail grade, suspending “suspension” policies and postponing withdrawal dates) and faculty (e.g. offering an extra year of evaluation for pre-tenure faculty) brought about by the pandemic. In Summer 2020, outside their contract period, a dedicated group of Davis College faculty formed a task force to make recommendations on pedagogical adaptations necessary to navigate through Fall 2020 with health and social distancing protocols in place. In an effort to accommodate the ~10% of the student body that was unable for health or financial reasons to attend in-person classes, Davis College’s Associate Dean, Department Chairs and advisors worked long hours in the first week of both Fall 2020 and Spring 2021 to find appropriate classes and modalities for these students. In order to learn from each other, two College-wide meetings were held in Fall 2021 to discuss pedagogical issues being faced by Davis College faculty who were teaching using multiple modalities: in person, blended, synchronous and asynchronous online. This was followed in Spring 2021 with the adoption of innovative new modalities involving “blended learning” that enabled faculty to continue offering in-person teaching even with the reduced seating capacity of all classes. Faculty adapted to holding student appointments outside the classroom using videoconferencing software such as Zoom. Such adaptation under less-than-ideal circumstances came with many anticipated and unanticipated challenges for our faculty and staff. Yet, an analysis of student performance from Fall 2020 did not indicate any significant drop off - a clear testament to the resilience of Davis College faculty, staff and students.

This same resilience was on display with regards to non-classroom instructional activities. The Center for Innovation and Analytics (CIA) adapted the administration of Certipoint certification exams in MS Excel so that students could take it online while still adhering to the proctoring requirements. The Government and Nonprofit Assistance Center (GNAC) continue to provide continuing education for working professionals by converting its seminars and workshops to online format, both synchronous and asynchronous.

- Administrative/Service Adaptations: To continue administrative operations, Davis College faculty moved all committee and task force meetings to Zoom as did our seminar series DARTS. Departmental Personnel Committees adapted to online technology to share evaluation materials for promotion, tenure and reappointment processes.

Advising staff in the Davis College, led the charge in transitioning to remote advising for students for Fall 2020 and beyond by innovatively creating course shells in D2L (RU’s Learning Management System), using Zoom for student appointments etc.

- Continuation of External Events: The Davis College traditionally holds multiple external events to foster engagement and student development outside the classroom. In a notable example of resilience, faculty and staff planned and adapted most of these events to an online format. Despite the difficulties of doing so, the Davis College continued with events such as Firm Night, Truist Global Capitalism Lecture Series, Truist Leadership Symposium and the Awards & Honors Banquet.
- Support for Faculty, Students and Staff: Given the socio-economic background of our student body, it was not surprising that the pandemic brought significant financial burdens to many of our students. The Davis College responded admirably. Students hampered by lack of adequate

broadband access in Spring 2020 were helped by faculty allowing them to complete coursework via email or snail mail. Staff who lacked computing support at home were provided with laptops by the College. Rules governing usage of travel funds were relaxed to enable faculty to purchase software necessary for online or blended instruction. College funds were used to upgrade classrooms to facilitate instruction to Zoom students. The Davis College Advisory Board graciously stepped up and donated funds to assist students and Davis College faculty and staff referred the students to the Dean's Office. As of the writing of this report, these funds have helped over 12 students – see

<https://www.radford.edu/content/radfordcore/home/news/releases/2021/january/davis-advisory-fund-students.html>.

The same care for our students was on display in celebrating their successes despite the restrictions imposed by the pandemic. This included the development and dissemination of a painstakingly detailed video of May 2020 graduates, including individual honors for students that was disseminated to them via the Davis College Facebook page. The video was viewed over 100 times within hours of being posted. This was followed up by hosting the Honors & Awards Banquet event via Zoom in November 2020, honoring the award-winning graduates from May 2020 and December 2020. The College also recognized the Fall 2020 graduates with a commemorative video posted to the College Facebook page.

- Health and Safety Adaptations: Radford University's COVID-19 Planning Committee, under the leadership of VP and Chief of Staff Ashley Shumaker, has worked continuously since the start of the pandemic to develop and update a comprehensive set of guidelines for Summer 2020 through Summer 2021 that would enable the continuation of face-to-face operations with health and safety guidelines in place. Prevalence testing was adopted by the University for incoming students, which was subsequently expanded to extensive testing availability for all employees of the institution. An institutional dashboard continuously monitored and reported positivity rates, developing corrective actions as necessary in consultation with the Virginia Department of Health. Faculty, staff and students rose to the occasion by demonstrating adherence to social distancing guidelines. The success of this comprehensive and rigorous approach is that despite continuing most of its operations in face-to-face format, the year has passed with only one significant outbreak on campus, which was rapidly brought under control. As of the writing of this report, this COVID-19 Planning Committee is slated to hold a vaccination clinic for all faculty and staff at the end of March 2021.
- Budgetary Challenges. The above achievements are made far more salient when viewed in light of budget cuts that occurred during this period of review. In Spring 2020, the Davis College Leadership Team came together to plan a 6% budget cut that was in addition to the loss of 6 full-time faculty (at that time, 11% of the faculty pool) who retired at the end of that semester. This was exacerbated by the additional loss of 3 staff positions in the College: 2 part-time in the departments and 1 full-time in the GNAC. The total cuts amounted to ~12% reduction in the College budget at the end of 2019-20 academic year and were followed by additional cuts to the operational budget in 2020-21. Yet, the College continued to provide support to faculty, including Summer Research Grants. Department Chairs managed to offer the needed courses in AY 2020-21 with our remaining faculty while adhering to high-quality standards of AACSB. The GNAC maintained its continuing education courses/programs despite the loss of its sole full-time administrative support staff.

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

1.1 MBA Program

- a. After an open internal search, Dr. Thomas Duncan was appointed the Director of Graduate Programs in Summer 2020.
- b. Thanks in large part to the introduction of the HyFlex track in 2019 as well as the marketing and promotion efforts of the current Director (T. Duncan) and previous Director (G. Schirr), MBA enrollment climbed to 69 in Fall 2020 representing an over 100% increase in two years.
- c. The Accelerated Master's Program, initiated in 2018-19, has now grown to an enrollment of 12 students.
- d. In Fall 2020, an articulation agreement between Radford University and the Appalachian School of Law was signed which will allow JD graduates from ASL a streamlined process for enrolling in our MBA program. Since then, Dr. Duncan has assiduously worked to recruit ASL students. The formal signing ceremony will be held in April 2021 and supervised by President Hemphill.
- e. (*) Negotiations are underway with the Doctorate in Business Administration (DBA) program at the Paris School of Business for an articulation agreement with the Radford MBA.
- f. In Spring 2021, the Radford MBA program was included on *The Princeton Review* and ranked by *U.S. News & World Report*. These distinctions of honor were duly noted by University Relations as well as President. Hemphill in his remarks to the Board of Visitors in February 2021.
- g. Since Fall 2020, the MBA program has been in negotiations with Academic Partnerships to launch an asynchronous online track beginning in Fall 2021. Planning has been intensive and entirely coordinated by Dr. Duncan and the Department Chairs.

These achievements above by the MBA program are principally due to the hard work of Dr. Thomas Duncan, Sandi McGrady and the Graduate Curriculum Committee (A. Kaushik, T. Duncan, S. Wang, G. Schirr and A. Stanton).

1.2 Online Degree Completion (ODC) Tracks

- a. The ODC track in Business Administration (BBA) was launched in Fall 2020. Presently, it has 7 students enrolled, 2 more taking preparatory courses in Community Colleges and 7 active/potential new students

¹ Support for Diversity, Equity and Inclusion (DEI): Beginning this review period, 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, even a cursory reading of this report naming the faculty, staff and students involved in each activity/outcome, will be sufficient proof of the wide diversity and inclusivity of input and collaboration behind every 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 DEI goals have been highlighted in this report by (*).

- b. The Department of Economics has completed the development of an ODC track for the BS in Economics to be implemented beginning in Fall 2021.
- c. Marketing and promotion efforts for these programs include:
 - Partnering with University Relations for extensive digital marketing in Spring 2021 using the university's vendor (Vision Point).
 - Procurement and dissemination of promotional materials such as program brochures to prospective community college students.
 - Working with the Sherry Hazelwood (Director – Transfer Programs) and her staff in Enrollment Management to ensure that these tracks are actively promoted to 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 and the Advising Center for achievement of these outcomes. Additionally, the development of the ODC track in Economics would not have been possible without the work of colleagues in that department, especially the chair of their Curriculum Committee, Dr. Dan Farhat.

1.3 Research in the Davis College

- a. Despite the loss of support for Summer research grants from the Provost's Office and the cuts to the College's budget, the Davis College continued to provide \$25,000 in support for this program through internal reallocation. 4 faculty (Drs. R. Gruss, C. Wang, C. Dogan and L. Shao) will be supported in Summer 2021 for 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 2020-21, 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. J. Machin, T. Duncan, F. Zhu and C. Wang.
- c. In Fall 2020, the Davis College joined other business schools in the region as a sponsor of the ARBS (*Appalachian Research in Business Symposium*). Dr. Benjamin Thomas volunteered to serve as the College's representative for organizing the ARBS 2021 symposium, with 5 Davis College faculty participating.
- d. In 2019-20, Dr. Seife Dendir (Economics) was the recipient of the highest award for research at Radford University, the *Dalton Eminent Scholar Award*. This was followed up in 2020-21 with this award being granted to Dr. Steve Childers (Management).
- e. The most recent scholarly achievements of Davis College faculty are detailed in the *2019-20 Annual Report*.

1.4 Assurance of Learning

- In Fall 2019, the Assurance of Learning Committee began implementing the new assessment plans agreed upon in 2018-19. Results were presented by Dr. A. Stanton (Chair – AOL Committee) and discussed at the College meeting on March 5. 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 BKE (Business Knowledge Exam) was revised based on feedback from 2019-20. The AOL Committee is presently investigating the feasibility of developing a study guide for students taking 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, F. Zhu, E. Tanellari, J. Jeong, C. Bienstock) and the chair, Dr. Angela Stanton.

- Additional Assurance of Learning for individual majors and minors also continued on schedule in 2020-21. Special thanks are due to the departmental coordinators and the Chairs for keeping this process on track for SACSCOC.

1.5 Truist Leadership Program

Supported by a gift from Truist Financial Corporation and under the leadership of Dr. D. Kunkel, Truist Leadership Scholar, this program is in its second year of implementation. During the period of review, the following outcomes were achieved:

- Four course development grants were awarded to faculty across RU. They were:
 - (*) Waldron College of Health and Human Services, Department of Public Health and Healthcare Leadership; Course: Interprofessional Community Collaboration and Advocacy (PBHL 390);
 - (*) Waldron College of Health and Human Services, Department of Occupational Therapy; Course: Practicum in Community-Based Services (OCTH 628);
 - (*) College of Education and Human Development, School of Teacher Education and Leadership: Peace Studies; Course: Communication and Peace: For Activism and Leadership (PEAC 310); and
 - College of Humanities and Behavioral Sciences, Department of English; Course: Writing About Science (ENGL 313)
- The 2021 Leadership Symposium (rescheduled from Fall 2020 due to the pandemic) is slated to be held on April 1, 2021 (virtually, using Zoom)
- ELC Certification from Truist leadership Institute: Dr. Kunkel provided training for this certification to 30 students in Fall 2020. An additional 20 students are expected to receive the same training in Spring 2021. All Honors College students will now be included with Davis College students in the invitation to participate in the ELC Certification from.

Special thanks are due to Dr. D. Kunkel for her leadership of this program in its inaugural year and Ms. Sheila Cook and Alexis Sears for providing administrative assistance.

1.6 AACSB Accreditation

In Summer 2020, the Davis College submitted its pre-application for the AACSB Maintenance of Accreditation review in 2022-23. With input from Department Chairs and Associate Dean, the document was submitted in June 2020. Outcomes include:

- Davis College was approved as being ready to go for the 2022-23 review under the new AACSB 2020 standards.

- After a review of our responses to the prior citation on “Scope of Review” issues caused by some business-related programs on campus, AACSB did not reiterate that citation. Concern was expressed, however about healthcare administration programs (undergraduate and graduate) offered at RUC. However, in a joint response coordinated between myself and Waldron College, this concern was subsequently allayed.

Special thanks are due to Dean K. Cox, Dr. S. B. Johnson (RUC), Davis College Department Chairs and Associate Dean Stanton for assistance and support on this pre-application initiative.

- In preparation for the upcoming review by AACSB in 2022-23 for maintenance of accreditation, the Strategic Management Committee, chaired by me, accomplished two significant tasks:
 - Developed a complete range of options to be considered by the Undergraduate Curriculum Committee for incorporating the new requirement in Standard 4 for instruction of Management Information Systems in the business core.
 - Based on extensive input from every department, prepared an “Environmental Scan” report on activities of the Davis College in support of the new standard 9 (Engagement & Societal Impact).

Special thanks are due to members of SMC: M. Chatham, A. Kaushik, D. Farhat, E. Tanellari, D. Kunkel, T. Zarankin, W. Stanton, J. Machin for accomplishment of the above.

1.7. REAL Curriculum

Alignment of the undergraduate academic programs of the Davis College with the upcoming REAL program was undoubtedly the single most laborious academic task of the College in 2020-21. Based on its preparation in the prior AY, the Davis College successfully completed this initiative while meeting every university deadline. Some salient outcomes include:

- All appropriate courses offered by the Davis College applied for and were approved for designations such as R, A, L, Writing Intensive, PPD and General Education.
- Both degree programs offered by the Davis College (BBA and BS-Economics) successfully aligned themselves with the requirements of REAL.
- All but 2 of the minors offered by Davis College successfully aligned themselves with the requirements of REAL.
- Through careful planning, the realignments and designations above will guarantee that every Davis College student will be able to complete all the requirements of REAL while maintaining the same degree of flexibility to switch majors and retain free electives as they did before.
- All of these changes were formally submitted for inclusion in the undergraduate catalog using the new standard template developed by the university. It must be mentioned that this was accomplished with a given lead-time of less than 4 weeks.
- Departments submitted information on their respective majors and minors for the development of the REAL website.
- The Advising Center and Department Chairs reviewed and provided their input on the new features to be added to Banner in order to facilitate the launch of REAL in Fall 2021: updated Degree Audit, a new schedule planner for students and a new waitlist registration management system.

This mammoth effort above was made possible only and solely through the hard work of numerous faculty and staff, especially those on the Undergraduate Curriculum Committee as well as departmental curriculum committees, Department Chairs, the Director of Advising and the 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, J. Sundie, T. Zarankin and L. Shao.

1.8 CFA Designation of BBA- Finance

Led by Dr. Feifei Zhu, the BBA in Finance program applied to the Chartered Financial Analysts Institute for a “University Affiliated Program” status, with documentation of support provided by me. This application was deemed successful in Spring 2021. In addition to providing testimony to the excellence of the program, this affiliation will allow promotion of the program as well as the College on the CFA website and scholarship opportunities from CFA for Davis College students. Special thanks are due to the Finance faculty for providing necessary input, Dr. Doug Brinckman (Department Chair) for his support and most of all, to Dr. F. Zhu for spearheading this initiative.

1.9 Faculty and Staff Awards

In addition to the awards mentioned elsewhere in this report, in Fall 2020, Dr. Jane Machin (Marketing) was honored with the *Donald N. Dedmon Distinguished Teaching Professor Award* – the highest such award from the university. This was followed up by Ms. Teresa Chapman (AFBL and Economics) being awarded the *Bea Covington Award* from the Staff Senate. I worked with University Relations to promote these honors through stories on our website.

1.10 Faculty Support Through Policies, Procedures & Communication

Processes pertaining to governance of the Davis College adhere to the policies and procedures laid out in the *Davis College Policies & Procedures Manual*. With evolving circumstances, this manual is constantly updated and this tradition was continued in the year of review. Led by the Chair, Dr. Andrea Stanaland, the Policies & Procedures Committee (F. Amenkhiyan, R. Hernandez, C. Dogan, S. Srinivas, S. Childers, J. Kopf and P. Richardson-Greenfield) continued to upgrade and adapt the manual to emerging needs such as: timing of the pre-tenure review (necessitated by the Spring 2020 offer to extend the tenure clock), administrative infrastructure of the College (in light of the transition of Advising Center to ASC), virtual attendance of meetings (necessitated by the COVID pandemic), qualifications for graduate faculty classification (important in light of the upcoming AP-managed asynchronous track in the MBA) etc.

In a year marked by significant developments at the university that affected all faculty, the Davis College was kept well well-updated and served by our Faculty Senators (G. Schirr, F. Amenkhiyan, F. Zhu, D. Farhat, M. Thakkar, V. Harrington). In particular, thanks are due to Dr. Gary Schirr (Sen. at-large) for prompt and detailed updates to the College from every Faculty Senate meeting.

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

2.1 Davis College Advisory Board

The new Davis College Advisory Board, streamlined to 30 members, with a new Executive Committee, met 4 times in 2020-21. (*) With the streamlining and recruitment of new members, the Advisory Board now has 4 members from underrepresented minorities and 7 female members, including the Chair (Ms. Gina Gallagher). Primary accomplishments include:

- In May 2020, in response to the financial burdens imposed on students by the pandemic, the Advisory Board raised funds to provide them with financial assistance. Thanks to dissemination of this information by Davis College faculty and staff to students, , 12 students in the Davis College have been assisted at the time of this report.
- The Advisory Board actively supported fundraising efforts of the Davis College, especially the Annual Giving campaign in support of SMIPO.
- Through leads provided by the Advisory Board, the Dean held initial appointments with 3 companies to discuss partnerships with the Davis College.
- Impressed by their interaction with Davis College Fellows, the Advisory Board endorsed the usage of Davis College Foundation Funds towards operational expenses for the Davis College Fellows program. Such flexibility will be invaluable for the College in the future as state funding continues to decline.
- In May 2021, after extensive consultation with the Executive Committee, the Advisory Board unanimously adopted a new Constitution that has paved the way for streamlined membership and required annual dues. These funds will accrue to the Davis College Foundation account and be used in pursuit of the College’s mission.
- In preparation for the upcoming Capital Campaign, Mr. S. Adams is currently preparing a one-page brochure illustrating the primary funding needs of the Davis College. This promotional brochure is intended for use during the campaign.

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

2.2 Other Promotional Activities

- a. I continued to work 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. Twenty stories featuring the work of Davis College faculty, staff and students have been published over the review period.
- b. In Fall 2020, the Davis College partnered with University Relations investing \$5000 from the College budget towards a university-wide promotional campaign for the Online Degree Completion track in Business Administration.
- c. 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 Onward NRV Annual Investors Luncheon

On March 11, 2020, shortly before the pandemic-induced lockdown, the Davis College hosted and sponsored the Annual Investors Luncheon for Onward NRV in Kyle Hall. (*) The event was attended by 80 community members. Sincere appreciation to Mr. Charlie Jewell and Mr. James Cabler of Onward NRV for making this event possible.

3.2 Meetings with External Constituents

- a. I have met with 15 companies/regional economic development related organizations and participated in several of the events. These organizations/events include:
1. Mike Quillen (Former Chairman and Founder of Alpha Natural Resources, Inc)
 2. Cotton & Company (I. Ponjavic, E. Mooney, M. Mesko))
 3. Valley Innovation Council (S. English). I also attended and participated in VIC's proposal development and submission on creating venture-capital ecosystem in Southwest Virginia.
 4. CORRCHOICE (Josh Rowe, a Davis College alum)
 5. Advancement Foundation (Shannon Dominguez, Annette Patterson). I was joined in this meeting by Drs. I Clelland (Management) and B. Brown (Radford Venture Lab).
 6. Bloomfield Partners (K. Bloomfield)
 7. Roanoke-Blacksburg Technology Council (J. Phillips)
 8. RGC Resources (P. Nester, CEO. A Davis College alum)
 9. Zoom Corporation (Tain Barzso, Jeff Smith, Ben Grande), facilitated through my contact with E. Yuan (CEO). This meeting was intended to showcase how Zoom technology has been enhanced in Kyle Hall in pursuit of Hy-Flex modality by the MBA program.
 10. EY (Audra Shekelton, Wes Barrow)
 11. Therma Steel (Adi Ben-Senior)
 12. Keiter CPA (Mandy Nevius), to establish a partnership with regards to internships and full-time placements.
 13. American Woodmark (Catrena Reid). The objective here was to continue partnership with regards to internships and full-time placements.
 14. Junior Achievement (SWVA Hall of Fame event).
 15. VA Credit Union (C. Shockley, C. Saneda)

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.

3.3 Truist Global Capitalism Lecture Series

The Davis College successfully hosted the Truist Global Capitalism Lecture series online in Fall 2020 and Spring 2021. Each event had 60-70 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 2020: Dr. Raghuram Rajan (Katherine Dusak Miller Distinguished Professor of Finance, Booth School of Business, University of Chicago). Topic: "The Third Pillar in the Age of Coronavirus)"
- Spring 2021: Christopher Shockley (Pres & CEO, VA Credit Union, a Davis College alum) and Christopher Saneda (Sr EVP and COO, VA Credit Union). Topic: "Helping People Live More Confidently"

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.

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

1. In 2020-21, in collaboration with Advancement, the Davis College launched a more targeted and strategic calling campaign for Annual Giving. The first campaign was themed around SMIPO and raised in excess of \$4000 in support of their organization. The next one to be started in Spring 2021 will similarly be themed around Davis College Fellows program. Special thanks to Carolyn Clayton (Dir-Annual Giving) in working with Steve Adams and me on this initiative. Additionally, thanks to Dr. A. Kaushik and current members of SMIPO for their promotion of the Annual Campaign.
2. Mr. Steve Adams (Director of Advancement for the Davis College) has continued his efforts to contact and meet with potential donors and alumni (approximately 25). Among proposals being pursued are those involving naming opportunities in Kyle Hall, funding for classroom upgrades and scholarships for Davis College students.
3. After a disruption of plans for a Campaign Committee meeting slated for Spring 2020, Steve Adams and I held our first meeting with the Davis College Campaign Subcommittee in Spring 2021. A central showpiece was presentation by student leaders from the newest Davis College student club: the Davis Women's Network.
4. The Davis College endowment grew to \$4.7 million (November 2020). Notable gifts include:
 - a. Renewal of gift from Truist Financial Corporation in support of the BB&T Leadership Program
 - b. Renewal of gift from Shelor Motor Mile in support of their scholarship - while a University-wide gift, Davis College students represent a significant proportion of the scholarship awardees.
 - c. An estate gift from the Johnson estate.
 - d. Funds to establish an endowment for the Prahlad Kasturi Scholarship
 - e. Funds to establish the Lois Smith Manahan scholarship.
 - f. Funds to establish the Allen Scholarship from Ms. Ann Shawver, Advisory Board member.
 - g. 138 other individual gifts to the Davis College foundation were made, contributing to the growth in our endowment.

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. I continued to serve on the joint committee between New River Community College and RU for the *New River Bridge to Radford University Program* (NRB2RU) that was successfully launched in Fall 2020 with 50 students.
4. In 2020-21, the Davis College partnered with Enrollment Management to actively participate in various recruitment activities. These included:
 - Creation of promotional materials to be mailed to prospective students
 - Routine mail communications with admitted students since November 2020. To date, approximately 1200 such letters have been mailed.
 - Organization of Davis College-specific recruitment events for prospective students (February 10 and April 7). The first event was attended by about 20 prospective students

and hosted 4 Davis College students (Emily Tracshel, Hunter Malcolm, Chase Arrington and Katelyn Carroll) discussing their experiences with the audience.

- 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 2021. These classes were well attended by prospective students, 60 in total, and positively rated by them.

A special word of thanks are due to Mallory Griffith, Shawn Ficadenti, Michael Barker and Opal Merchant (all from Enrollment Management) who actively helped us with these initiatives above, Ms. M. Butler and Dr. A. Stanton for helping implement them as well as other members of the Davis College Leadership Team for actively participating in recruitment events.

5. See my participation in various recruitment related initiatives from Enrollment Management and/or Student Affairs under “7. Other Activities by Dean”.

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

6.1 Davis College Advising Center

- In Spring 2020, the Advising Center created an innovative solution to enable remote advising by using a dedicated course shell in D2L. This innovation was crucial over the past year in enabling us to continue student advising remotely.
- Given the lack of an in-person Commencement for May 2020 graduates, Dr. A. Stanton and the Advising Center developed a presentation video to celebrate and congratulate them that was subsequently disseminated to all. This video, painstakingly and elaborately put together by them included pictures solicited from the graduates. I supported this initiative with a brief presentation in the accompanying video.
- Prior to the Fall 2020 reopening of the campus, the Advising Center prepared a detailed plan to deliver student services through a combination of remote and in-person advising while adhering to strict health and safety guidelines.
- (*) In Fall 2020, the Advising Center and Dr. A. Stanton held a special promotional event for students in the Center for Major Explorers at Radford to promote Davis College programs.
- Through Fall 2020, I continued conversations with Dr. Corey Cassidy on the May 2021 transition of the Davis College Advising Center to the newly formed Academic Success Center. The focus of these conversations was to delineate activities/processes presently being done by the Advising Center that would transition over to ASC and those that would not. Subsequently, based on those discussions with Dr. Cassidy, the Department Chairs and Associate Dean developed a plan for the residual activities post the May 2021 transition.

A special word of thanks to Ms. Melanie Butler (Director-Advising Center) and Ms. Hillary Gaskins, and Dr. Angela Stanton who serves as the supervisor for the Advising Center.

6.2 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, albeit online via Zoom: 2 meetings in Fall 2020 and 2 already in Spring 2021. Among specific initiatives were:

- In Fall 2020, CSAB members were asked to contact students who had left the Davis College and reasons for the same. In total, members came back with 12 responses that were then shared by me with the Department Chairs.
- In Spring 2021, CSAB provided the Dean with input on their instructional experience with different modalities and health and safety guidelines in place during Fall 2020. This feedback was shared by me with the Department Chairs.

Sincere appreciation to Ms. Melanie Butler and Ms. Hillary Gaskins for coordinating these efforts on my behalf.

6.3 SMIPO

After reaching a peak of growing the SMIPO portfolio to over \$2 million in early Spring 2020, the impact of COVID significantly reduced the value of this portfolio in early months of the pandemic. However, under the leadership of Dr. A. Kaushik (faculty advisor), SMIPO students regrouped in Fall 2020 with different investment strategies and have largely built back the value of the portfolio (up to \$1.5 million as of this report). Unfortunately, the pandemic forced cancellation of the student trips; however, these are expected to resume once travel restrictions are lifted.

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. Also, thanks to Ms. Connie Leathers for providing technical support.

6.4 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, the Davis College Fellows Program has now grown its enrollment to 49 students. Although many of its activities, including student trips, had to be canceled due to the pandemic, students continued to receive guest lectures from industry experts, President Hemphill and myself in COBE 150. Two students from the program (Hunter Malcolm and Jordan King) presented to the Advisory Board in Fall 2020 about the program and made such an excellent impression that I was able to facilitate mentorship by advisory members (Mr. Kevin Sherfey for Hunter Malcolm and Ms. Audra Shekleton for Jordan King).
- In an effort to support recruitment into this program, Dr. James Lollar and I worked with Enrollment Management and the Bradford Foundation to repurpose a portion of an existing gift from Truist Financial Corporation to create 4 scholarships to be awarded to incoming and continuing Davis College Fellows. I intend to continue providing financial support from the College budget for this important program.

Sincere appreciation to the Davis College Fellows Committee (Feifei Zhu, Dan Farhat, Dale Henderson, Melanie Butler) for their hard work, Dr. James Lollar for his leadership of the program and Ms. S. McGrady for providing administrative support.

6.5 Truist (formerly BB&T) Innovation Challenge

Due to the pandemic restrictions, this challenge could not be held in Fall 2020. However, under guidance and support from Dr. Wil Stanton (Director-Center for Innovation & Analytics), a certification opportunity will be available to students interested in becoming innovators and entrepreneurs. Led and supervised by Dr. Jane Machin, this certification is offered through Experience Innovation and IDEO, a leading design thinking agency. I have co-supported this initiative with funds from the College's budget in conjunction with the CIA.

Sincere appreciation to Drs. Jane Machin and Wil Stanton for their efforts and Ms. Vickie Perkins for providing administrative support to CIA.

6.6 Firm Night

This event continued to be held via Zoom in October 2020 with recruitment and participation by 14 accounting and finance firms. Approximately 40 juniors and seniors from Accounting and Finance participated in the interviews. This successful transition to a virtual format was planned through Fall 2020 and enabled through the extraordinary efforts of Ms. Teresa Chapman, under the guidance of Dr. Douglas Brinkman (Department Chair) and support from the AFBL faculty.

6.7 Retention Initiatives

Several retention and recruitment initiatives were undertaken in the year of review. Some were a continuation of past initiatives (example, peer tutoring, monitoring DFW rates) and yet others were new (contacting unregistered students).

6.7.1 Foundation Scholarships

In Spring 2020, the Davis College awarded 26 scholarships funded by the College's endowment for a total award amount of \$25,448. 15 faculty and 1 staff member served as reviewers of these scholarships. Additionally, 37 Davis College students were recommended for the Shelor Motor Mile Scholarships in Spring 2020 and 4 received the newly formed Truist Scholarships for Davis College Fellows Program.

6.7.2 Change in Academic Policies

In light of the transition of Davis College advisors to the ASC and based on past data on effectiveness, the Undergraduate Curriculum Committee made two significant proposals to facilitate degree progression by pre-business students: waiver of the probation policy and 2.25 GPA requirements to move from pre-business to a Davis College major (replacing it instead as a graduation GPA requirement).

Sincere thanks are due to the work done by the Undergraduate Curriculum Committees from 2019-20 (C. Rose, T. Duncan, A. Stanton, M. Butler, S. Wang, J. Kopf) and 2020-21 (J. Hill, D. Farhat, R. Gruss, A. Stanton and M. Butler) and the chair in both these years, Dr. M. Thakkar.

6.7.3 Peer-Tutoring

Despite impediments posed by the pandemic, the Davis College continued to partner with Harvey Knowledge Center in 2020-21 to keep peer-tutoring program going. Six peer-tutors were hired in Fall 2020 and 8 in Spring 2021 to provide peer-tutoring on all weekdays to Davis College students.

The above initiative could not have been implemented without the active help of the Advising Center, especially Ms. 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.

6.7.4 Davis College Administered UNIV 100

In Fall 2020, for the first time, all Davis College freshman were enrolled in one of 8 UNIV 100 sections that were taught by Davis College faculty with Davis College students serving as peer instructors. Prof. Jennifer Elias voluntarily served as the coordinator of these sections, *pro bono*, and at the end of the Fall semester, produced a report on the effectiveness of this initiative and recommendations for improvement. It is my belief that this was one of the contributing factors why the Fall 2020 to Spring 2021 retention rate for Davis College (89%) was higher than that of the university overall (85%). Presently, it is my intention to continue this practice in Fall 2021.

6.7.5 Outreach to Unregistered Students

Driven by the University initiative to maintain a high rate of registration of existing students for Fall 2020 and Spring 2021 in light of the adverse impact of the pandemic on our students, Davis College advisors, Department Chairs, Administrative Assistants and faculty advisors undertook a major initiative in Summer 2020 as well as Fall 2022 to reach out to eligible students who had not registered for Fall 2020 and Spring 2021 respectively. An estimate of the work involved is apparent from the numbers. At the end of Spring 2020, more than 200 returning students had not yet registered for Fall 2020. By the end of the outreach efforts in Summer 2020, there were only about 40 students who had not provided information about their plans for Fall. : Numbers were comparable for this outreach conducted in Fall 2020 for Spring 2021. In addition to regular outreach via email, phone etc., Dr. A. Stanton routinely tracked progress through regular reports. Barring this mammoth outreach, the retention rates in Davis College would have been substantially lower.

In addition to the Davis College colleagues mentioned above, thanks are due to Dr. Susan Trageser and her staff that provided the College with biweekly lists of unregistered students.

(*) 6.7.6 Alternate Learning Arrangements

In Fall 2020 as well as Spring 2021, approximately 10% of students in the Davis College requested 100% accommodation into online courses. These requests arrived primarily over the already- hectic two-week period around the start of the semester. Despite the challenges, Davis College advisors, under the supervision of Dr. A. Stanton and with help from Department Chairs, accommodated all valid requests. For example, in Spring 2021, 97 students were accommodated by enabling their registration in 100% online courses or as Zoom students in blended modality courses. Failing this mammoth effort, it is highly likely the College would have lost these student enrollments in both Fall 2020 and Spring 2021.

In addition to the people named above, a great measure of thanks is due to all faculty contacted and their accommodation of such requests, often made in short order. Thanks also to Angie Mitchell (Dean of Students) and her staff for coordinating the early part of these processes.

6.7.7 Hiring Additional Students as Wage Workers in Spring 2021

In an effort to help faculty teaching blended-modality and in-person courses with health and safety protocols in place, the Provost's Office authorized funds to hire additional students in Spring 2021. Given the importance of on-campus employment to improving retention rates, the Davis College contacted all students who had expressed an interest in this opportunity and worked with HR to hire an additional 8 students in Spring 2021. This was made possible by the coordinated efforts of all 4 Department Chairs, Ms. Teresa Chapman, Ms. Rhonda Owen and Ms. Sheila Cook.

(*) 6.7.8 The Davis Women's Network

In an effort to improve the recruitment and retention of female students in the Davis College, under the leadership of Dr. Danylle Kunkel, a new student organization was formed in Spring 2021: the Davis Women's Network. This organization, with representation from every major in the Davis College, will provide mentoring and networking opportunities for female students in the College. Alexis Sears and Sienna Williams, two leaders of this organization, made presentations to the Davis College Advisory Board as well as the Capital Campaign Subcommittee in 2020-21. Further, students will be attending a Leadership Conference in Spring 2021 under the supervision and guidance of Dr. Kunkel.

6.8 Professional Development Opportunities for Students

The Davis College continue to provide opportunities to students for professional development outside the classroom. Wherever funding was needed, I have supported them using College funds. Some of these opportunities include:

- (*) Women in Entrepreneurship Week: Organized by Dr. Steve Childers, the Entrepreneurship program in the Department of Management held a joint event in October 2020 with the SBDC (Small Business Development Center) celebrating women entrepreneurs. Participating students heard from Amanda Forrester (Director – Roanoke Valley SBDC) and a local entrepreneur on the challenges they faced as well as the strategies they employed to succeed.
- Business & Technology Career Fair: In collaboration with Center for Career & Talent Development, this career fair was held virtually via Handshake in February 2021. It was heavily promoted among Davis College students and well attended. A report from CCTD on outcomes is due but presently unavailable.
- United Nations Sustainable Development Goals Youth Training: Under the leadership of Drs. Danylle Kunkel and Eftilla Tanellari, this training program will be made available to Davis College students in April 2021. Students from their classes are slated to participate.
- Roanoke Regional Partnership's Leadership Symposium: With promotion by Dean's Office among Davis College students. 8 students were selected and participated in this program in March 2021.

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

Our Honors and Awards recognition event for May 2020 graduates was canceled due to the pandemic. As a result, the Davis College held the ceremony to recognize and honor the awardees in November 2020. Included in the audience were May 2020 graduates as well as those from December 2020. Awardees included

- 16 students selected by their faculty
- (*) Dr. Helen Roybark (2019-20 Outstanding Faculty of the Year) and

- (*) Ms. Alice Frazier, President and CEO of Potomac Bancshares, Inc. and BCT-Bank of Charles Town (2019-20 Distinguished Alumni of the Year).

Organization of this virtual event was made possible through the efforts of Dr. A. Stanton, Department Chairs, Davis College Advisors, especially Ms. M. Butler and the administrative support provided by Ms. S. Cook.

6.10 Upgrading Kyle Hall Classrooms with Enhanced Audio Technology

Working with IT Services, in Fall 2020 I authorized a significant expense from the Davis College budget to upgrade the audio infrastructure of 10 classrooms in Kyle Hall to facilitate instruction in a blended modality for both in-person and Zoom students. 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 joined the College in Fall 2020.
 - Dr. Zachary Collier (Management)
 - Dr. Robert Warren (Accounting)
- The following full-time faculty searches were approved in Fall 2020. The current status is as follows:
 - 2 Assistant Professors in Department of Marketing. Search completed.
 - 1 Special Purpose Faculty - Instructor in Department of Economics. Search completed.
 - 1 Special Purpose Faculty - Assistant Professor in Department of Economics. Search is in the final phase of a formal offer.
 - (*) Of the 4 new faculty slated to join the Davis College in Fall 2021, 2 are women and 3 are of international origin.
- In addition, the following administrative positions were successfully filled in 2020-21:
 - (*) Chair – Dept of Economics. Position filled by Dr. S. Dendir
 - Director – Graduate Programs. Position filled by Dr. Thomas Duncan.

The above searches, conducted in Spring 2020 and 2020-21 would not have been possible without the hard work of the Department Chairs and Administrative Assistance 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 (Chair-Search Committee for Marketing)
- Dr. Michael Chatham (Chair - Search Committee for Accounting)
- Dr. Dale Henderson (Chair-Search Committee for Management)
- Dr. Seife Dendir (Department Chair-Economics)
- Dr. James Lollar (Department Chair-Marketing)
- Dr. Douglas Brinkman (Department Chair-AFBL)
- Dr. Iain Clelland (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 2020-21, Davis College meetings (Leadership Team Meetings, Chair Meetings, College-Wide Meetings) continued to be held regularly, albeit via Zoom. In particular, a large number of Chair Meetings were necessitated by the need to plan during the pandemic as well as for budget management. 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 Dr. A. Stanton for helping me in the organization as well as providing technical support.

6.13 College Budget Management in Pursuit of Our Mission

- In Dec 2019, the University mandated all academic colleges to develop savings strategies for a reduction of up to 6% in the College budget. I led this process in consultation with the Davis College Leadership Team through Spring 2020. . My sincere gratitude to the Leadership Team for helping me in this exercise.
- The impact of these cuts were exacerbated by the departure of 6 faculty at the end of 2019-20, principally due to an early retirement opportunity made available by the University. Working with the Department Chairs, I successfully received authorization for 6 searches of replacement full-time faculty. Unfortunately, due to the unforeseen budget cuts brought about by the COVID-19 pandemic, all but 1 were canceled by the Budget Office.
- In 2020-21, the College Budget received additional cuts amounting to approximately \$50,000 in operational expenses. Despite the same, I reallocated resources to ensure continuing support for mission-critical expenses such as upgrades to Kyle Hall classrooms, summer research grants, purchase of software by faculty critical to instruction in a COVID environment etc.

Painful as they were, the adverse impact of these budget cuts on the Davis College would have been much worse without input and advice from the Department Chairs and counsel from Mr. Nasser Al-Beirut (Director-Academic Budgets). For this, I remain sincerely grateful.

7. Other Activities Undertaken by the Dean

7.1 Service Activities

1. I served on the following committees/groups in 2019-20.
 - a. Academic Affairs Leadership Team (AALT)
 - b. Radford University Leadership Council

Due to operational planning needed during the COVID pandemic, these two groups above have held more than 40 meetings over the year of review.

- c. Academic Program Review Committee (Co-reviewer with Dr. Melissa Lisanti for the Department of Criminal Justice Administration)
- d. Academic Policies and Procedures Committee
- e. Radford University Experiential Learning Task Force
- f. Served as Chair for following committees/groups in the 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.

- g. An all-day retreat for AALT in November 2020, dedicated to planning the launch of the REAL Curriculum in Fall 2021.
 - h. Virginia Business Deans. Organized by Dean Lynne Richardson, this bi-weekly meeting has been invaluable in learning about how different business schools in the Commonwealth have been coping with the COVID pandemic and associated issues.
2. AACSB and SBAA
 - a. 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. Winona State University (Fall 2020).
 - ii. (*) Prairie View A&M University (Spring 2021) – PVAMU is a HBCU.
 - iii. Univ of Alabama at Birmingham (Fall 2021)
 3. Professional Development – Conferences and Seminars Attended
 - a. AACSB Conferences (2)
 - b. SBAA Conferences (1)
 4. Media Interviews/Reports
 - o “Broadband Access in SWVA: The Infrastructure We Need”, Roanoke-Blacksburg Technology Council Newsletter (Oct 2020)
 - o Quoted in “Amazon Distribution Center in Mills River, NC”, Asheville Citizen Times (Aug 2020)
 5. Served as an external reference for colleagues interested in the following positions at external institutions: Dean (3 candidates); Department Chair (1 candidate).
 6. Refereeing Activity: *International Journal of Operations Research* (Fall 2020)
 7. 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. Highlander Days
 - c. Quest
 - d. Capital Campaign Steering Committee Meetings
 - e. Virtual Homecoming (Fall 2020). Joining me in this meeting to present on behalf of the College were all 4 Department Chairs and Dr. Wil Stanton.
 - f. Fordham University’s business school on planning for the new AACSB 2020 standard on Engagement & Societal Impact
 - g. (*) Truist Leadership Institute’s Executive Symposium on “*Embracing Change*” (October 2020).
 - h. Poets & Quants and GME (Graduate Management Education) seminar on Future of Business Education (December 2020). This was followed up by my interview with GME representatives on my views on the impact of COVID on the future of business schools.
 8. 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.
 9. In response to the President’s call for Strategic Investment Proposals, I developed and submitted 3 proposals on behalf of the College. Final decisions on funding are due in May 2021.
 10. (*) I supported the applications of two colleagues, Drs. J. Jeong and J. Machin, for the “*Elevate Research Program*”. Both applications were successful.
 11. (*) In April/May 2021, I will be participating in a daylong workshop on DEI, offered by HHMI (Howard Use Medical Institute).

12. (*) In March 2021, I will be participating in Governor Northam's One Virginia virtual event, dedicated to the inauguration of statewide plan for diversity, equity and inclusion.
13. (*) In January 2021, I led the College's efforts to participate in MLK Day. Two institutions were supported: Women's Resource Center NRV and Radford Fairlawn Daily Bread.

7.2 Research (Activities Listed Cover Five Years: 2016-2021)

Peer-Reviewed Journal Articles

1. (*) "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.
2. "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.
3. (*) "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
4. (*) "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>
5. (*) "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.
6. "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.
7. "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.
8. "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.
9. "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.
10. (*) "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
11. "Panama Canal Expansion and Its Impact on East and Gulf Coast Ports of USA" (2016). J. Bhadury, *Maritime Policy & Management*, 43(8), 928-944.
12. "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.

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).

Presentations (Conferences, Seminars, Workshops)

1. "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).
2. "Games of Agreement", with C. Wang. *INFORMS Annual Conference* (Fall 2019).

3. "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)
4. (*) "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)
5. (*) "Ethical Supply Management in the Public Sector". Public lecture at *Vaal University of Technology, South Africa* (Fall 2019)
6. "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)
7. "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).
8. "Leveraging Teaching to do Research: Some Insights and Ideas". Seminar presented at *Center for Learning and Teaching, SUNY Brockport*. (2017).
9. "Multi-objective Single Median Models". With (*) H.A. Eiselt. Presented at *INFORMS Conference, Nashville, TN* (2016).

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. Presently, I have 1 manuscript under review at a peer-reviewed journal.
2. 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 2021.
3. 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).