

RADFORD UNIVERSITY

Davis College of Business and Economics

Annual Report From Dean

August 1, 2018 – March 21, 2019

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Preface

Provided below are details on some of the salient accomplishments of the Davis College during my tenure as Dean in the period of review. Activities and outcomes presented below are restricted to those that are above and beyond the routine ones expected to be performed by a Dean. *I must emphasize however, that these below are not my achievements alone; instead, almost in their entirety they are the fruits of labor of numerous colleagues in Davis College and Radford University who I have been fortunate to work with.* In particular, a special word of thanks is due to the Davis College Leadership Team, especially the four Department Chairs and the Associate Dean who played a crucial role in the achievement of almost every one of these outcomes below. My principal role in achieving these outcomes has been to serve as a facilitator and enabler.

A foundational achievement of the Davis College in Fall 2018 was the development of the *2018-23 Davis College Strategic Plan*, which lays out our collective path ahead as a College over the next five years. Building on the prior work of the Strategic Planning Committee, and with input from faculty, students as well as Advisory Council, this plan, which is based on the strategic plan of the University, was unanimously accepted at a college wide meeting on December 14, 2018. Special thanks for this are due to the Strategic Planning Committee, especially the chair, Dr. Vernard Harrington.

Outcomes listed in this report have been categorized according to the strategic goals identified in the *2018-23 Davis College Strategic Plan*.

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

1. MBA Program

- a. Graduate Curriculum Committee is working on revising the MBA program to achieve the following objectives: efficient use of faculty resources by moving to one modality, elimination of impediments to enrollment and finally, leaving the flexibility in the current program to develop future disciplinary concentrations (and thereafter, subject to demonstrated demand, new graduate programs). Of particular note here is the new tri-modal instruction to be piloted from Fall 2019 that will allow simultaneous instruction of face-to-face and online students by the same faculty; the Graduate Curriculum

Committee has decided to adopt the tagline “MBA Your Way” to emphasize this competitive advantage.

- b. In addition, the MBA Program has signed articulation agreements with Emory & Henry College and another one with Appalachian College of Form C that is under consideration.

Thanks are due to the Graduate Curriculum Committee, particularly Dr. Gary Schirr, for these initiatives.

2. Online Degree Completion Program

- a. Davis College faculty have developed and approved an Online Degree Completion program in Business Administration that is aimed at non-degree completers as well as working adults - both of which should bring new enrollment to the College and the University. College faculty have designed a program that can be introduced with minimal new resources.

Special thanks are due to the Department of Management, Management Curriculum Committee (and its Chair, Dr. Jerry Kopf), Undergraduate Curriculum Committee (and its Chair, Dr. Angela Stanton) as well as Ms. Melanie Butler whose efforts led to the successful development of this proposal as well as its unanimous adoption by College faculty. The program, pending notification to SACS, is due to be launched in Spring 2020.

3. Research in Davis College

- a. The Policies & Procedures Committee of Davis College is working on faculty qualifications standards to allow greater flexibility in terms of peer reviewed journals while guaranteeing the high quality of intellectual contributions that is required by AACSB. The first set of their recommendations are due for vote at a College meeting by the end of Spring 2019.

Special thanks are due to the Policies and Procedures Committee, especially the chair, Dr. Andrea Stanaland.

- b. With a base of funds from the Provosts Office along with individual contributions from all 4 departments as well as the Dean’s Office, the Davis College allocated approximately \$30,000 in Summer 2019 research grants to 5 faculty through a competitive process.
- c. In Fall 2018, Radford University launched the Dalton Eminent Scholar Award to recognize outstanding researchers. 3 Davis College applied and I supported their applications with recommendation letters. A notable point of pride for the Davis College is that the inaugural cohort of winners included Dr. Helen Roybark (Accounting).
- d. Led by Drs. Daniel Farhat and Tom Duncan (sincere appreciation to both), in consultation with interested faculty, a proposal has been developed to initiate DARTS (Davis Activities Research and Teaching Seminar) Series from Fall 2019. This proposal has been accepted by the Leadership Team. I will be co-presenting a research project with Dr. J. Jeong at the initial seminar lecture on March 29.

4. Assurance of Learning

1. In an effort to streamline the Assurance of Learning process, the Undergraduate Curriculum Committee worked on the learning goals of our primary degree program (BBA) reducing them from 9 to 4.
2. Beginning Spring 2019, the Assurance of Learning Committee adopted a new outcomes assessment process that is expected to be more efficient and effective. This involves the development and deployment of a homegrown exit exam to all Davis College graduating seniors.

Special thanks are due to the Undergraduate Curriculum Committee and the Assurance of Learning Committee, especially their chair, Dr. Angela Stanton.

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

1. Davis College Advisory Council

- a. Two meetings were held in 2018-19 with the Advisory Council: October 19, 2018 and March 8, 2019. Each meeting was attended by approximately 15 members, either in person or via teleconference.
- b. After considerable discussion, at the March 8 meeting of the Davis College Advisory Council, a new constitution was proposed and ratified that creates tiered memberships of members with different expectations from each tier. Currently, a survey is being conducted of all current members to gauge their preference for the tier that they wish to be classified in. The new tiered membership is expected to considerably help with the effectiveness of the Advisory Council.

2. Other Promotional Activities

- a. The Davis College website is being updated. Sincere appreciation to Dr. Angela Stanton and Ms. Pamela Moore for this undertaking which began in Spring 2019. The update is expected to be complete by the end of 2018-19.
- b. New promotional materials for the Davis College are being procured and Spring 2019. In addition to other changes, they will reflect the new name of the College. Sincere appreciation for Dr. Angela Stanton who is overseeing this process.
- 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. By the end of 2018-19, it is expected that approximately 23 such "stories" will have been published. Sincere appreciation to Chad Osbourne for his efforts related to this initiative.

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

1. Radford University Venture Lab

- a. Led by Dr. Steve Childers, this is a University wide initiative to provide a central office to guide all Radford University students and faculty with entrepreneurial intentions.

Working with Dr. Childers, ETF funding was obtained for this lab. In addition, the Provost's Office is looking into providing additional funding for staffing the center and a central location to house the lab. This lab is expected to launch in Fall 2019.

- b. With funding and support from the Provost's Office, Dr. Steve Childers spearheaded the initiative to bring Dr. Diane Welsh (Hayes Professor of Entrepreneurship at UNC Greensboro) to Radford University campus in February 2018 to meet with faculty and administrators (Pres., Hemphill, Provost Colley, Advancement, Deans) with regards to the Radford Venture Lab.

Sincere appreciation to Dr. Steve Childers for leading this effort on behalf of the University.

2. Junior Achievement

- a. In collaboration with Junior Achievement, the Davis College will be offering financial literacy programs for middle school and high school students in 2019-20. This effort, channeled through the Government and Non-Profit Assistance Center, is being led by Dr. Clarence Rose. JA and the Davis College are also working with Advancement to seek external funding to support this program.

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.

3. Co-Sponsored and Hosted Events

- a. The Davis College has cosponsored and hosted two regional events related to economic development in Kyle Hall.
 - i. Valley Innovation Council Seminar on Venture Funds (Fall 2018). Sincere appreciation to Sam English (VIC), Greg Feldman (VIC) and Dr. Steve Childers for working on this initiative and making it a success.
 - ii. RBTC Biz Dev Breakfast Forum (Spring 2019). The topic of presentation was "Building High Performance Sales Teams" and the keynote speaker was Dr. James Lollar. Sincere appreciation to Dr. Lollar, Ms. Rhonda Owen and Robert McAdden (RBTC) for their work on this initiative.
 - iii. A third similar seminar with SBDC is also planned in Spring 2019.

4. Meetings with External Constituents

- a. I have met with several regional economic development agencies and participated in several of the events. These agencies include:
 - 1. RBTC (3 meetings/events)
 - 2. Onward NRV (2 meetings/events)
 - 3. Valley Innovation Council (3 meetings/events)
 - 4. Roanoke Regional Partnership (1 meeting)
 - 5. Junior Achievement (4 meetings/events);
 - 6. Opportunity Southwest Virginia (1 meeting/event.)
- b. Corporations/employers whose representatives I have met with include:
 - 1. W. Jester and R. Weeks (private entrepreneurs in the region)

2. Fergusson (sincere appreciation to Dr. Dale Henderson for facilitating this meeting)
3. University of Virginia Radiology (sincere appreciation to Dr. James Lollar for facilitating this meeting)
4. Mark Pace – Radford Alum and President- E.C. Pace Company Inc. (sincere appreciation to Dr. Jerry Kopf for facilitating this meeting)
5. NRV Carillion (William Flattery-CEO)
6. BB&T (several representatives)

In 2019-20, my plans include more such 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.

5. BB&T

- a. The Davis College successfully hosted the BB&T Global Capitalism Lecture series and Fall 2018 and Spring 2019. Each event was attended by over 120 members of the Radford University and regional community, including students. The speakers were as follows:
 - i. Fall 2018: Cheryl Anderson (USAID). Sincere appreciation to all Davis College staff who helped administer this event, especially Ms. Teresa Chapman.
 - ii. Spring 2019: Sonya Ravindranath Waddell (Federal Reserve Bank-Richmond). This event included several external attendees from the region-sincere appreciation to Dr. Jerry Kopf, who provided me with a comprehensive list of invitees. In addition, appreciation is also due to all Davis College staff who helped administer this event, especially Ms. Sheila Cook.

6. Executive In Residence

- a. In Spring 2019, Mr. Vic Foti, is a featured Executive-In-Residence speaker. The event will be held on April 3 and will be attended by students and faculty. In addition, Mr. Foti's firm (Foti, Flynn, Lowen & Co.) has agreed to participate in Firm Night for our accounting and finance students from Fall 2019. A special word of thanks to Drs. Dan Davidson, Steve Childers and Ms. Teresa Chapman for coordinating and organizing this event.

7. Steve Cassaday Event

- a. On April 5, the Davis College will be hosting this prominent Radford University alum in two classes and also a lunch presentation by SMIPO. Sincere appreciation to Drs. Jane Machin, Iain Clelland, Abhay Kaushik, Clarence Rose and SMIPO students for agreeing to participate in this event.

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

1. A search is currently underway in collaboration with Advancement to fill the position of Director of Advancement for Davis College.

2. Davis College endowment grew from \$2.9 million (May 2018) to \$3.3 million (December 2018). Notable gifts include:
 - a. Naming gift that renamed the college to Davis College of Business and Economics. This is the largest gift to date to Radford University.
 - b. Naming gift that resulted in renaming the Dean's Office suite.
 - c. Naming gift from another donor that will result in renaming one of the class rooms in Kyle Hall.
 - d. 95 other individual gifts to the Davis College were made and acknowledgement letters sent to the donors by the Dean's Office.
3. The Davis College has been informed about its fundraising target over the next 5 years. Currently, I'm in discussions with Advancement on strategies to achieve this goal.

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

1. Activities Related to Recruitment

- a. See Online Degree Completion program entry under Goal 1.
- b. See participation in various recruitment related initiatives from Enrollment Management and/or Student Affairs under "Other Activities".
- c. Upon my request, Drs. Wil Stanton and Angela Stanton have produced a detailed report analyzing enrollment and retention over the past 5-7years (depending on data availability) within the College and its comparison to trends in the University and as applicable, the Commonwealth. Primary conclusions from the study will be discussed at the Leadership Team meeting in Spring 2019 along with discussions on attendant decisions on next steps.

Sincere appreciation to Drs. W. Stanton and A. Stanton for producing this detailed study.

- d. Numerous visits/meetings were undertaken by me in 2018-19 for purposes of recruitment. Some notable visits include
 - i. Southwest Virginia Higher Education Center in Abingdon (9/20);
 - ii. Roanoke Higher Education Center (9/27)
 - iii. Meeting with Joe Lynch, CEO-Academic Partnerships (10/2) on marketing of online programs. Given the success of such OPM agencies at other similar universities, this will be a worthwhile initiative to explore in the coming year.

2. International Recruitment

- a. The Davis College hosted a special welcome reception for international students in Fall 2018. Special thanks to Ms. Sandy McGrady for organizing and overseeing this event.
- b. Led by Drs. Steve Childers and Jeanne Mekolichik, a visit was performed to 5 institutions in Brazil and Fall 2018. Opportunities for international recruitment were identified. In addition, Dr. Childers, in collaboration with other faculty at Radford has submitted a grant

for program development to a Brazilian institution. Sincere appreciation to Dr. S. Childers for his efforts in this regard.

- c. I made a trip to India in January 2019 for international recruitment, meeting with 5 institutions and interested students.
- d. I will be following up with one of these institutions for a possible (2+2) agreement with the Davis College.
- e. I collaborated with colleagues from CHBS during the Hispanic Heritage Week in hosting a speaker they invited to campus (Luis Viada), including in a Davis College class (sincere appreciation for Dr. M. Krishnan for the same).

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

1. Advising Center

- a. A new Director of Advising was appointed (Ms. Melanie Butler) after a search.
- b. Mr. Parker Sanders was appointed as our newest advisor after a successful search.

Neither of these two searches above would have successfully concluded without the hard work of the search committee members, especially their Chairs. Special word of thanks to Dr. Dan Davidson and Ms. Melanie Butler for serving in these roles.

2. CSAB

- a. This is the Davis College Student Advisory Board to the Dean whose membership comprises of leaders from all the student organizations within the College. 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:
 - i. This group provided important input into the development of the 2018-23 Davis College Strategic Plan
 - ii. Beginning Fall 2019, all student clubs are required to utilize social media in promoting their activities.
 - iii. Beginning 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 the first set of reports on external activities has been submitted in February 2019.

3. SMIPO

- a. This student group has continued to maintain its high-profile activities. I have participated in group meetings as well as those of the SMIPO board and ensure that support for SMIPO-sponsored student trips has continued through 2018-19 from the College’s Foundation funds.

A special word of thanks to Drs. A. Kaushik and C. Rose for serving as faculty advisors to the continued success of SMIPO in 2018-19.

4. Davis Fellows

- a. In Fall 2019, I requested the Committee to restructure the program to give access to all Davis College to participate in this prestigious Davis College program. Led by the Chair, Dr. Gary Schirr, this committee has now completely revamped the program to fulfill this objective. This revised program is set to launch in fall 2019.
- b. After an open process of search, I have appointed Dr. James Lollar to be the incoming Director of this program from Fall 2019. This program will continue to receive financial support from the Dean's Office at the same level as in the past.

Sincere appreciation to the Committee for their hard work and Dr. Gary Schirr for his leadership of the Davis Fellows program.

5. BB&T Innovation Competition

- a. Drs. Jane Machin and Steve Childers organize this event in Fall 2018 to foster innovative thinking and entrepreneurship among students. More than 75 teams from all across University participated with several external constituents serving as judges. After several rounds of the competition, 8 teams were selected as award winners at the final ceremony.

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

6. Women in Entrepreneurship Week

- a. Led by Dr. Danylle Kunkel, the Davis College participated in this university-wide initiative in November 2018 by hosting the documentary "She Started It" as well as discussions with students. I contributed by delivering the welcome note.

Sincere appreciation to Dr. Kunkel for leading this effort.

7. Center for Career and Talent Development

- a. Working with the center, Ms. Melanie Butler and staff from the Advising Center have developed a process whereby all freshman and sophomore business majors will be required to set up an appointment with Ms. Teresa Dickens (CTD representative for Davis College) to discuss their career intentions and set up their profile in Handshake. This will occur when the student receives their advising from the center. A year from now, we should have data on the effectiveness of this new process.

Sincere appreciation to Ms. Butler, Dr. Angela Stanton, Ms. Angela Joyner and Ms. Teresa Dickens for collaboration on this initiative.

8. Retention Initiatives

- a. This was one of the initiatives from the 2018-23 Davis College Strategic Plan that was implemented in Spring 2019. Two initiatives were undertaken:

I Addressing High DFW Rates In Courses

- i. A list of core and major-specific courses in Davis College courses with high DFW rates over the past 5 years was compiled by Dr. Angela Stanton and distributed to all faculty. Discussions are underway on possible solutions that can address this, without compromising instructional quality and academic rigor. These collective solutions will be compiled at the end of Spring 2019 by the Chairs and the Dean's Office for implementation.

II Peer-Tutoring

Given the salience of tutoring to student success, and ad hoc task force of Davis college faculty was formed in Spring 2019 to propose an organized process for peer-tutoring by high-performing students in the high DFW courses. This task force, which also included Dr. Jessica Beckett from Harvey Knowledge Center, has submitted its final report. Some salient recommendations to be implemented from fall 2019 are:

- ii. The Deans Office will allocate an additional \$5000 per year for the hiring of additional peer-tutors.
- iii. Peer tutors will continue to be hired with the recommendation of Davis College faculty.
- iv. Peer tutoring hours will be decided and heavily promoted among students. The task force has also proposed a promotion plan.
- v. The Undergraduate Reading Room on the second floor of Kyle Hall will be designated as the room where all peer tutoring will take place. This will include tutoring currently provided by Davis College Ambassadors, Beta Alpha Psi and also include several hours of peer tutoring provided by Harvey Knowledge Center.
- vi. All Davis College tutors will undergo professional development training provided by the Harvey Knowledge Center.
- vii. In order to monitor the success of the efforts, all appointments will be scheduled via Starfish. Further, Harvey Knowledge Center will provide annual reports on two metrics that were selected by the Task Force to indicate the effectiveness of the efforts: number of tutoring appointments and student satisfaction with the tutoring services provided.

Sincere appreciation to the Task Force and Dr. Jessica Beckett for their hard work on this initiative.

5. Searches

- a. The following full-time faculty searches were approved for 2018-19. The current status is as follows:
 - I. Assistant Professor -Finance: Position filled successfully
 - II. Assistant Professor-Marketing: Campus Interviews complete. Currently offer is out to the preferred candidate.
 - III. Assistant Professor-Management: Position filled successfully.
 - IV. Special Purpose Faculty in Business Law: search underway

- b. In addition, the following two administrative positions were successfully searched for:
 - I. Associate Dean: search complete. Dr. Angela Stanton appointed in November 2018.
 - II. Department Chair-AFBL: Search Complete. Paperwork for appointment 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:

- Dr. Abhay Kaushik (Finance)
- Dr. James Lollar (Marketing)
- Dr. Danylle Kunkel (Management)
- Dr. Doug Brinckman (Business Law and Associate Dean search).

9. Meetings With Davis College Faculty and Staff

- a. In my first few months, I set up individual meetings with every faculty and staff in the Davis College to introduce myself and get to know them.

10. College Coordinator

- a. Successfully completed the search process in Fall 2018 to appoint Ms. Sheila Cook as the College Coordinator. Concomitant with the search was reorganizing the position descriptions of the two staff positions in the Dean's Office to effectively distribute duties and responsibilities.

11. College Budget Management

- a. The Dean's Office repurposed \$20,000 from Dean's Office funds to the 4 departments to enable them to hire salaried staff for administrative support. Subject to budgetary availability, I expect to continue the support in 2019-20.
- b. Regular meetings have been organized with the Dean's Office staff to review College budgets periodically. In particular, a special focus is being placed on ensuring spend-down plans for all College budgets in Spring 2019.

12. Accreditation Related Professional Development of Faculty

- a. 4 faculty (Drs. Jae Jeong, Eftilla Tanellari, Danylle Kunkel, Can Dogan) from the Davis College and Dr. Angela Stanton (Associate Dean) were funded by the Dean's office to be sent to various AACSB seminars/workshops in Spring 2019. Workshops were on topics such as: assurance of learning, engagement and innovation and accreditation training. In addition, I underwent a refresher training in February 2019 on current AACSB standards as well as the new ones that are expected to be announced in Spring 2020.

VII. Other Activities Undertaken By Dean

Service Activities

1. I served on the following committees/groups in 2018-19.
 - a. Academic Affairs Leadership Team
 - b. Leadership Council
 - c. Academic Program Review Committee (Co-reviewer with a fellow Dean for 3 programs).
 - d. Member, Search committee for Director of Advancement for Davis College
 - e. Chair, Search Committee for College Coordinator.
2. AACSB
 - a. In fall 2018, I was appointed the Chair of the New Deans Affinity Group of AACSB. In addition to other duties, I organized and led the affinity group meeting at the AACSB Dean's Conference in Vancouver (Feb 2019) that was attended by 54 Deans.
 - b. Peer Review Team Member for AACSB maintenance of accreditation visit (at a campus in California). Pre-visit completed in January 2019. Final visit in April 2019.
3. External Reference for Promotion to Professor in Business Administration for Dr. XX. (at a SUNY campus).
4. Participated in various events hosted by Enrollment Management and/or Student Affairs such as: You Matter Campaign, Highlander Day, First Achievers Day, Community College Counselors Meeting at Radford University, Advising Conference, Retention Summit, Women Veterans Week etc.

Research

Intellectual Contributions

1. PRJ: "Strategically Locating Impulse Items in a Store". J. Bhadury, R. Batta, J. Dorismund, C.C. Peng, S. Sathale. *International Journal of Operations and Quantitative Management* (in press).
2. PRJ: "Service Operations In Public Sector Agencies: Evidence From NCDMV". J.B. Martin, J. Bhadury, K. Amoako-Gyampah, S. Bert, E. Murray. *International Journal of Services and Operations Management* (in press)
3. Book Chapter: "How Location Works In Practice: A Perspective from USA." M. S. Canbolat, M. L. Waite and J. Bhadury.
4. Technical Report: "Economic Analysis of Vegetation Management Practices". Co-authored with J.B. Martin and B. V. Gaustad from Institute for Transportation Research at NC State University to North Carolina Department of Transportation. Report was based on a funded research project and submitted to the sponsor (North Carolina Department of Transportation) in fall 2018. Report available at www.ncdot.gov.
5. Conference/Seminar: "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.

6. Grants/Contracts: “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. Proposal submitted in Fall 2018 but was not funded.

Supervision of Research

1. E. C. Jonathan (Vaal University of Technology, South Africa). Co-supervised student on his PhD dissertation entitled “*Supply Chain Risk Mitigation Strategies in the Electrical Energy Sector in South Africa*”. Student successfully completed in October 2018. 1 manuscript from this dissertation is currently under review at a peer-reviewed journal and another is being prepared.
2. W.V. L. Okoumba (Vaal University of Technology, South Africa). Co-supervised student on his PhD dissertation entitled “*Supply Chain Management Best Practices, Agility, Risk Management and Performance in Small and Medium Enterprises*”. Student successfully completed in October 2018. 1 manuscript from this dissertation is currently under review at a peer-reviewed journal.
3. S. Mughweni (Vaal University of Technology, South Africa). “*Supply Chain Management Practices and Supply Chain Resilience in the South African Public Sector*”. Currently co-supervising the student on his doctoral dissertation.

Ongoing Projects

1. Presently, I have 3 manuscripts under review at three 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 2019.
3. I am working with 3 colleagues at Radford University on three different projects – two of whom are in the Davis College and one is in Artis College.