

California State University, San Bernardino

Division of Academic Affairs

Annual Report 2020-2021



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EXECUTIVE SUMMARY

The Division of Academic Affairs continued to provide leadership and support to California State University, San Bernardino's diverse student body and the faculty and staff who enrich and assist them. As with other universities nationwide, we quickly shifted to a virtual setting prior to the spring quarter in response to the COVID-19 pandemic.

Numerous training opportunities were provided to faculty, students and staff to ensure a successful transition. Courses were modified with a focus on keeping students motivated, connected and engaged. Support services, ranging from financial aid assistance to supplemental instruction, transitioned to a remote format. And laptops were distributed to hundreds of students to support their studies.

Throughout this significant transition, our campus community remained focused and united in our common goal – to transform the lives of our approximate 20,000 students through the powerful tool of education. Nearly 5,000 Coyotes graduated from our campus this academic year!

We also advanced key initiatives and goals, including the Graduation Initiative 2025, the university's Strategic Plan and the quarter-to-semester conversion, scheduled to begin in fall 2020. Among the highlights, spotlighted throughout this report, Cal State San Bernardino's newest building, the Center for Global Innovation, opened in fall. The CSUSB orchestra performed in their first-ever international concert at the world-renowned Seoul Arts Center. And the university was awarded a record-high of \$38 million in grants.

These successes are a result of our dedicated faculty and staff, our outstanding students and divisional units, and our supportive external partners. Thank you all for your countless contributions and for exemplifying how We Define the Future at CSUSB.



Shari McMahan, Ph.D.
*Provost and Vice President
for Academic Affairs*

A handwritten signature in blue ink, appearing to read 'Shari McMahan'.

CSUSB STRATEGIC PLAN 2015-2020

The Division of Academic Affairs continued its efforts to advance Cal State San Bernardino's Strategic Plan 2015-2020. Efforts centered on the plan's five goals: (1) Student Success, (2) Faculty and Staff Success, (3) Resource Sustainability and Expansion, (4) Community Engagement and Partnerships and (5) Identity. Highlights of some of the outstanding achievements this academic year are noted here and throughout the report.

Student Success

- The John M. Pfau Library extended its Laptop Lending Program, allowing students to borrow and use the equipment for the entire spring quarter. More than 400 laptops were distributed to support their studies in a virtual setting.
- A total of 361 faculty took part in ITS's Affordable Learning Solutions program, which provides more affordable, quality educational content for their students. As a result, more than 13,000 students saved a total of \$1.7 million in learning materials this academic year.
- More than 2,400 students were awarded additional financial aid totaling nearly \$4 million through CSUSB's Summer Assistant Grants and Graduation Initiative Grants.



Faculty and Staff Success

- Faculty were awarded more than \$793,000 this academic year to support professional development, and Q2S, research and community engagement projects.
- More than \$30,000 was provided to CSUSB's Women of Color in Academia group to host the first systemwide symposium for Women of Color in Academia. The virtual event took place in late June.
- Five faculty, one from each of the academic colleges, were appointed Faculty Peer Tech Advisors to assist with online course challenges and provide best practices for keeping students motivated, connected and engaged in a virtual instructional format.

Resource Sustainability and Expansion

- Preliminary figures to date show that CSUSB was awarded \$38 million in grants and submitted grant proposals in the amount of \$33 million, representing another record high for the campus.
- Cal State San Bernardino's newest building, the Center for Global Innovation, opened in fall. The 71,000-square-foot structure features 24 classrooms, a 250-seat auditorium, administrative offices and more.
- The CSUSB portion of the iHub complex was completed this academic year. The complex, which provides much needed space for the Palm Desert Campus, includes eight new offices, a small modular lab called "Maker's Space," a 34-seat classroom and a conference room.



Community Engagement and Partnerships

- The Assembly Select Committee, in partnership with CSUSB's Center for the Study of Hate and Extremism, hosted the second informational hearing on the State of Hate on Oct. 29 at CSUSB. The hearing, which included panel discussions and a question-and-answer session, focused on the current state of white nationalism, Neo-Nazism and other forms of hate.
- The Office of Community Engagement was selected to participate in an international pilot program, Pathways of Public Service and Civic Engagement. The collaborative working group, led by the Haas Center for Public Service at Stanford University, aims to advance understanding of students' interest and predispositions regarding approaches to public service.
- The 2019-2020 CSUSB President's Volunteer Service Award program recognized 150 individuals who together completed nearly 9,000 volunteer service hours.



Identity

- CSUSB's identity was further bolstered this academic year through a number of research publications, national rankings and awards. Among them, the university was listed No. 6 in CollegeNet's Social Mobility Index, which ranks nearly 1,400 four-year institutions on how effectively they enroll students from low-income backgrounds and graduate them into promising careers.

GRADUATION INITIATIVE 2025

In 2015, the California State University launched Graduation Initiative 2025, its ambitious plan to increase graduation rates, eliminate equity gaps in degree completion and meet California's workforce needs. Cal State San Bernardino is making steady progress toward achieving its key objectives under this plan, which includes increasing the four-year rate to 30 percent and the two-year graduation rate for transfer students to 45 percent.

Phase II Framework

Following the successful completion of CSUSB's comprehensive framework to decrease time to degree and eliminate the achievement gap, the university launched Phase II of its plan to further advance the Graduation Initiative 2025.



Phase II, which began in winter 2020, consists of three identified priorities:

(1) Advising, (2) College to Career Readiness and (3) Online Teaching and Learning. Committees/task forces were formed for each area of focus. Efforts are being carried out as part of the American Association of State Colleges and Universities' pilot program to accelerate transformation and increase student success outcomes across the nation.

Advising

The Lead Advising Council is comprised of members from the advising community across campus. Their charge is to formulate plans, campaigns and structures to better assist students with retention and graduation from the university. The council meets on a monthly basis to discuss advising and related issues.



College to Career

The College to Career Readiness task force was developed to think expansively on ways to maximize every student's experience at CSUSB and position each student for a successful and meaningful life after graduation. Within this work, the task force will assess and confirm that CSUSB is providing students with the support and resources to achieve the needed skills, experiences and cocurricular knowledge to achieve the goal of preparing students for life after graduation. The task force will also review the current student workforce at CSUSB and make recommendations to enhance this high impact practice.



Online Teaching and Learning

High-quality online courses offer flexibility of scheduling to students who need and want it, and can produce student successful completion rates equal to those of on-site, face-to-face courses. The task force has identified challenges to increasing the number of high-quality online courses, and is taking steps to address them. COVID-19 provided a unique opportunity to excel progress in this area. An

Instructional Continuity Committee, chaired by the provost and Faculty Senate chair, was formed to facilitate discussions related to this teaching and learning modality.

Super Seniors

The number of super seniors, students with 216-plus units, reached an all-time low during the winter quarter. The number of these students decreased from 488 in winter 2015 to 340 in winter 2020, representing a 30 percent reduction. Additionally, students with 225-plus units decreased from 331 in winter 2015 to 230 in winter 2020, representing a 31 percent decrease.

GI 2025 Symposium

Several campus members participated both in-person and online in California State University's Graduation Initiative 2025 Symposium. Held Oct. 17-18 in Sacramento, the symposium featured nationally-recognized thought leaders who gave keynote presentations, breakout sessions and Grad Talks to engage the CSU community in rich exchanges focused on improving degree completion and eliminating equity gaps.

Graduation Rates

CSUSB is on track to meet its GI 2025 targets. For first-time, first-year students, the 6-year graduation rate is at 59 percent and the 4-year rate is at 24 percent. For transfer students, the 4-year graduation rate is at 80 percent and the 2-year rate is at 56 percent. The average years to degree is 5.1 for first-time, first-year students and 2.7 for transfer students.



QUARTER-TO-SEMESTER CONVERSION

In fall 2016, Cal State San Bernardino began to transition its academic calendar from a quarter to a semester system. This change, which involved nearly every aspect of campus life and operation, better aligns CSUSB with other colleges and universities. It also provides greater opportunities for collaborative efforts with CSU-member institutions and an easier transition for those students entering from community colleges or other semester-based schools.



Curriculum Development

More than 5,700 courses and 250 programs were discussed, reviewed and updated as part of the curriculum process. Courses were either converted or transformed to support the new 15-week term. This extensive process also provided an opportunity for faculty to modernize courses and enhance student experiences.

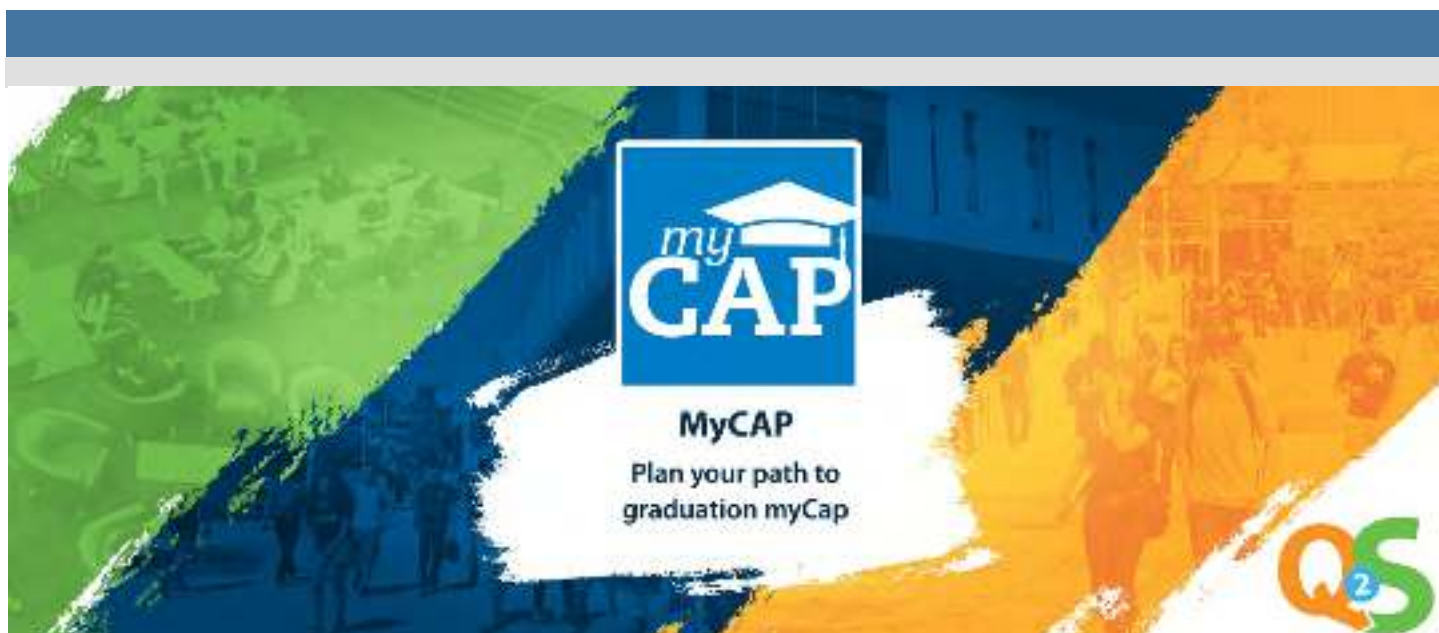
Grant Awards

Q2S awarded funding for curriculum development, post-curriculum tasks and enhanced pedagogy. A total of 150 unique faculty received grant awards, totaling \$391,200.



Technological Support

Technology was involved throughout the quarter-to-semester conversion and will continue after the conversion. Current software platforms were retrofitted to encompass the unit changes from quarters to semesters. They include the degree audit system (PAWS), the student information system (PeopleSoft Campus Solutions) and our advising platform (EAB). Each platform required separate programming, in addition to significant testing, validation and impact analysis, to accommodate the change to semesters.



Advising Tools

In partnership with Information Technology Services and Undergraduate Studies, several advising tools were developed and released to students, faculty and advisors to support them in the transition to semesters.

- **PAWS:** The degree audit now has current quarter programs that reflect the semester course equivalents (if applicable). Students and advisors have the ability to run what-if audits on semester programs requirements. These what-if audits place the quarter courses into the semester programs based upon course equivalents. Students and advisors can now see if following semester curriculum requirements over quarter requirements will benefit the student.
- **myCAP:** Students can plan their degree requirements with quarter and semester courses. This advising tool gives students a path toward graduation along with a projected graduation term.
- **Course Conversion Guide:** This tool shows quarter-only courses, quarter-to-semester equivalents and semester-only courses. Courses can be searched by a variety of features, such as subject and number, subject only and key word.
- **Q2S GPA/Unit Calculator:** This calculator helps students compute their grade point averages with a mix of quarter and semester courses.

Semester Registration

The Maximum Unit Load for Semester Registration was passed this term by the Faculty Senate. Similar to other CSU campuses and local community colleges, the proposal allows undergraduate/post-baccalaureate students to enroll for 18 semester units and graduate students to enroll in 15 semester units without a course overload permit. The maximum unit load for all students during the winter intersession is four units for all students.

COLLEGE OF ARTS AND LETTERS

The College of Arts and Letters cultivates creativity and critical thinking in students, enabling them to communicate new forms of thought and expression that build on global traditions in arts and letters. The college is committed to cutting-edge scholarship, visionary creative artistry, innovative teaching, digital literacy and community engagement.



'Addy' Awards

Students (pictured at an on-campus event) and staff from the Coyote Advertising and Radio teams received 10 "Addy" Awards from the Inland Empire chapter of the American Advertising Federation during its March 13 ceremony.

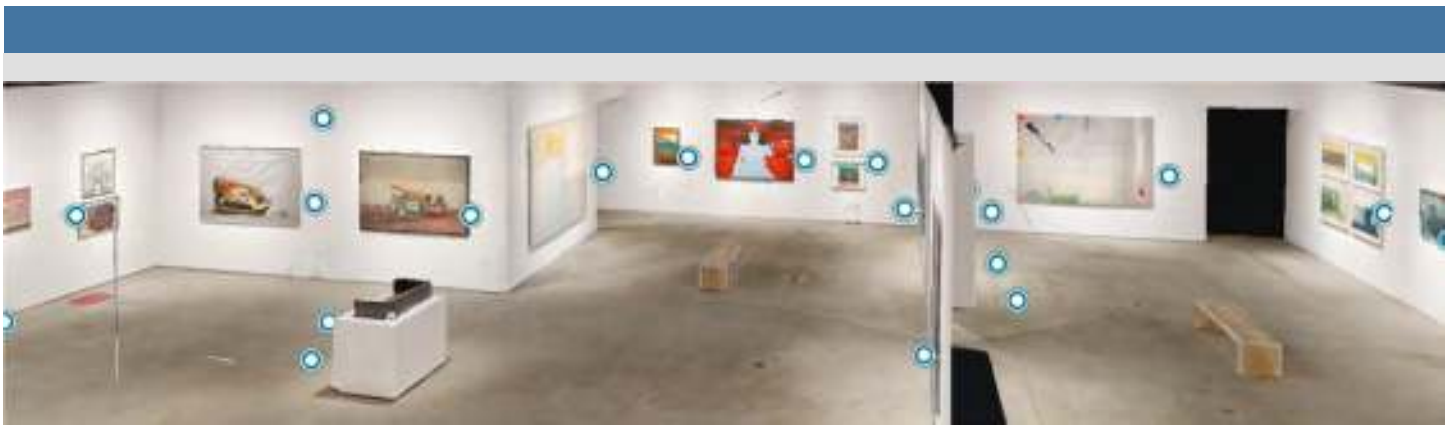
Endowed Scholarship

David Shaw established a planned gift that will create a generous memorial scholarship in honor of his late wife, Lori, a gifted artist who graduated with honors from CSUSB with a degree in graphic design. The \$1.5 million estate gift is expected to award \$10,000 annually to six CSUSB design students.

International Concert

The Cal State San Bernardino orchestra performed in their first-ever international concert at the world-renowned Seoul Arts Center on Oct. 2. The CSUSB Orchestra Concert featured a mix of classical master works and folk songs from around the world, including Korea, Mexico, Peru, Cuba and Spain. This incredible student experience was made possible through an endowment and a grant worth \$498,000, created by the Korea Foundation in order to enhance the knowledge, understanding and awareness of Korean culture.





RAFFMA@Home

The Robert and Frances Fullerton Museum of Art staff began offering specially curated online material spotlighting its collection and exhibitions in response to COVID-19. The “RAFFMA@Home” brand invites guests to enjoy audio and video tours of past and present exhibitions as well as at-home crafts designed to engage children. The program included RAFFMA's first-ever 3D "virtual" exhibition and a live, online symposium on the work of artist Jan Sawka co-presented with New York's Samuel Dorsky Museum of Art.

Renovation and Expansion

The Performing Arts Building Addition project reached the 75 percent completion point in the schematic design process. Current plans, which includes the renovation of the Performing Arts Building, construction of a 500 seat-theatre, an administrative building for faculty and staff, and academic and rehearsal spaces, will be presented to the CSU Board of Trustees for approval in early July.

University Honors

Faculty in the College of Arts and Letter earned three of the five university’s top awards for AY 2019-20. Bibiana Díaz (bottom left), associate professor of Spanish, received the Outstanding Faculty Advisor Award. Communications studies professor Ahlam Muhtaseb (center) was awarded the Outstanding Scholarship, Research and Creative Activities Award. And Parastou Feizzaringhalam, (right) a professor of English, received the university’s top teaching award, the Golden Apple.



JACK H. BROWN COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION

The Jack H. Brown College of Business and Public Administration is committed to nurturing a high quality educational environment that promotes student, faculty and staff success in its pursuit of academic and professional excellence. It seeks to transform the lives of our students and alumni by ensuring that they become responsible management professionals within a dynamic region and a globally connected world.

Transportation Solutions

The Leonard Transportation Center continued its Regional Dialogue Series this academic year to address the numerous regional projects and initiatives designed to improve mobility. Participants included policymakers and thought leaders from both the public and private sectors as well as CSUSB faculty experts, students and members of the public. Sessions included Developing the Transportation Workforce of the Future, Leadership in the Transportation Sector: How to Envision Change in the I.E. and Getting Ready for Electric Commercial Fleets, among others.



New MPA Cohort

The Department of Public Administration launched a new master of public education (MPA) degree for California county executives and managers. Twenty-four county employees from across the state are participating in CSUSB's fall 2019 cohort, offered in a first-time collaboration with the California State Association of Counties. All classes feature county-level examples and exercises based on best practices by counties in California and the United States. The 12-course program runs through December 2021.



Meet the Firm

Approximately 200 students interacted with accounting professionals and representatives from governmental agencies and learned about their roles or functions in communities during the Meet the Firm event. Organized and supported by Beta Alpha Psi, the CSUSB Accounting Association, the Department of Accounting and Finance, and faculty advisers and members, nearly 25 local firms participated to provide internships and job opportunities to students majoring in accounting.

Renowned Entrepreneur

The college hosted “A Conversation and Book Signing with Janice Bryant Howroyd,” one of America’s most successful female entrepreneurs, on Jan. 30. Howroyd talked about her latest book “Acting Up: Winning in Business and Life Using Down-Home Wisdom” and shared about how she grew her billion dollar enterprise, The ActOne Group. The renowned businesswoman and educator is currently No. 39 on Forbes list of America’s Richest Self-Made Women. Among her many other accolades, President Barack Obama appointed her as a member of the President’s Board of Advisors on Historically Black Colleges and Universities in 2016.



Business Development

The Inland Empire Center for Entrepreneurship, through its Small Business Development Center, delivered a record number of consulting hours and increasing support to the small business community through virtual consultations and online workshops addressing the needs of regional businesses. Several workshops and town hall meetings were also held. Its March 26 webinar, “Funding Updates for Inland Empire Small Businesses Impacted by COVID-19,” alone drew nearly 700 participants.



STEPCon 2019

Staff members and student volunteers from CSUSB’s Cybersecurity Center and the Cyber Intelligence & Security Organization supported the Science and Technology Education Partnership Conference (STEPCon) 2019 at Bourns Technology Center in Riverside. Campus members joined with 50 STEM-related vendors of colleges, universities, city and county departments, tech companies and IT professionals from around the metroplex to serve more than 5,000 Inland Empire K-12 students. The two-day event, held Oct. 2 and 3, spotlighted interactive technology exhibits and the infinite opportunities in STEM.

Faculty Workshop

Twenty-two faculty members participated in a workshop designed specifically for non-tenure track faculty on Dec. 6. The four-hour program, presented by the college, featured four panel discussions. Topics included the college’s strategies, student grievances, principles of teaching, community engagement and more.

COLLEGE OF EDUCATION

The College of Education prepares education and human service professionals for lives of leadership, service and continual growth through the development of curriculum and programs that transform individuals and the community.



Future Educators

The CSUSB Single Subject Credential Program, in Partnership with Riverside County Office of Education (RCOE) and its Men of Color Grant, successfully enrolled 10 intern candidates in the spring quarter. RCOE will secure internships within four Riverside districts and fund two-thirds of their tuition. The program, which aims to enroll 200 students over the next four years, will help to reduce the male teacher gap and barriers men of color experience in the educational field.

Student Achievements

- Seven students were elected as the inaugural School Psychology Student Council. This council was initiated by student leaders in the school psychology program. Since its inception, the council actively met with undergraduates to mentor and inform them about jobs in the educational field, especially in the area school psychology.
- Candidates in the master's in educational administration program and the administrative services credential program that submitted their California Administrator Performance Assessments (CalAPA) had a 100 percent pass rate. This is the first academic year the Commission on Teacher Credentialing required all candidates for the CalAPA standardized test to achieve a passing score on each assessment.
- Matthew Atherton (instructional technology) presented at the 34th Annual CSUSB Student Research Competition on "The Efficiency of Using 3D Models to Teach Lifting and Rigging Concepts to Learners of Varying Spatial Ability."
- Eman Alzoghbleh (instructional technology) was nominated as a Fulbright semi-finalist to conduct international research. He also received an internal grant for research on food insecurity among college students.



Community Engagement

Enrique Murillo, Jr. (teacher education & foundations) received the 2019 Outstanding Community Engagement Award, presented by the Office of Community Engagement. Murillo, executive director of the LEAD (Latino Education & Advocacy Days) Organization, was recognized for his deeply engaged academic work, history of community collaboration and change and his leadership in raising the profile of CSUSB as an institution committed to diversity, inclusion and student success.



Outstanding Researcher

Andrew Hughes (educational leadership & technology) was honored with the 2020 Outstanding Researcher Award, presented by the Council on Technology and Engineering Teacher Education. He was recognized for his continuous efforts to improve K-12 teacher training aimed at improved student success in college-level engineering programs, his 2019 article on measuring metacognitive awareness and five engineering articles focused on beam and truss design and analysis.

Change Leaders

The MyCOE PeopleSoft project was awarded a Focus on Efficiency Award on Oct. 2 at the 2019 California Higher Education Collaborative Conference in Los Angeles. The college partnered with Institutional Research and Administrative Computing & Business Intelligence last academic year to create customized bolt-on functions to improve data accuracy and management, and access to information. The award-winning project was also spotlighted by the CSU Chancellor's Office, Educator Quality Center.

Behavioral Intervention

The University Center for Developmental Disabilities continued its supplemental behavioral intervention and parent education program at the Inland Regional Center. The program provides one-to-one behavioral interventions as well as parent education and training for families with children and/or adolescents with developmental disabilities. Connie McReynolds and Dwight Sweeney are co-principal investigators of the annual contract.



COLLEGE OF NATURAL SCIENCES

The College of Natural Sciences continues to maintain its position as a premier institution for science teaching and learning, promoting the values of excellence, harmony and diversity to students, faculty and staff. The college prepares the next generation of scientists, educators, health professionals and STEM-literate citizens, and is a recognized leader in increasing underrepresented populations in science-based fields.

International Research

The college's Center for Advanced Functional Materials was awarded a three-year, \$300,000 grant from the National Science Foundation's International Research Experiences for Students (IRES) program. Under this program, led by Tim Usher (physics), undergraduate students pursuing STEM degrees will travel to New Zealand beginning in summer 2021 to research new materials that could be applied, for example, to advance aerospace technology.



STEM Trainers

The Department of Mathematics collaborated with the College of Education to successfully secure a \$150,000 federal Advising for Undergraduate Success supplemental grant that will strengthen the university's key role in the training of K-12 teachers. The funds will be used to enhance current teacher preparation efforts and to bridge the gap between STEM degree attainment and teacher certification in STEM subject areas.

Taste of Success

The Office of the Dean held its inaugural "Sweet Success" reception in February. The event, which included several speakers, recognized the college's 2019 scholarship recipients and the donors who invested in their success.



Innovative Technologies

Caroline Amplatz, an attorney and private benefactor, donated \$325,000 to the Department of Geological Sciences in the fall to support a drone and LIDAR (Light Detection and Ranging) mapping technology initiative. She made an additional gift of approximately \$500,000 in April to bring more innovative technologies to students, including an expansion of the drone and LIDAR program as well as upgrading the university's Murillo Family Observatory with new and updated telescopes.



Faculty Honors

Several faculty in the college received distinctions this academic year. Among them, pictured from left to right:

- Kim Cousins (chemistry and biochemistry) was awarded the university's top faculty honor, the 2019-2020 Outstanding Professor award, and also became the John M. Pfau Endowed Professor. She was recognized for her enduring excellence in teaching, research, scholarly activities and service to our students, the university and the community.
- George Georgiou (computer science and engineering) was named an American Council on Education Fellow for 2020-21. Georgiou was one of only two academics from the CSU system to receive the 2020-21 fellowship. His project will examine student equity gaps and include best practices solutions both locally and internationally based on his research.
- Daniel Nickerson (biology) received the Region 9 Excellence in Advising – Faculty Advisor award. Presented by NACADA: The Global Community for Academic Advising Pacific Region 9, the award recognizes individuals who demonstrate qualities and practices that make significant contributions to the improvement of academic advising.
- Angie Otiniano Verissimo (health science and human ecology) received the Wilmer Amina Carter Award from Assemblymember Eloise Gómez Reyes' (D-San Bernardino) office for her continued service to the Inland Empire community. The award honors individuals under the age of 30 that exemplify dedication, innovation and service in the community, and live, volunteer or work in the 47th district.

Student Research

Five students from the college advanced to the CSU Research Competition, held virtually in April. Students and their research projects included: Joanna Moreno (kinesiology) "The Power of Observations and its Effects on Imagery Capabilities," Melissa Taha (biochemistry) "Shaking the Ground with NASA," Nikolay Maslov and Aaron Keniston (biochemistry) "Understanding the Binding Mode of Falcilysin, an Essential Metalloprotease" and Sonia Perez-Gamboa (computer science) "Human Recognition Using a Convolutional Long Short-term Memory Neural Network."



COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES

The College of Social and Behavioral Sciences offers programs that explore a wide range of human issues. It is dedicated to the growth and support of undergraduate and graduate education, research, public service and professional development. The college's primary mission is to transform the dreams of students into a reality that will enhance society at large.

Outstanding Lecturer

Michael Hawkins (history), pictured top center, was awarded CSUSB's 2019-20 Outstanding Lecturer Award. He was recognized for his exceptional instruction, capacity to engage students and the extremely positive feedback received from students and colleagues.



U-RISE Grant

Cal State San Bernardino was awarded a five-year U-RISE (Undergraduate Research Training Initiative for Student Enhancement) grant from the National Institutes of Health. The grant, funded at \$497,000 per year, will support a diverse group of undergraduates who complete their baccalaureate degree and transition into and complete biomedical, research-focused higher degree programs (e.g., Ph.D. or M.D./Ph.D.). Psychology professors Sanders McDougall and Cynthia Crawford are co-principal investigators of the program that will fund 14 students per year.



Student Accolades

- The CSUSB History Club/Alpha-Delta-Nu Chapter of the national honor society Phi Alpha Theta earned the 2019 Best Chapter Award. The recognition marks the fourth consecutive year, and fifth time overall, that CSUSB students have earned the award.
- History in the Making: A Journal of History received the 2019 Gerald D. Nash History Journal First Prize from the Phi Alpha Theta National History Honor Society in the graduate print journal competition.
- The Model United Nations Team traveled to Erfurt, Germany in November to compete against MUN delegations from colleges and universities around the world. They also met with the President of Germany, visited Buchenwald concentration camp and participated in other historic and cultural activities. Student team members also earned three Outstanding Position Paper Awards in April.



Excellence Award

Dozens of campus and community members attended a reception Feb. 27 to honor Brian Levin (criminal justice), director of CSUSB's Center for the Study of Hate and Extremism. Levin was recognized for his extensive and internationally regarded work in hate and extremism and for winning the 2020 CSU Wang Family Excellence Award, in the Outstanding Faculty Scholarship category. The honor came with a \$20,000 award, all of which he donated to the center and other groups on and off campus. He is the fifth CSUSB faculty member to receive this highly prestigious award.

Programs of Distinction

- The online criminal justice master's program was ranked No. 18 among the nation's top 50 by Intelligent.com, a private independent group that ranks colleges and programs using aggregated publicly available data. The program was also ranked among the top in the nation again by U.S. News and World Report.
- Great Value Colleges ranked CSUSB undergraduate program No. 15 among the 35 Most Affordable Bachelor's in Criminology.
- The master's program in Industrial and Organizational Psychology was ranked No. 5 in the country for curriculum and No. 15 overall by the Society for Industrial and Organizational Psychology.
- The political science department's National Security Studies program was recognized as one of the top degrees of its kind in the nation.
- Great Value Colleges ranked CSUSB No. 13 in its list of the Top 35 Most Affordable Bachelor's Degrees in Anthropology for 2020.
- The School of Social Work was ranked No. 2 in Great Value Colleges' 2020 Best Campus and Online Colleges ranking. The program was also ranked No. 14 in the 2020 Best Master's Social Work Degrees, No. 16 in the 2020 Best Bachelor's Social Work Degrees and No. 3 in the Top 25 Master's of Social Work Programs Online with No GRE Requirement for 2019 categories.



COLLEGE OF EXTENDED AND GLOBAL EDUCATION

The College of Extended and Global Education provides lifelong learning opportunities for different stages in one's life ranging from high school, college and career through retirement. The college creates and administers non-state-funded programs, such as professional certificates, summer classes and international programs.

Khbrat Program

Cal State San Bernardino was among only 16 universities in the U.S. selected by the Ministry of Education of Saudi Arabia to administer the Khbrat program – “Building Leadership for Change through School Immersion.” The one-year professional development training program for Saudi English teachers consists of three major components: specialized English language training, school visits and a capstone research project. The CSUSB's cohort consists of 22 K-12 English teachers who are also being mentored by CSUSB faculty from the College of Education. Their newly gained knowledge of U.S. education will be applied to improve education in their own schools in Saudi Arabia.



Free Courses

As part of the CSU Chancellor's Office initiative, Courses for Causes, the Department of Professional and Continuing Education partnered with Ed2go to offer 10 free personal development courses to the community, faculty and staff. Created in response to the financial crisis caused by the COVID-19 pandemic, this initiative provides individuals with an opportunity to develop new skills. Courses include such areas as creating web pages, marketing businesses, customer service and personal finances.



Summer Session

More than 4,750 students participated in the 2019 summer session, representing a 12 percent increase from the prior year. Of those, more than 2,400 were awarded additional financial aid totaling nearly \$4 million through CSUSB's Summer Assistant Grants and Graduation Initiative Grants.

Center for Global Innovation

Cal State San Bernardino's newest building, the Center for Global Innovation, opened in fall. The 71,000-square-foot structure features 24 classrooms designed to accommodate collaborative learning, reconfigurable multi-purpose rooms and casual study lounges. Other highlights include a 250-seat auditorium, exterior plaza, large Global Gallery with a featured video wall and retail food services. The center also serves as the new administrative home for the College of Extended and Global Education.



ACE Lab

CSUSB was selected as one of 18 colleges and universities to take part in the American Council on Education's 17th Internationalization Laboratory cohort (2019-2021). The Internationalization Laboratory will provide customized guidance in CSUSB's development of strategies, goals and action plans for comprehensive campus internationalization that align with the university's strategic plan.

Mask Donations

The college received a donation of more than 3,000 medical masks from two of its partners in China – the China Center for International Educational Exchange and the International Association of University Summer Sessions. The donations are being used to support the CSUSB's community in response to the COVID-19 pandemic.



Memorial Scholarship

In memory of their son, the Sudhesh family established the Abishek Sudhesh Scholarship to assist other graduate students in the School of Computer Science and Engineering. Abishek, a native from India and graduate student in the school, tragically passed away in November.



International Symposium

The college held its inaugural international symposium, "Global Citizenship: What Does It Mean in the 21st Century," in conjunction with the Center for Global Innovation's ribbon-cutting ceremony in November. The event, which explored sustainable development and environmental protection, featured keynote speaker Mathis Wackernagel, co-creator of the Ecological Footprint and the president of Global Footprint Network.

PALM DESERT CAMPUS

The faculty and staff of the Palm Desert Campus, Coachella Valley's four-year public university, are committed to student success, committed to serving the Coachella Valley and committed to maintaining an environment on campus that honors diversity and provides all students the opportunity to fulfill their dreams of a higher education.



New Faculty

The campus hired six tenure-track faculty this academic year as part of the Palm Desert Campus Academic Plan to increase the percentage of PDC classed taught by full-time CSUSB faculty members. Pablo Gomez (psychology), pictured, who started in January, was the first instructional tenure-track faculty member specifically hired for the campus, marking an important milestone in the campus' 34-year history. Tenure-track faculty were also hired in history, hospitality management, kinesiology, cybersecurity and a second faculty in psychology. Two other CSUSB faculty members (English and nursing) are also now full-time at the Palm Desert Campus.

Student Engagement Office

The Office of Student Engagement was established to enhance student engagement experiences at PDC. As part of this focus, the campus hosted its inaugural first-generation student event and formed Undocupower, a committee that focuses on PDC's undocumented students' needs in collaboration with the Undocumented Student Success Center on the San Bernardino campus.



Student Volunteer Hours

PDC students continued to give back to the community. Students from Coyote Nurses of the Desert, PDC Student Ambassadors Society, the Student Leadership and Service Certificate program and others volunteered 3,873 hours.



2020 Graduates

PDC awarded 421 bachelor's, master's and doctorate degrees this spring – the highest number in the history of the campus. This represents a 7 percent increase from last year. The number of graduates is expected to continually grow each year due to the continued popularity and growth of the campus.

Street Medicine

A nearly \$63,000 grant to strengthen street medicine efforts for the homeless and unsheltered people in the Coachella Valley was awarded to the nursing program at the Palm Desert Campus. The grant from the Caldwell-Weiss Trust will be used to support faculty oversight and supervision of CSUSB nursing students at various street medicine sites, the engagement of nursing students at all degree levels, the collection of data and the purchasing of equipment and supplies. The program provides healthcare to people who might otherwise go to an emergency room for conditions that can be treated in the community.



University Legacy Scholars

Five first-year students attending the Palm Desert Campus this fall will each receive a University Legacy Scholarship that will cover their full tuition and fees, net of financial aid, for four years, leading to a baccalaureate degree. These five new scholarship recipients join 10 other University Legacy Scholars from the previous two years. The scholars are selected on the basis of their academic achievement, leadership and service to the community.

50-Plus Population

The Osher Lifelong Learning Institute launched a series of podcasts, “In Conversation: The Voices of OLLI,” to further engage members and the community at large during the COVID-19 pandemic. The institute, which continues to grow in membership, provides intellectually stimulating programming for the vast 50-plus population in the Coachella Valley.

Bridging the Gap

The Auen Foundation awarded emergency gap funding for qualified students at PDC. The \$50,000 grant was used to create a needs-based, financial support system for current students enrolled at the campus. More than 60 students received financial support through this fund during the current academic year. An additional \$25,000 was donated by the Berger Foundation to support emergency funding needs related to educational barriers caused by the COVID-19 pandemic. This grant will support 71 PDC students in need of technology assistance. Both awards will help students to persist in achieving their academic goals.

Outstanding Undergraduate

Kameron Manshadi was named PDC’s Outstanding Undergraduate Student for 2020. Manshadi, a member the Golden Key and Phi Kappa Phi Honor societies and the class representative of the 2020 nursing cohort, received a bachelor degree in nursing and graduated with honors distinction.



ACADEMIC PROGRAMS

The Office of Academic Programs serves the university in several essential ways. Among its areas of responsibility, the office assists faculty in the creation and implementation of new programs; works with faculty on student learning assessment; supports university initiatives, such as Graduation Initiative 2025; provides oversight for the general education and writing intensive curriculum; and represents the university in the regional accreditation process by the Western Association of Schools and Colleges (WASC) accreditation.

Writing Intensive Program

The Writing Intensive Program sponsored five workshops and three faculty learning communities in AY 2019-20. A total of 115 faculty members (tenure-track, tenured and lecturers) registered – 73 in general education-sponsored workshops and 42 in FLCs. Twenty-four faculty (57 percent) completed a faculty learning community; 61 faculty (84 percent) completed a general education-sponsored workshop. In addition, a comprehensive website, newsletter and webinar series was launched to connect with faculty and support teaching as part of the transitioned to online instruction.



Academic Scheduling

The class schedule transitioned from a static PDF file to an online format, available on the Academic Scheduling's website. This allows continual access to up-to-date information for students, faculty and staff. In addition, processing for the semester conversion curriculum was completed in the fall, and all courses and programs were bridged into the 2020-2021 Catalog. The office also worked collaboratively with the campus community in the development of standard time blocks for class scheduling and a final examination schedule that greatly reduces the possibility of conflicts for students.



Collaborator Award

Cal State San Bernardino received a Collaborator Award from Campus Labs, provider of integrated software and cloud-based assessment tools for higher education. CSUSB was recognized for its efforts to bring together technical and functional leaders across campus to ensure data stewardship, infrastructure and fluency are at the forefront of its strategy.

WSCUC Leadership Forums

Two major events were held with campus leadership across the campus in preparation for CSUSB's upcoming 2021 WSCUC re-affirmation of accreditation. Participants had opportunities to examine both the initial self-study report, holistically written by 60 individuals, as well as the revised version which incorporated additional website links, documentation and narratives. Participants also contributed to the "Meaning of a CSUSB Degree" definition and discussed how the unprecedented COVID-19 pandemic has impacted their work and personal lives. Both events, which took place Nov. 8 and May 28, were facilitated by Jolene Koester, president emeritus of Cal State Northridge.



Continuous Improvement

The Office of Assessment continued to advance a culture of assessment and continuous improvement. Among its many efforts: several trainings were held; an extensive website, complete with tutorials and simplified instructions, was created; and its first newsletter, Collaborative Inquiry, was published. Campus Labs' Compliance Assist module, which promotes shared knowledge, collaboration and transparency in the development of accreditation reports and materials, was widely used by the campus community. Additionally, the planning module was used by faculty, staff and administrators to support reporting, with the campus functionally shifting from reporting highlights to reporting evidence related to progress on meeting objectives.

General Education

More than 230 faculty participated in general education-related, professional development workshops this academic year. Workshops included: Foundation Seminars, Diversity and Inclusiveness, Global Perspectives, GE Math (to be completed this summer), Reacting to the Past, Writing Intensive Courses, Information Literacy and Pathways. Pictured is a



General Education Pathways workshop that took place Feb. 28. Approximately 35 faculty participated in four-hour program, designed to assist instructors in integrating courses with themes that address current societal issues. The GE Pathways program, which takes effect in fall 2020, includes courses from all five colleges and 29 departments. GE Pathways developed for Academic Year 2020-21 include: Big Ideas that Change the World: Exploring Ideas, Innovations, Discoveries, Digital Life, Diversity and Social Justice, Environmental Sustainability, Global Connections and World Cultures and Diversity.

ACADEMIC RESEARCH

The Office of Academic Research provides strategic planning and assistance to promote faculty and student research, scholarship and creative activities that support the educational and service mission of the university.

Grant Awards and Submissions

The office experienced another record high. Based on preliminary figures to date, 91 grants, totaling more than \$38 million, were awarded this academic year. Ninety grant proposals, totaling more than \$33 million, were submitted.



Internal Grants

The Office of Research Development awarded \$154,000 to faculty this academic year. Twenty faculty were awarded a Research Mini-Grant. Another 20 faculty members were awarded stipends under the Research Summer Fellowship Program. Both of these grants support faculty in their research, scholarship and creative activity which will ultimately lead to their professional growth and to the enhancement of the student educational experience.

Policy Development

The Office of Sponsored Research Administration secured the services of LOM Consulting to provide assistance with development and review of policies and procedures. The higher education consulting firm will assist with responses and policy development related to the Chancellor's Office audit and National Science Foundation's review recommendations this academic year.

CSUSB ASPIRE

The National Institutes of Health awarded an \$871,000 grant to Cal State San Bernardino to help reorganize and streamline the university's grant functions and support. The three-year grant, CSUSB ASPIRE (Advancing Sponsored Program Infrastructure for Research Excellence), will also be used to increase the diversity of faculty and students engaged in biomedical and biobehavioral research, and research overall. Dorota Huizinga, associate provost for academic research and dean of graduate studies, serves as the grant's principal investigator.



Research Ambassadors

The Office of Student Research launched its Coyote Research Ambassadors Program at the beginning of the academic year. The program includes a diverse group of seven exceptional students who work to inspire broader engagement in research and creative activity by educating and serving the CSUSB campus community. The ambassadors reached more than 1,000 students and faculty across all colleges through their participation at campus-wide events, student advising, class presentations and workshops.



Summer Research Program

The office began its seventh annual Undergraduate Summer Research Program in late June. The program was modified to take place over the course of 10 weeks during the spring and summer terms or six weeks during the summer term. Fifteen faculty mentors representing all colleges are participating and creating mentored, virtual research experiences for a total of 34 undergraduate students. These students are expected to work 20 hours per week and are compensated for their time.

Student/Faculty Support

Nearly 3,500 students and approximately 200 faculty were served by the Office of Student Research through its grant opportunities, programs and workshops. This represents a 12 percent and 15 percent increase, respectively, from last academic year.

Research Week

The annual CSUSB Research Week was held virtually May 11-15 as a result of the COVID-19 outbreak. The weeklong program celebrates the research and scholarly achievements of faculty and students across campus in all disciplines. Highlights included a poster presentation exhibit, principal investigators reception, keynote speakers, the Meeting of the Minds Student Research Symposium and a recognition of faculty mentors and student researchers. The 9th annual Meeting of the Minds Student Research Symposium alone brought nearly 215 student presenters, 95 faculty mentors and 54 faculty members who served as judges.



COMMUNITY ENGAGEMENT

The Office of Community Engagement facilitates service learning, community-based research and volunteer service by engaging students, faculty and community partners in collaborative partnerships that serve the public good. The office leads the university-wide culture of community engagement as a high-impact practice that contributes to student success.



Student Voting

Cal State San Bernardino received a gold seal at the 2019 ALL IN Challenge Awards Ceremony for achieving a college student voting rate between 40 and 49 percent in the 2018 midterm election. The ceremony, held in November in Washington, D.C., recognized colleges and universities committed to increasing college student voting rates. CSUSB's student voting rate grew by 15 points, from 28 percent in 2014 to 43.2 percent in 2018.

Engagement Expo

Nearly 400 students attended the Engagement Expo, a one-stop event that highlights engagement opportunities both inside and outside the classroom. Offerings ranged from short-term volunteer service to in-depth service-learning internships. Student clubs and Greek organizations also shared ways to engage on campus, develop as leaders and learn new skills. The expo was sponsored in partnership with the Office of Student Engagement.



National Days of Service

The office hosted three one-day volunteer service opportunities in honor of National Days of Service. The events – 9/11 National Day of Service, Make a Difference Day and Martin Luther King Jr. Day – provided meaningful experiences to encourage continued involvement in addressing the needs of local communities through service with local nonprofits. Pictured is the Jan. 20 event at Orville Wright Middle School where CSUSB students and staff volunteered with L.A. Works alongside 1,350 volunteers to build and paint 30 benches, paint 27 murals and 606 feet of lockers, landscape and paint hallways throughout the STEAM magnet school.



Faculty Grants

The office funded 46 faculty awards for a total of more than \$98,000. Faculty grant opportunities support community partnership development, faculty professional development and scholarship related to community engagement, service learning, and community-based participatory research.

Faculty Innovation

Faculty associates led workshops throughout the academic year that focused on faculty innovation, scholarship and success. The workshops provided community-engaged faculty and community partners an opportunity to share their experiences and learn from each other. Workshop themes included community engagement processes, innovative community partnerships, research and engagement planning and maximizing community engagement efforts for the retention, promotion and tenure process.

Service Learning Courses

More than 2,000 CSUSB students enrolled in a total of 154 service learning courses offered in multiple departments during the academic year. This is a noteworthy achievement given that historically spring quarter has both the largest number of service learning course sections and the highest enrollment, and many of these experiences did not happen due to COVID-19 restrictions.

Writing Accountability Group

OCE launched a Community Engagement-Writing Accountability Group this fall. Attendees included two tenured faculty, 11 tenure-track faculty and two lecturers. The office awarded more than \$5,200 in professional development funds for the participants' scholarly productivity, with 15 articles submitted for publication and three grant application submissions.



ENROLLMENT MANAGEMENT

The Office of Enrollment Management serves the CSUSB community to support student transition from prospect to alumni. It provides critical resources that empower students throughout their higher education life cycle by way of outreach, admissions, registration, financial support and programs and experiences that facilitate connections to peers and campus.

First-Year Orientation

In response to COVID-19, the office redesigned its 2020 summer orientation programs for all new students to be delivered as an online experience. The new format consists of an online pre-orientation course via Blackboard, a mandatory webinar experience which will include advising and course registration, and enhanced fall social programming to connect students to the campus. The redesigned program was created in a three-month span when normally a full year planning is utilized for its in-person program. New technologies were learned and implemented to execute a successful orientation program for all new students.



Financial Literacy

The office, in collaboration with faculty and campus partners, made significant progress toward the development of curriculum on financial literacy. The initiative, designed to meet the specific needs of the CSUSB student populations, includes components that can be embedded in coursework and shared with student organizations, campus departments and other individuals who work closely with students. Led by the Office of Financial Aid and Scholarships, the curriculum and several related workshops will be launched this fall.



First-Generation Students

The Office of Orientation and First Year Experience launched the “I’m First Alliance” program, the first large scale, open and opt-in program for first-generation college students at CSUSB. The program supports new students, both first-time freshmen and transfer students, in their transition to the university by exposing them to resources, their peers and the campus community. Students who participated in the program had higher first-term units attempted, first-term units completed and first-term GPAs. They also persisted to their second term and second-term units attempted compared to non-participants.

Transfer Students

Several efforts took place this academic year to cultivate a more transfer-receptive culture at CSUSB for the university's significant transfer population. This includes early interventions at local community colleges, building partnerships with college faculty and staff, and connecting with students in their first year at the community colleges to educate them about the transfer process. Workshops were presented at San Bernardino Valley College, Moreno Valley College and Chaffey College. Several partnerships with regional schools were also further developed.



College Week Live

The office hosted three virtual admitted students programs through College Week Live – Honors Admission, First Year and Transfer Next Steps and Living on Campus – and a number of academic department zoom meetings to welcome students to the Pack. These sessions saw attendance of more than 1,500 individuals who were able to ask questions and engage with the university while making the decision of where to attend in the upcoming fall term. Additionally, Enrollment Management hosted a virtual Counselor's Day program on April 24 to inform high school and community college counselors in the Inland Empire about changes to the fall 2020 and 2021 admissions cycles and to provide critical resources for supporting students as they transition to CSUSB.

Cal State Apply

Nearly 24,000 domestic, undergraduate applications were received and processed through Cal State Apply. Approximately 5,200 are expected to join the CSUSB campus in fall.



Know Your Aid

The Office of Financial Aid and Scholarships created and launched an information series to educate students and the community about important timelines, processes and procedures related to financial aid and scholarships. Presented through social media and in-person workshops, the Know Your Aid campaign addresses an array of topics, including FAFSA, the California Dream Act, loans, the Pell Grant Program, the Federal Work Study Program, scholarships and disbursement and refunds.

FACULTY AFFAIRS AND DEVELOPMENT

The Office of Faculty Affairs and Development provides support to the provost and vice president for academic affairs, deans, department chairs and faculty on academic personnel matters, including labor relations and the recruitment, appointment, advancement and retention of diverse faculty members. The office also oversees faculty development efforts.

CSU Recruit

The office, in partnership with Human Resources and Information Technology Services, began the implementation of CSU Recruit (PageUp), the first module of the systemwide Common Human Resources System project. As a part of this extensive effort, a comprehensive training program was developed for every constituency group that will be impacted by this change. This powerful recruiting tool will help CSUSB to attract, hire and onboard faculty, staff and student workers more effectively. Campus roll out and training began in June; the official launch of the new recruitment process is scheduled for July.



New Faculty

CSUSB welcomed 39 new faculty and two librarians this academic year. They include: **Jurgita Abromaviciute** (sociology), **Lida Ahmadi** (mathematics), **Leslie Amodeo** (psychology), **Cary Barber** (history), **Eric Bayruns Garcia** (philosophy), **Brittany Bloodhart** (psychology), **Nathaniel Bodell** (kinesiology), **Emily Carian** (sociology), **Megan Carroll** (sociology), **Jose Esteban Cordoba De La Barrera** (world languages & literatures), **Jacqueline Coyle-Shapiro** (management), **Kaitlyn Creasy** (philosophy), **Kelly Deckard** (nursing), **Karen Escalante** (teacher education & foundations), **Thomas Girshin** (English), **Pablo Gomez** (psychology), **Kassandra Harding** (health science and human ecology), **John Hernandez** (library), **Larry Hygh** (communications studies), **Diana Johnson** (history), **Hareem Khan** (anthropology), **Hannah Kivalahula-Uddin** (educational leadership & technology), **Nicole Klimow** (teacher education & foundations), **Ebenezer Lamptey** (accounting and finance), **Lesley Leighton** (music), **Neal Malik** (health science and human ecology),



Pamela Medina (public administration), **Nasrin Mohabbati** (information and decision sciences), **Fadi Muheidat** (computer science and engineering), **Roberto Oregel** (communication studies), **Kristi Papailler** (theater arts), **Vanessa Ovalle Perez** (English), **Sharon Pierce** (public administration), **Wagner Prado** (kinesiology), **Breanna Putman** (biology), **Shafiqur Rahman** (communication studies), **Ronald Salloum** (computer science and engineering), **Austin Shelton** (accounting and finance), **David Smith** (biology), **Becky Sumbera** (teacher education & foundations) and **Kim Wobick** (library).

Professional Development

The Teaching Resource Center supported nearly 65 faculty through an assortment of professional development opportunities, including its Teaching Skills Study, Innovative Course Development, ePortfolio Institute and eLearning Academy Institutes programs. Participants were awarded a total \$150,000 this academic year. The center also co-facilitated the Diversity, Equity & Inclusion in the Classroom faculty learning community.



Faculty Center for Excellence

The Faculty Center for Excellence hosted 182 events and had more than 2,800 visitors through the winter quarter. In addition, a new synchronized process for faculty professional development within the center was developed. This new structure, which will begin in the fall, will provide greater equity and transparency to processes and practices within the division. As a part of this reorganization, a search was conducted for an inaugural executive director who will oversee all aspects of faculty development.

Mentoring Network

The Untenured Faculty Mentoring Network held 13 workshops, with an average of 26 faculty participating in each session. Workshop topics included the preparation and submission of Faculty Activities Reports, research and successful intramural grant proposals, transparency in learning and teaching and more. Workshops were also offered to support the New Faculty Learning Community component of ISSUES-X, which provides faculty members with the time, space, support and resources to integrate engaging high-impact content and pedagogy into courses. Additionally, 38 faculty attended the New Faculty Orientation; more than 100 campus members took part in the event's networking luncheon.



Faculty Promotions

Thirty-seven faculty members were promoted. Among those, **Monideepa Becerra** (health science and human ecology), **Marc Fudge** (public administration), **Donna Garcia** (psychology), **Kareen Gervasi** (world languages & literatures), **Carol Hood** (physics), **Rajrani Kalra** (geography), **Yu Jung Kim** (chemistry and biochemistry), **Janine Kremling** (criminal justice), **Chad Luck** (English), **Oraib Mango** (world languages & literatures), **Paulchris Okpala** (health science and human ecology), **Karen Rowan** (English), **Bo Xu** (geography) and **Renwu Zhang** (chemistry and biochemistry) were promoted to professor.

GRADUATE STUDIES

The Office of Graduate Studies supports students throughout their graduate journey, from application to graduation. The office also coordinates a number of fellowships and grants for those considering doctoral studies as well as research and travel opportunities.

Record High

A total of 697 domestic students began their academic journey to obtain a master's or doctoral degree in fall, representing a record high in new graduate student enrollment. This reflects an increase of 9 percent in new graduate student enrollment from the prior academic year.



Equity Fellowships

Nineteen graduate students across all five academic colleges were awarded Graduate Equity Fellowships, totaling \$44,500. The program seeks to increase the diversity of students completing graduate degree programs at the CSU, encourages continuation toward doctoral programs and promotes consideration of university faculty careers. Funding awards are provided to economically disadvantaged CSU students who have had success in overcoming educational disadvantages and promotes faculty mentoring and research opportunities.

Graduate Coordinators

The office launched a virtual quarterly meeting for program coordinators in spring. The meeting brings together program coordinators from each college and the Office of Graduate Studies leadership and staff members to discuss updates, policies, questions and concerns regarding programs, admission processes, funding opportunities, upcoming events and other discussions and updates as needed. More than 50 individuals participated in the first meeting, held in April.



Education Careers

The office, in partnership with the College of Education (COE), hosted a fall kickoff barbeque for students who are considering a career in education. The event, held Oct. 2 in COE's atrium, provided an opportunity for participants to learn about the college's six teaching credentials, 11 master's degree programs and doctoral program in educational leadership.

Graduate Education Week

More than 400 graduate students took part in an array of programs during Graduate Education Week. The annual event, held Nov. 4-8, featured seminars, workshops, mixers and more to help graduate students get the most out of their academic journey at CSUSB. The event also featured the work of outstanding graduate students, including thesis award-winners. Graduate student alumni also shared how their education has shaped their professional careers.



Apply to Graduate School Week

More than 200 perspective graduate students were assisted during the office's second Apply to Graduate School Campaign. Sessions, held during the week of May 18, included a staff Meet n' Greet, an information session on graduate programs offered at CSUSB, the university application process, tips on funding graduate education and resources for graduate student education.

Three-Minute Thesis

The office held information sessions Feb. 26 and 27 to introduce graduate students to its upcoming Three Minute Thesis competition. CSUSB graduate students will explain a thesis or dissertation in three minutes or less during this school-wide, TED talk-like competition. Originally scheduled to occur May 11, the competition has been moved to fall 2020.



Student Family Picnic

The office kicked off the 2019-20 academic year with an end-of-summer barbeque for graduate students and their families. The event featured southern comfort food, trivia games, a photo booth, and information for students. Eighty-six individuals joined in the fun, representing a 62 percent increase from last academic year.

Weekly Roundup

The office launched the Graduate Studies Weekly Roundup, a weekly email sent to all graduate students every Tuesday, during the first week of the spring quarter. This communications tool provides a predictable format for students to receive multiple pieces of information rather than being inundated with multiple emails. Highlights include relevant campus deadlines, workshops, events and resources.

JOHN M. PFAU LIBRARY

Located in the center of campus, the John M. Pfau Library supports and enables learning, creativity and scholarship by providing excellent library materials, services and programs.

Computer Upgrades

Staff and public computers in need of a refresh were upgraded this academic year. Ninety new computers and 83 monitors were purchased. In addition, 50 existing computers and several monitors in the library's main instruction space were repurposed.



University Archives

A dedicated University Archives program was launched in early 2020 to capture CSUSB's history and preserve institutional memory. Several campus partnerships were successfully established to preserve and provide access to university publications and multimedia content. Digital collections available through CSUSB ScholarWorks have also been augmented and enhanced to better support teaching and research needs in a mostly online environment.

Ambassador Program

The library in collaboration with the Office of Undergraduate Studies continued to grow and evolve the Library Ambassador Program. To date, the peer-to-peer program has reached approximately 1,200 students. Ninety-three percent of surveyed students indicated they learned how to do basic college-level research, and 95 percent stated they learned how to get research help as a result of this program.

Innovation Lab

Usage of the Innovation Lab, an open laboratory where students of various disciplines and skill sets can experience new technologies, increased significantly during the 2019-2020 academic year. The library welcomed 1,275 visitors to the lab from September to mid-March, before moving to a virtual setting. Approximately 750 students visited the lab during the same period last academic year, representing a participation increase of 70 percent.



Sponsored Programs

The library sponsored more than 20 programs, including documentary film screenings, faculty lectures, panel presentations, career-focused workshops, author readings and book signings. The programs, all robustly attended and well-received, covered a range of topics, such as big data, immigration, U.S.-Mexico border policies, racial violence, educational disparities, reparations, LGBTQ rights, surveillance capitalism, environmental justice and dystopian literature. The library was also the main sponsor of the highly popular Race and Policing series, which began in June. The series provides an opportunity for the campus and external communities to discuss solutions to racial inequities in education, healthcare, work settings, the criminal justice system and other societal domains in a town hall-style format.



24/7 Chat

The CSU system moved from QuestionPoint to LibAnswers for its 24/7 chat reference consortia handled afterhours by non-CSUSB librarians. The new service is streamlined for both the user and librarian operators. This change allows for easier use and a better experience for students as well as a quicker and more efficient means for CSUSB librarians to respond to follow-up referrals to further assist students made by the consortia librarians.

Redesigned Website

The library's redesigned website was launched during the winter quarter, following extensive feedback via a randomized web survey and meetings with various stakeholder groups within the library. The revised website features a complete new structure and rewritten content.

Faculty Support

Multiple professional development opportunities were offered to support faculty integration of critical information literacy into their courses. In January, two workshops were held for faculty teaching general education courses in next year's new program. A workshop, entitled "Incorporating Library Resources Into Online Courses," was offered in spring. Four additional workshops, designed to support faculty teaching in an online environment, will be offered during the summer. Topics include streaming video, digital archives, instructional resources, course readings and copyright.



UNDERGRADUATE STUDIES

The Office of Undergraduate Studies provides academic support to all CSUSB undergraduate students and helps students to establish and maintain a sense of belonging with the university through academic support services and programs.

Degree Progression

The office made significant strides among first-time freshmen's (FTF) progression to degree completion as a result of extensive advising and student messaging efforts. Among the results:

- The proportion of FTF taking a full load their first term (15+ units) increased 16 percent from fall 2017 to fall 2019.
- The proportion of FTF on track at the end of their first year (45+ units) increased 19 percent from fall 2016 to fall 2018.
- The proportion of FTF completing their Golden 4 in the first year increased 18 percent from fall 2016 to fall 2018.
- The proportion of FTF earning a 3.00 GPA or higher at the start of their second year increased 4 percent from fall 2016 to fall 18.



Pledge Programs

The Office of Advising and Academic Services continued to conduct the two-year and four-year pledge programs. The program assists qualifying students in earning a baccalaureate degree in the shortest time possible. This academic year, 936 freshmen participated in the four-year Pledge Program, and 109 transfer students participated in the two-year Pledge Program.



One-Stop Event

More than 30 CSUSB departments set up shop in one location on Oct. 15 for the Coyote One Stop Advising event. Led by the Department of Advising and Academic Services, the event featured student support units, college professional advisors, student groups and others, providing nearly 300 students with easy access to an array of services.



Academic Services

Students received assistance through a number of support services this academic year, including tutoring, math coaching, English language support and writing support. All of these programs were offered virtually once the campus shifted to remote learning in spring. A total of 5,264 unique students took advantage of these services.

University Honors

Enrollment in CSUSB's University Honors Program increased by 11 percent, from 350 students in academic year 2018-19 to 389 students this academic year.

Advisor Award

David Marshall, English professor and director of the University Honors Program at CSUSB, was awarded the Regional National Society of Collegiate Scholars Chapter Advisor of the Year award. Marshall oversees the University Honors Program, which supports high-achieving students as they transition from high school into collegiate studies and provides a community of support throughout their time at CSUSB. He was recognized for his continuous display of leadership and unwavering support and dedication. A total of 389 students were enrollment in the University Honors Program this academic year, representing an 11 percent increase from last academic year.



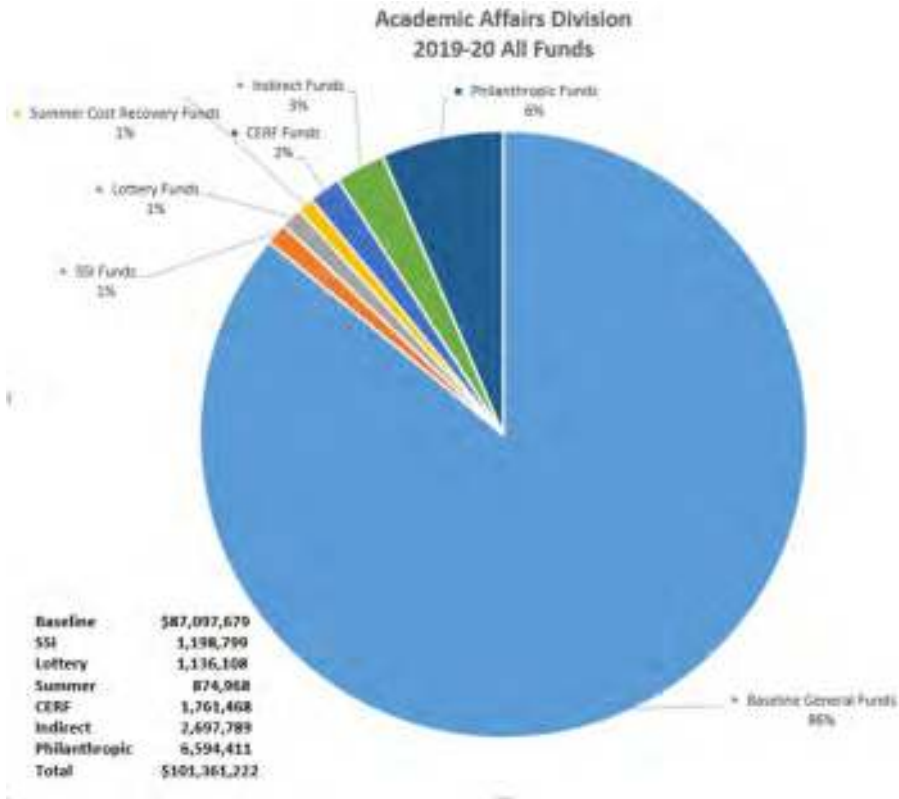
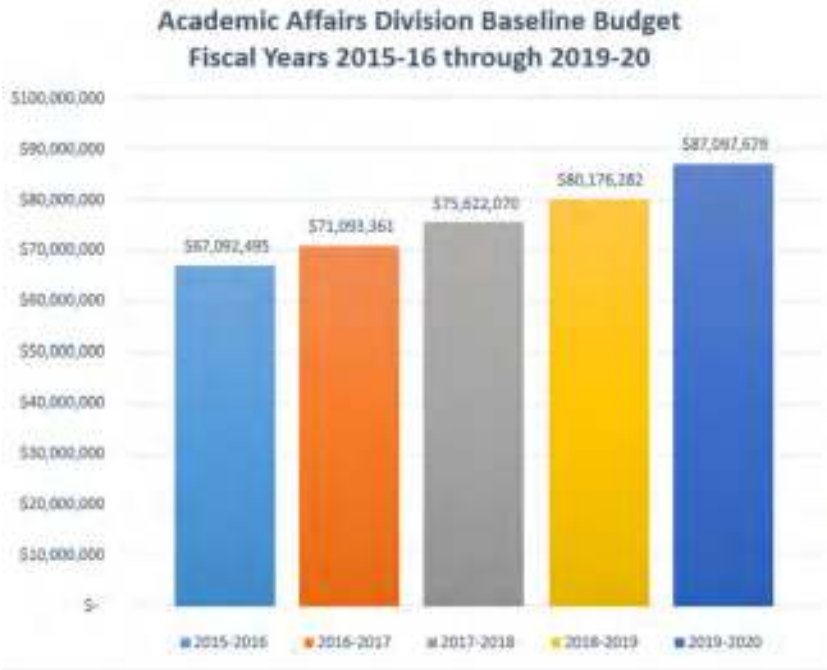
Coyote First STEP

More than 400 incoming students participated in the office's free residential Coyote First STEP program (CFS), designed to help the students in mathematics and also promote success in college, during summer 2019. The nationally recog-

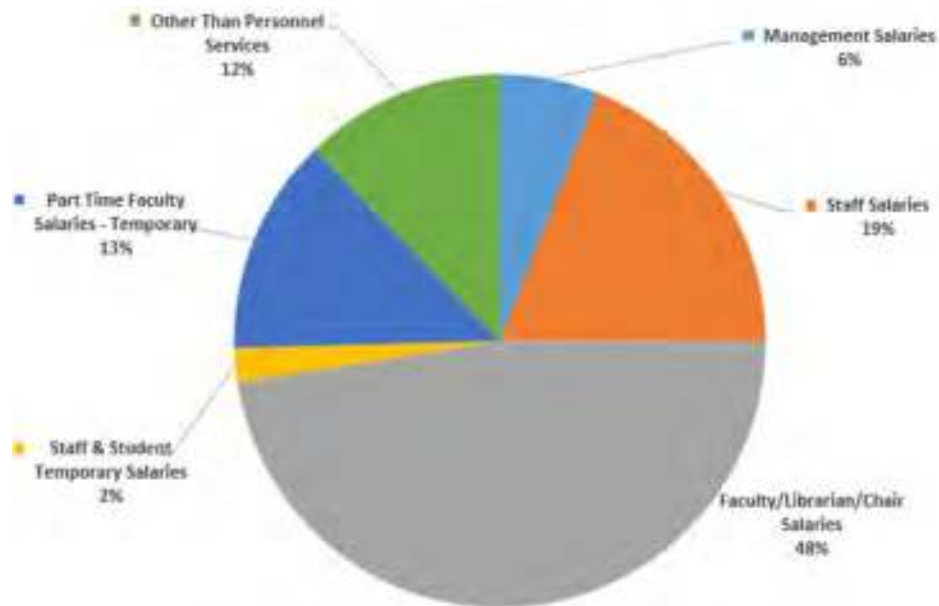


nized and award-winning summer experience for students who are required to participate in Early Start Math, is designed to introduce students to life at CSUSB while establishing a strong foundation for academic success. As a part of the program, these students lived on campus in university housing for the first two weeks and commuted to campus for the remaining four weeks of the program. Ninety-six percent of these students successfully passed their summer mathematics course.

FINANCIAL INFORMATION – *Provided by Academic Budget and Planning*

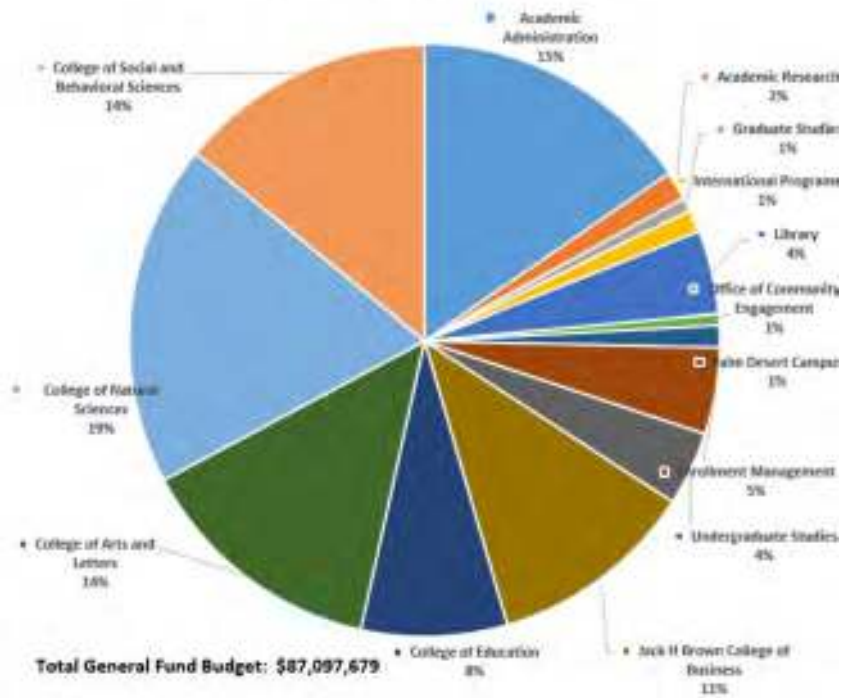


Academic Affairs Division 2019-20 Baseline Budget Allocation by Category



Total General Fund Budget: \$87,097,679

Academic Affairs Division 2019-20 Baseline Budget Allocation by Unit



Total General Fund Budget: \$87,097,679

DIVISIONAL PRIORITIES – AY 2019-21

The Division of Academic Affairs will continue to focus on and advance four main initiatives next academic year. Priority areas include (1) the Graduation Initiative 2025, (2) CSUSB's Strategic Plan, (3) CSUSB's 2021 Reaffirmation of Accreditation and (4) established divisional priorities.

Framework Development

As with prior years, the division's deans and unit leaders met over the summer of 2019 to evaluate progress on CSUSB's Strategic Plan and to identify areas of focus. Divisional priorities were also collectively determined and agreed upon during this assessment process. Due to the upcoming short summer, priorities were established for a two-year period, from AY 2019-21. These specific areas of focus, which are regularly assessed, are noted here.

Student Success

- Continue to improve students' sense of belonging, engagement and inclusion through programming (Strategic Plan, Objective 3).
- Increase student success by maintaining high academic standards while reducing the overall DWFI rate (Strategic Plan, Objective 4).
- Stay on track to meet or exceed the CSU's Graduation Initiative 2025 targets (Strategic Plan, Objective 5).
- Create a unique set of experiences for Palm Desert Campus students (Divisional Priority, Objective A).
- Examine academic advising services to inform programmatic improvements to promote timely graduation and career exploration for all students (Divisional Priority, Objective B).
- Create a coordinated enrollment management process for undergraduate, graduate and international students (Divisional Priority, Objective C).
- Develop a comprehensive internationalization plan, comprising of curricular and cocurricular activities, study abroad, partnerships and continuous assessment (Divisional Priority, Objective D).



Faculty and Staff Success

- Increase the diversity of tenure/tenure-track faculty, adjunct faculty and staff as well as improve the climate of inclusion and support (Strategic Plan, Objective 6).
- Increase tenure track density based on projected student demand and FTES growth, and decrease student to faculty ratio (Strategic Plan, Objective 7).
- Create a synchronized process for faculty professional development; and provide greater transparency to processes and practices within Academic Affairs (Divisional Priority, Objective E).



Resource Sustainability and Expansion

- Increase non-resident revenue (Strategic Plan, Objective 3).

Identity

- Create a vibrant and memorable student life experience that reinforces the university's identity to increase student engagement in campus activities (Strategic Plan, Objective 2).



WASC Accreditation

- Prepare for CSUSB's 2021 Reaffirmation of Accreditation. (This campus-wide effort affects all divisional units/priorities and areas of the Strategic Plan.)

Note: All Strategic Plan objectives for Community Engagement and Partnerships have been met. Efforts, however, continue in the development and facilitation of service learning, community-based research and volunteer service.



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