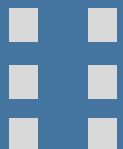
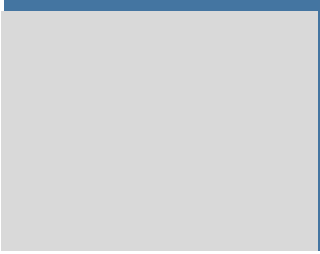




CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO



ACADEMIC AFFAIRS
Annual Report
AY 2021-2022



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Executive Summary

The Division of Academic Affairs had another productive and impactful year. Numerous priorities were advanced and successfully achieved while we continued to respond to the consequential effects of COVID-19.

As with other educational institutions nationwide, the university shifted to an in-person setting in fall 2021 following approximately 18 months of mostly online teaching and learning. Our return to campus was understandably met with both excitement and concern. As educators, we realized the many advantages that traditional, on-campus settings and experiences bring to students. Yet, we proceeded with caution and safety at the forefront due to new variants of virus.

In addition to complex repopulation efforts, Cal State San Bernardino was designated as an R2 university in recognition of its development from a master's level-comprehensive university to one that awards doctorates. The university ranked No. 6 in the nation among more than 1,500 universities on the annual 2021 Social Mobility Index (SMI) published by CollegeNET. It was also granted the maximum 10-year reaffirmation accreditation from the WASC Senior College and University Commission.

Our academic programs continued to receive top rankings, and we advanced several key priorities, ranging from the advancement of the GI 2025 and Eliminating Equity Gaps Plan to the completion of Phase 1 of the Post-Pandemic Planning initiative.

These accomplishments, along with others highlighted throughout this report, are a result of our dedicated faculty and staff, our outstanding students and divisional units, and our supportive external partners. Thank you all for this wonderful display of excellence and collaboration, and for exemplifying how We Define the Future at CSUSB.

Best regards,



Shari McMahan, Ph.D.
*Provost and Vice President
for Academic Affairs
(AY 2021-22)*



A. Rafik Mohamed, Ph.D.
*Interim Provost and Vice President
for Academic Affairs
(AY 2022-23)*

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 graduation rate to 30 percent and the two-year graduation rate for transfer students to 45 percent.



Progress Update

The pandemic has had a profound impact on higher education institutions nationwide, negatively affecting student enrollment, grades and unit load. It has further revealed and intensified long-standing inequities. While setbacks were seen in each of the GI 2025 student success metrics, CSUSB continued to be ranked as making “good progress” or “moderate progress” in each of the identified categories, according to an October 2021 progress update from the California State University Chancellor’s Office. Most impressive, and a testament to the collaborative works of faculty, staff and leadership, the four-year graduation rate for the first-time student cohort beginning 2016 was among the highest in CSUSB’s history, and the rate for the 2017 cohort (24 percent) is 1.8 percent above



the interim target. The university exceeded its GI 2025 target of 45 percent for two-year graduation rates by 3.3 percent. It also has the fifth to the lowest equity gap rate of underrepresented minority students among all 23 campuses.



Capstone Event

Representatives from Cal State San Bernardino attended a Student Success Capstone event, hosted April 6-8 in Washington D.C. by the American Association of State Colleges and Universities. The delegates were joined by representatives from four institutions, known as the AASCU’s Pilot Cohort, a group of institutions that embarked on a new comprehensive set of activities to assist AASCU member institutions as they focus on student success. The culminating event celebrated the accomplishments these institutions made to accelerate transformation and increase student success across the nation.

The project also supports Phase II of CSUSB’s framework to decrease time to degree and eliminate achievement gaps as part of the Graduation Initiative 2025. Efforts focused on three identified priorities: (1) Advising, (2) College-to-Career Readiness and (3) Online Teaching and Learning.

Advising

The Office of Academic Success and Undergraduate Advising advanced its plans to centralize advising allowing for a more complete and consistent level of advising campuswide. This included standardizing advising walk-ins for all colleges, creating a common calendar to maximize advising access for student appointments and utilizing the Navigate portal to assure that advising communications were captured and properly communicated with campus partners. These changes resulted in an overall 142 percent increase of advising appointments and virtual walk-ins.



College-to-Career Readiness

The College-to-Career Readiness Task Force, comprised of 18 individuals representing 14 departments and four divisions, completed its assessment of current

programming and areas of improvement. Their recommendations for advancing career readiness fall into four major categories: (1) student employment, (2) employer engagement, (3) alumni career development and (4) faculty involvement in career curriculum. In addition, the Career Center presented a Career Readiness Workshop Series during the spring semester. The series featured eight 30-minute Zoom sessions on skills that employers are seeking.

Preliminary Projections

Preliminary figures for AY 2021-22, which do not account for summer session, show that the four-year graduation rate for the fall 2018 cohort is 21.7 percent. Following summer session, this number is expected to increase to approximately 25.6 percent.



Online Teaching and Learning

- ◆ Since fall 2020, more than 135 faculty have participated in a 20-hour professional development program in online teaching best practices. As a part of this training, faculty worked with instructional designers to develop, certify and teach quality asynchronous online courses according to these principles.
- ◆ Two hundred faculty engaged in on site, self-guided professional development in best practices to support the university's new state-of-the-art classroom technology, which allows for teaching both on-site and remote students simultaneously.
- ◆ More than 75 new quality online courses were created this academic year. An additional 71 courses are under development for AY 2022-23.
- ◆ A sample of synchronous online courses developed and certified in CSUSB's Quality Online Teaching Program and taught in AY 2021-22 showed an average reduction of 3 percent in non-pass rates, compared to the same course taught asynchronously by the same professor in previous terms.



GI 2025: Eliminating Equity Gaps Initiative

In response to a request from the Chancellor's Office, each of the California State University's 23 campuses developed an immediate and actionable plan to eliminate equity gaps, which have widened amid the pandemic, during the fall 2021 semester. Grounded in the guiding principles of the Graduation Initiative 2025 and an Advisory Committee report, the plan aims to foster disproportionately positive outcomes for students of color, Pell recipients and those who are the first in their family to attend college.



Target Areas

Cal State San Bernadino's GI 2025 and Eliminating Equity Gaps Plan focuses on 10 key areas recommended by the Advisory Committee. They include: (1) targeting high non-pass courses, (2) ensuring robust and directed academic advising, (3) expanding data sharing, (4) prioritizing course availability, (5) supporting student basic needs, (6) re-enrolling underserved students, (7) expanding credit opportunities, (8) ensuring equitable access to digital degree roadmaps, (9) eliminating administrative barriers and (10) promoting equitable learning practices.

The Division of Academic Affairs, in partnership with the Division of Student Affairs (basic needs) and the Office of Institutional Research (data sharing) developed a comprehensive plan to address these core components. Select highlights of progress to date are included in the following sections.



Course Availability

CourseLeaf Section Scheduler, a management software program, was implemented to help ensure course availability for students. The program allows for the centralization and management of course schedules across departments maximizing class placement to drive student success.



Administrative Barriers

The division worked collaboratively and strategically to identify and reduce or eliminate administrative barriers that prelude students from making progress toward graduation.

- Students can now register for up to 20 units, rather than 18, before needing to petition their college dean.
- CSUSB moved to a University Initiated Graduation Requirement Check process. The check will be automatically filed on behalf of undergraduate students when they have completed 90 semester units toward their degree.
- The number of registration holds, which prohibit next term enrollment for students, has been limited to mandatory trainings and balances over \$4,000.
- The university moved to an online Permission Request Process via the myCoyote portal. Students are also able to request a change of major via an online process.

Rigorous Courses

The academic colleges examined data and implemented interventions to target high non-pass rates seen in some gateway and challenging courses. This included both general interventions as well as ones that target specific courses. Strategies include: (1) hiring additional student tutors where needed and encouraging students to attend tutoring session, (2) contacting students who are often absent from class early in the semester, (3) increasing the promotion and advertisement of tutoring and supplemental instruction to students including the realized benefits of participating, (4) training workshops for instructors through the Faculty Development Program and (5) minimizing the number of lower-division online courses.



Reenrollment Campaign

Academic Success and Undergraduate Advising advanced its Reenrollment Campaign, designed to reengage students who did not reenroll following the pandemic. A total of 2,479 not enrolled undergraduate students, in good standing, were contacted to support reenrollment. Of these students, 587 have enrolled to date. The campaign, which aims to help students get back on track with their educational journey, will begin again

in summer. It focuses on three major barriers that were identified by students who did not reenroll at CSUSB. They include the cost of attendance, getting the classes they need and registration holds. In addition to an assigned academic advisor, a reenrollment coach will call, meet and communicate with these students to further assess what is keeping them from registering and offer support options related to each of the major barriers.

Expanded Credit Opportunities

The number of students who enrolled in winter intersession increased by 40 percent compared to the winter 2021 term. In addition, more than 100 courses were offered to students, representing an increase of nearly 20 percent, during the same period. Student discounts and waivers were also offered to encourage graduations and participation. The Winter Assistance Discount, totaling more than \$90,000, was awarded to 189 students. The Graduation Initiative Discount was awarded to 14 students, 12 of whom graduated. Additionally, the CalVet waiver, totaling more than \$33,000, was awarded to 35 students.



Digital Degree Roadmaps

All academic departments revised their respective degree roadmaps and course planning tools during the quarter-to-semester conversion. This included developing and implementing an infrastructure to house and update degree plans as needed and in a digital manner. This online tool helps students to determine the courses to take and the length of time to degree completion of their chosen major. The roadmaps are reviewed every semester for accuracy and to assure available course offerings. In addition, all first-time freshman students have access to MyCAP, a digital degree planning tool. Created in consultation with their academic advisor, the digital tool allows students to plan their courses for the next four years.



CSUSB Strategic Plan

The Division of Academic Affairs continued its efforts to advance the goals and objectives of this university-wide roadmap. 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. Last academic year, Cal State San Bernardino extended its 2015-20 Strategic Plan, with added objectives, for two years. Select achievements this term are noted here and throughout the report.



Student Success

- ◆ More than 1,000 students representing 78 institutions participated in the 2021 Annual Southern California Conference for Undergraduate Research, hosted virtually on Nov. 20 by Cal State San Bernardino.
- ◆ Cal State San Bernardino's Model United Nations program continued its tradition of excellence. The team, which represented Cameroon, was awarded the top international prize – Outstanding Delegation – at the 2022 National Model United Nations-New York Conference held in April.
- ◆ The 36th Annual CSUSB Student Research Competition, held Feb. 11, featured 42 student presenters– the largest number of participants in the competition's history. Eleven of those participants were selected to represent Cal State San Bernardino at this year's CSU statewide Student Research Competition, hosted virtually April 29-30 by San Francisco State University. Brittany Mondragon, a second-year graduate student majoring in history, took first place in the Humanities, Arts & Letters category.
- ◆ The University Honors Program welcomed 256 first-year students compared to 113 in fall 2020, representing an increase of 126 percent.

Faculty and Staff Success

- ◆ Nearly 60 workshops were offered through the Faculty Development Program this academic year. A total of 1,035 attendees participated in one or more of these workshops.
- ◆ Faculty were awarded more than \$750,000 in mini-grants to support professional development. In addition, course releases totaling nearly \$325,000 were provided to untenured faculty for research and other scholarly efforts.
- ◆ Faculty were selected to participate in several prestigious and competitive programs, including the Mellon Emerging Faculty Leaders and the American Council on Education Fellows programs.





Resource Sustainability and Expansion

- ◆ A grand opening event for the Palm Desert iHub, created to bring an economic boost to the Coachella Valley, was held on Nov. 17. The iHub is a collaboration of the city of Palm Desert, the Coachella Valley Economic Partnership and Cal State San Bernardino, and features university programs in cybersecurity, hospitality management and entrepreneurship.
- ◆ The College of Arts and Letters will break ground this summer on a three-story performing arts building. The new building will feature a 500-seat theater, support spaces, music practice and rehearsal spaces, and 10 faculty offices and other support spaces. The first floor will also include instructional activity spaces, including an instrumental hall, choral rehearsal hall, percussion room and scene shop.



Community Engagement and Partnerships

- ◆ The Office of Community Engagement launched a new database where faculty can find community-identified opportunities to connect their teaching, research and service efforts to local Inland Empire nonprofit organizations.
- ◆ Nearly 200 experts and innovators in education from across the country participated in the College of Education's Educational Leadership Summit, held Nov. 16 at the DoubleTree Hotel in San Bernardino.
- ◆ The College of Extended and Global Education and Riverside-based Altura Credit Union entered into an agreement to promote workforce education. Under the agreement, Altura's approximate 500 employees will receive a discount for CSUSB self-support degrees offered through the college.

Identity

Cal State San Bernardino's identity was further bolstered this academic year through research publications, national rankings and awards. Among them, the university was listed No. 6 in CollegeNet's Social Mobility Index, which ranks nearly 1,500 four-year institutions on how they educate more economically disadvantaged students at lower tuition and graduates them into promising careers. CSUSB has risen from the No. 7 spot in 2020 and the No. 39 spot in 2016.



COVID-19 Response

Fall 2021 represented another first for educational institutions nationwide as universities shifted to an in-person setting following approximately 18 months of mostly online teaching and learning. Despite the lifting of state and country restrictions, faculty, students and staff continued their efforts to support each other and those in the community.



Laptop Lending Program

CSUSB's laptop computer lending program, which expanded at the start of the COVID-19 pandemic, has resulted in giving more than 1,100 students access to computers and connectivity to the internet. In fall 2021, the university announced that it will continue to offer this program in the 2021-22 school year and beyond. The program, administered by the Pfau Library, offers semester-long laptop loans to current CSUSB students at both the San Bernardino and Palm Desert campuses.

Gently Used Furniture

The Office of Community Engagement facilitated the distribution of approximately 2,700 lbs. of gently used furniture to local nonprofits in the region. Agencies were able to find new homes for over 300 pieces of furniture, including chairs, cabinets, shelves, desks, tables, picnic tables and whiteboards. These agencies represented the social services, education and arts sectors.



Vaccination Clinics

In collaboration with Desert Oasis Healthcare and under faculty supervision, CSUSB Palm Desert Campus nursing students administered COVID-19 vaccinations to elementary school children at various locations within the Palm Springs Unified School District. These vaccination clinics provide valuable hands-on experience for our nursing students and help the Coachella Valley community become healthier and safer. PDC nursing students also competed in a contest to collect supplies, including toiletries, socks, first aid kits and snacks, to be handed out at their Nursing Street Medicine sites throughout the Coachella Valley. They created more than 130 care packs for the local homeless population.



DEN Trophy

Academic Affairs kicked off the school year by winning back the DEN trophy. The annual contest between divisions, which helps to restock the Obershaw DEN food pantry for CSUSB's food insecure students, took place on Aug. 20 as a part of the 6th annual CSUSB Employee Appreciation Picnic. The division's food donations totaled 1,697 pounds; monetary donations totaled \$3,375.



Make-Up Testing

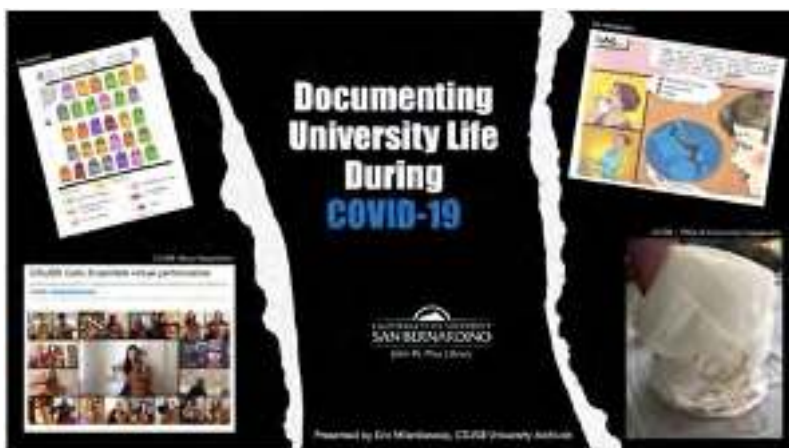
Academic Success and Undergraduate Advising continued to offer make-up testing services for students affected by COVID-19, including those who were quarantined due to exposure.

Lessons Learned

The College of Education launched a study to examine the educational disruption and disengagement across the K-16 pipeline. The study focuses on direct high school to college enrollment, persistence and completion. To date, data collection has included surveying with local San Diego and Inland Empire students and parents to acquire a deeper understanding of the unique needs they face and comparing these findings with a national survey sample. Survey results will be shared along with recommendations for college access partners who assist students with postsecondary planning during and after the pandemic.

COVID-19 Archives

"Separated from the Pack: The CSUSB COVID-19 Digital Collection," a university archives initiative chronicling campus life during the pandemic, was released online through CSUSB ScholarWorks. The collection consists of more than 300 individual items, gathered while the campus was operating primarily virtually from March 2020 through July 2021.



The collection is organized by the categories of artwork, audio, board games created by students, diaries, documents, images, oral histories, photographs, poems, reports, videos and visual works, as well as an archive of university-issued statements and webpages. The rich body of materials will serve as an important resource for future research, providing scholars with primary source evidence of university life during the COVID-19 pandemic.

Post-Pandemic Planning

As with other universities nationwide, the COVID-19 pandemic caused Cal State San Bernardino to transform in unprecedented ways. It also provided an opportunity to reshape the university for the better in a post-pandemic environment, both academically and operatively. In response to this opportunity, Post-Pandemic Planning Committees were formed and launched in spring 2021 to consider what Cal State San Bernardino's future will look like given the economic crises caused by the pandemic and the toll on communities, students' lives and other university members.



Subcommittee Presentations

The Post-Pandemic Planning Committees include a steering committee and seven subcommittees, each with their own roles and responsibilities, and a budget advisory committee. Led by the Division of Academic Affairs, this university-wide initiative spans every divisional unit and includes representation of administrators, faculty, staff and students.

On April 4, dozens of campus members attended the Post-Pandemic Planning Forum. The event celebrated the work of subcommittee members, who were charged with making a series of recommendations on Cal State San Bernardino's landscape in a post-pandemic context. Each of the subcommittees gave 15-minute presentations on their recommendations, followed by a 5-minute Q&A.

The forum report-outs and submitted executive summaries represent Phase I of this important endeavor. Next steps will include evaluating the recommendations for potential implementation and enlisting the Faculty Senate or Administrative Council for any elements that affect current policies or require new ones. Following is a sample of the subcommittees' efforts and recommendations.

Strategic Enrollment Management

CSUSB engaged the services of enrollment consulting firm Ruffalo Noel Levitz in the creation of a Strategic Enrollment Plan. The final document, which will be completed in fall 2022, will guide enrollment management efforts going forward. The four focus areas include: (1) Recruitment and Pipeline Building, (2) Transition and Enrollment Support, (3) Systems, Structures and Supports for Retention and (4) Financial Aid and Scholarships and Affordability.

Instruction and Academic Programs

This subcommittee identified six recommendations, based on the data, to navigate teaching and learning post-pandemic: (1) prioritize and facilitate an appreciation for flexibility, (2) bring increased intentionality and innovation to academic program development, (3) implement holistic care for students and faculty, (4) address disparate learning and teaching experiences, (5) attend to the environmental costs of instructional policies and procedures and (6) embed academic support in courses to increase student success and support faculty teaching.

Student Affairs and Student Services

The subcommittee used the lessons learned throughout the pandemic from multiple vantage points as a lens to construct its recommendations. Recommendations include: (1) Develop a multi-phased process for implementation of possible hybrid (virtual and on-campus) delivery of student services, (2) Identify the pros and cons of virtual vs. on-campus delivery of different student services and make recommendations, (3) Determine the staffing that will be needed to ensure effective and accessible delivery of student services to all students, regardless of the modality, (4) Offer recommendations for ensuring that students experience seamless access and engagement with student programs and services, regardless of the modality, (5) Identify the health and safety considerations and (6) Identify the facilities and maintenance considerations.



Facilities

Recommendations from the Facilities Subcommittee include: (1) Reconsider the university's expansion priorities and capital outlay planning in light of post-pandemic lessons learned, (2) Work with the CSU to update archaic space entitlement methodologies to focus on space needs for blended learning models and remote work options and (3) Consider the space implications of policy decisions such that we prioritize on-campus space for those activities that must be done in person.



Human Resources and Risk Management

The subcommittee focused its efforts on the development of a Telecommuting Plan. A pilot program was launched in March and feedback is currently being gathered to evaluate the feasibility of a permanent plan. Subcommittee efforts also centered on staff diversity as well as additional operations to respond to future emergency management situations while maintaining a high level of service.

External Relations/Special Events

A centralized reservation webpage was created and incorporates booking procedures, a virtual tour of commonly reserved spaces, links to campus maps, links to COVID-19 protocols and a slideshow of CSUSB facilities for external organizations to host community gatherings and special events.

Information Technology

Technology will continue to lead change in a post-pandemic environment and will span all segments of the campus – from mobile food ordering to teaching and learning. The subcommittee recommends revising existing policies and practices to meet the changing demands from various constituents, standardizing the use of data and a reallocation of resources to best leverage technology to accomplish transformational changes.



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.



International Artist

Art and design students worked with international artist Daniel Ruanova this spring to create a large-scale kinetic sculpture, titled The Mexican Labor Agreement. The art piece, which pays homage to farm labor migrants, denotes the strength needed to work the fields of California. The sculpture will be displayed at the Cheech Marin Center for Chicano Art & Culture of the Riverside Art Museum and will be part of Ruanova's long-term and ongoing collaborative "Bracero Legacy Project."

New Opportunities

The college was awarded \$120,000 from Jobs for the Future and Ascendium Education Group's Ready for Pell initiative. The grant is designed to help institutions that provide postsecondary education in prisons navigate the upcoming changes to the Pell Grant program for student financial assistance, giving learners who are incarcerated new



opportunities for educational attainment and increased economic mobility. Under the project, CSUSB will partner with Pitzer College to expand postsecondary opportunity in facilities and opportunities for the students to continue their education after release.



Communication Studies

The new film "Comm Studies ¿Qué es Esto?" (What is This?), which explores questions families may have about the communication studies major in a bilingual film format with dialogue and subtitles in both Spanish and English, premiered in April. The film was made at the request of first-generation students and recent alumni who shared their struggles in explaining their major.

Art Show

The Robert and Frances Fullerton Museum of Art, in collaboration with the Manuel A. Salinas Creative Arts Elementary School, presented smARTshow. The exhibit, presented May 21-27 in the museum's Dutton Family Gallery, featured conceptual works of fourth-grade students.

Speech-Language Pathology

A new certificate program in speech-language pathology was finalized and will launch in fall 2022. The two-year master's preparatory certificate program will provide students with the prerequisite coursework needed to apply to most master's programs in speech-language pathology and communication sciences and disorders.



Orchestra Presentations

The Department of Music partnered with the San Bernardino Symphony Orchestra and the Symphony Guild to create a collection of educational videos for elementary students in the San Bernardino County Unified School District. The videos introduce children to both the instruments of the orchestra and the history of the orchestra in the Western tradition. They are also used by the public and by the San Bernardino Symphony Orchestra docents in educational presentations at schools and libraries.

New Frontiers

The CSUSB Opera Theatre created and released two full-length works this spring as part of the Grants for Arts Project, awarded by the National Endowment for the Arts. The multidisciplinary, multimedia monodramas and arts events focused on aspects of new frontiers, California, diversity, women and the idea of the West. The productions, which premiered at CSUSB, will be shown in venues throughout California and Santa Fe, New Mexico.



Outstanding Lecturer

French instructor Valérie Morgan was awarded the university’s 2021-22 Outstanding Lecturer Award. She was recognized for her exceptional instruction, capacity to engage her students and the extremely positive feedback received from both her students and colleagues.

Media Award

A monthly radio show created by four alumni from the College of Arts and Letters received the Best of the West Media Award in the category of “Locally Produced Show of the Year” by the Western Region of the American Advertising Federation. The “Education Insight” radio show and podcast focuses on issues and advances in education in the Inland Empire, and is produced by Growing Inland Achievement in partnership with KVCR 91.9 FM.

Simultaneous Shows

Nearly 1,000 tickets were sold for two simultaneous shows presented by the Department of Theatre Arts. “Lucky Stiff” (pictured), a raucous, quirky murder mystery parody, premiered April 23; and a futuristic adaptation of William Shakespeare’s comedy, “The Two Gentlemen of Verona,” premiered on April 22. Both plays utilized the same stage, with minor set decoration changes between shows. The cast of one show operated as the crew of the second show and vice versa, creating a truly unique experience for both patrons and students.



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.



Space Force

CSUSB's Cybersecurity Center joined a new program by the U.S. Space Force's Space Command System (SSC) and the Pacific Northwest National Laboratory designed to grow the cybersecurity workforce to build stronger, more flexible and secure space systems. The project, titled the Cyber Halo Innovation Research Program, brings together government, industry, and colleges and universities to provide students a direct two-year pathway to a cybersecurity career at the SSC or their industry partners. CSUSB, the first university to join the effort, will coordinate a summer institute for its students in the program.



Golden Apple

Michael Stull, a professor of entrepreneurship and director of the Cal State San Bernardino School of Entrepreneurship and the Inland Empire Center for Entrepreneurship, was awarded the university's top teaching award, the Golden Apple. The award recognizes outstanding teachers who excel in the profession of teaching and have a significant impact on students with whom they interact.



Online Degrees

The JHBC in collaboration with the College of Extended and Global Education finalized two new online master's degree programs, one in logistics and e-commerce (MSLE) and the other in cybersecurity and analytics (MSCA). Both programs will begin in fall 2022.

State of Entrepreneurship

The first-ever State of Entrepreneurship Address for the Inland Empire was held by Cal State San Bernardino's Inland Empire Center for Entrepreneurship on Dec. 9 in Ontario. The report, drawn from more than 10,000 entrepreneurs and business owners representing a diverse group of industries, provides a powerful tool for policymakers, economic impact drivers, and business owners and entrepreneurs to analyze growth potential within the region. It also gives insight into ways to effectively learn and evolve together with a regional focus.



Virtual Reality

The Hospitality Management Program received an \$18,000 internal grant to incorporate virtual reality experiences that teach professional hospitality competencies in related courses, such as restaurant management, and hospitality and tourism management. The immersive experience, proven to improve learning, will also be used in the new Palm Desert iHub makerspace and collaborative space, in Palm Desert Campus Business Club activities and for introducing high schoolers to opportunities in hospitality, one of Coachella Valley’s leading industries.

Tax Assistance

Accounting students helped more than 75 families file their 2021 taxes this year through the Volunteer Income Tax Assistance program. The program provides free income tax preparation to low-income individuals and families throughout the Inland Empire during the tax return season. A total of \$148,000 in federal and state tax returns was received by assisted community members this tax season. The program was supported with a \$2,500 grant from Pacific Premier Bank.



Science of Influence

The Department of Management co-presented a special event in April, featuring globally renowned psychologist Robert Cialdini, also known as the “Godfather of Influence.” Cialdini shared tips from his latest book, “Pre-Suasion: A Revolutionary Way to Influence &

Program Rankings

- ◆ **U.S. News & World Report** listed CSUSB’s Online MBA programs



among the best in the nation in its 2022 rankings. The online MBA moved up five spots since last year’s rankings and is now No. 121 out of 328 in the Best Online MBA Programs. U.S. News & World Report also ranked the JHBC part-time MBA program 182 out of 278 in its latest rankings.

- ◆ **CEO Magazine** ranked the Online MBA



program 44 in the Tier 1 Category of Global MBA program.

- ◆ The graduate program in entrepreneurship was named among the best in the West and the nation in a 2022 rankings from **The Princeton Review**. CSUSB was listed as 15th in the top 15 entrepreneurship programs in the West and 50th in the top entrepreneurship programs in the nation. The Princeton Review also listed the MBA program in the top 241 on-campus MBA programs in the nation and the online MBA program was ranked 25 in the Top 50 Online MBA Programs.



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.



College Naming

The College of Education will be officially named after longtime college and CSUSB supporters, philanthropists James R. Watson and Judy Rodriguez Watson, who pledged a transformative gift of \$8.4 million to the university. The gift will establish a new Center for STEM Education that will serve as a hub for outreach to K-12 students in the region and include a Model STEM Exploratorium and a teacher residency program. It will also support the recruitment and preparation of underrepresented male teachers in K-12, enhance the Watson & Associates Literacy Center and create the first Dean’s Endowed Fund at CSUSB. The official naming ceremony is expected to occur in November 2022.

Leadership Summit

Nearly 200 experts and innovators in education from across the country participated in the College of Education’s Educational Leadership Summit, held

Nov. 16 at the DoubleTree Hotel in San Bernardino. The daylong program, “Navigating K-12 Education in the Midst of Uncertainties,” featured several prominent speakers as well as engaging workshops, discussions and activities.



Career Exploration



More than 175 students attended the annual Celebration of Teaching event on March 24. Presented in person and via Zoom by the Colleges of Education and Natural Sciences, the event showcased teaching as a meaningful profession and encouraged students to explore a career in the classroom at a time when instructors are in short supply. Palm Springs Unified School District’s Nichi Avina, a recipient of the 2022 Riverside County Teacher of the Year award and one of five recipients of the 2022 California Teachers of the Year award, gave the keynote address.

Teacher Initiative



The College of Education and the Department of Mathematics secured \$200,000 from the Office of the Chancellor’s Mathematics and Science Teacher Initiative. The funds will be used to support scholarships for prospective teachers, exam preparation and the creation of a supplementary authorization program in computer science.

Project Impact

The college continued to advance Project Impact, a community outreach program aimed to increase male minority teachers in the Inland Empire. Offered in partnership with the San Bernardino County Office of Education, the Growing Inland Achievement and the BLU Educational Foundation, an additional 21 students joined the program this academic year. An additional 25 participants are anticipated to enroll in fall 2022.



Dashboard Expansion

The college was selected as the lead campus for the California State University's Educator Quality Center DataView Dashboard Expansion Project for the California Teacher Performance Assessment (CalTPA). This project is part of a larger grant to the CSU CO Education Quality Center with the Bill and Melinda Gates Foundation and the Michael Dell Foundation and partners with NewLeaf, Crocus and Imani Software. Partner CSU campuses included Dominguez Hills, Channel Islands, Fullerton and Stanislaus. The new dashboard went live to all CSU campuses in December. As a result of its success, the CA Commission on Teacher Credentialing (CTC) has indicated they would like this rolled out to all teacher preparation programs in California. Pearson Testing (the CalTPA test administrator) has expressed interested in bringing the dashboards to all teacher preparation programs nationally who use the Teaching Performance Assessment.

CalTPA
California Teaching
Performance Assessment

Research Symposium

Students shared their research and impact in local education communities during the 19th Annual COE Graduate Student Research & Scholarship Symposium, held April 26 in the college's atrium. Presentations included "Hidden in Plain Sight: Hearing Children of Deaf Adults," "Access to Four-Year Colleges for First-Generation Students of Color Raised in Single Parent Homes" and others. The event also featured recipients of CSUSB's Holmes Scholars Program and roundtable discussions.

Doctoral Alumni

The Educational Leadership Doctoral Program hosted a Doctoral Alumni Reception and Mixer on Oct. 16 at the Santos Manuel Student Union. The event, a part of the university's Homecoming Celebration, provided an opportunity for doctoral alumni and the university's doctoral community to reconnect, network and celebrate the transformational change they are making in the Inland Empire and beyond. The event kicked off with performances by Mariachi Generacion Musical and dancers from St. Mary's Ballet Folklórico of Redlands. Alumni speaker, Dr. Cherina Betters, engaged the attendees with a discussion about the importance of creating a legacy of change toward a culture of inclusion and equity. Three Ed.D. program alumni were also recognized for their transformational work related to equity, social justice and inclusion in the Inland Empire region and surrounding communities.



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.



Biology Lab

The Department of Biology opened its new Anatomy and Physiology Laboratory and showcased two new Anatomage instructional dissection-simulation tables that will help students learn more about the inner workings of the human body. CSUSB is currently the only undergraduate university in the Inland Empire that has such equipment, and one of a few in Southern California. These new dissection tables will also benefit students in the Departments of Kinesiology, Health Science and Human Ecology, and Nursing, and will serve as critical components in the Physician Assistant Program expected to launch in fall 2024.



Outstanding Scholarship

Erik Melchiorre, a professor of geological sciences, was named the recipient of the 2021-22 CSUSB Outstanding Scholarship, Research and Creative Activities Award. He was recognized for his impressive record of professional accomplishments and his contributions to the field of geological sciences.

Student Research

Public Health major Andres Garcia, a senior in the Department of Health Science and Human Ecology, was awarded this year's



Outstanding Undergraduate Student Research Award, presented by CSUSB's Office of Student Research. Garcia has worked in five research labs, including one at Johns Hopkins University, during his undergraduate career. His research has focused on maternal and infant health and healthcare-seeking behaviors in a minority-serving institution.

Expanded Technology

The college's highly successful proposal submissions, in response to CSUSB's

Vital and Expanded Technologies Initiative, resulted in a total of more than \$500,000 in grant awards. The funding, which represents approximately 63 percent of the allocated funds for the 2022-23 term, will be used to advance technology experiences for students.



STEM Pathway

The college was awarded a nearly \$5 million grant from the U.S. Department of Education’s Hispanic-Serving Institution’s Science, Technology, Engineering and Mathematics (STEM) and Articulation Program. The five-year grant, “Proactive Approaches for Training Hispanics (PATHS) in STEM,” will help to increase the number of Hispanic and low-income students who graduate with degrees in STEM fields and prepare them for graduate and professional schools. It will also establish a new Science Success Center, a one-stop shop for valuable resources to improve academic and career success.



Nursing Award



The Department of Nursing and its partners, Cal State Fullerton and Riverside Community College, were honored with the Association of California Nurse Leader’s Friend of Nursing award. The award recognizes the Tri-County Nursing Pathway Concurrent Enrollment program that streamlines the process for community college students to earn a bachelor’s degree in nursing. The program enables Riverside Community College students who are working to earn their associate degree in nursing (ADN) to concurrently enroll at Cal States San Bernadino or Fullerton. After

receiving their ADN, students complete their final semester at the CSU campus and graduate with a BSN. The dual enrollment program, the first state-supported program of its kind in California, first launched in fall 2019 and has since expanded to 10 California State University campuses and nearby community colleges.

Top Rankings

- ◆ The Department of Health Science and Human Ecology’s Master of Science in Public Health is recognized as one of the best in the nation, according to U.S. News & World Report’s latest 2023 rankings for graduate schools.
- ◆ In its 2022 Best Colleges guidebook, U.S. News & World Report also ranked the college’s Computer Engineering Program as one of the best in the country (among institutions that do not offer doctoral degrees).
- ◆ The Department of Nursing’s RN-to-BS in Nursing program was ranked as one of the 2022 Best for Foreign-trained Nurses (No. 17) by Intelligent, a higher education resource guide for online/on-campus program rankings and higher education planning.



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.



CREATE Award

Two professors in the college and their colleague at Cal State Los Angeles were recipients of the California State University's Creating Responsive, Equitable, Active Teaching and Engagement (CREATE) Award. The program, one of five proposals selected out of 70 submissions systemwide, aims to decrease equity gaps in degree completion. The three professors will use the \$125,000 award to launch a pilot program this fall at CSU campuses in Southern California. The program aims to empower CSU students, faculty and staff through action projects that are informed by intergroup dialogue.

Tradition of Excellence

Cal State San Bernardino's Model United Nations program continued its tradition of excellence this academic year. The team, which represented Cameroon, was awarded the top international prize – Outstanding Delegation – at the 2022 National Model United Nations-New York Conference. The program also received an Honorable Mention Award at the 2021 National Model United Nations-Washington, D.C. Conference held in November 2021.



Programs of Distinction

- ◆ The master's program in criminal justice was ranked No. 34 by U.S. News & World Report for the Best Online Master's in Criminal Justice Programs and was ranked No. 8 in Best Master's in Criminal Justice Degree Programs (Best Value category) by Intelligent.com.
- ◆ The college's online criminal justice program was named No. 1 in the state of California for the fully online Criminal Justice BA Degree Completion Program by Best Value Schools.
- ◆ The Bachelor of Arts in Anthropology was ranked No. 13 out of the top 35 bachelor's programs in the U.S. by Great Value Colleges.
- ◆ The Bachelor of Arts in Economics was ranked No. 18 out of the top 50 in the U.S. by Great Value Colleges.

Outstanding Professor

Mark Agars (psychology) was awarded the university's top award for faculty, the Outstanding Professor Award, and became the John M. Pfau Endowed Professor. A nationally recognized scholar in industrial/organizational psychology, his research has helped to shape the conversations on work and family. In addition to his exceptional support of students, he serves as the director of the Institute for Child Development and Family Relations where he has gained \$4.5 million in external funds for projects that serve the Inland Empire community.



Hate Commission

The Center for the Study of Hate and Extremism worked with local members of the California Assembly and California Senate in their development and passage of AB 1126 (State of Hate Commission). The bill, signed on Oct. 15 by Governor Gavin Newsom, represents the first state-level commission focused on the study and tracking of hate crimes in California. The commission will provide policy advice related to hate and hate violence to California policymakers and policing agencies.

Ukraine Crisis

Nearly 200 campus members attended "The Crisis in the Ukraine: A Teach-In," presented by the college in partnership with Associated Students Inc. and the Santos Manuel Student Union on March 3 during Coyote Hour. The program featured three panelists who discussed the current crisis in Ukraine.



Outstanding Advisor

Jeremy Murray (history) was awarded the university's top award for faculty advisement of students, the Outstanding Faculty Advisor Award. Murray (pictured left) serves as the coordinator of the MA in History Program and is the faculty advisor for History in the Making, the award-winning student-run history journal.



Student Research

Melody Robinson (psychological sciences) was named this year's Outstanding Graduate Student Research by CSUSB's Office of Student Research. Her master's thesis focused on women's experiences with sexual violence, including their feelings of self-blame, shame and mental health difficulties. Other research efforts include LGBTQ+ community health, mental health treatment equity and trauma experiences within at-risk communities.



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. It also serves as the hub for global education on campus and leads CSUSB's internationalization efforts by collaborating with university and off-campus partners.



International Symposium

The college's annual International Symposium, held Nov. 18, explored transformational innovations in higher education and international education that have largely resulted from the COVID-19 pandemic. The program – Transforming Higher Education Internationalization – featured keynote speaker Fernando León García, president of the International Association of University Presidents, followed by a panel discussion. The symposium was a part of the college's 21st annual International Education Week, which celebrates the benefits of international education and provides an opportunity to highlight the value of global and cultural competencies.

Internationalization Lab

The campus community completed its participation in the American Council on Education's Internationalization Lab (iLab), a program that provides customized guidance and insight to help universities achieve their internationalization goals. Efforts, carried out by a campus-wide committee, included surveys among students, faculty and staff and a report with recommendations for future direction of internationalization efforts. The work of the iLab committee, examined by an ACE-iLab peer review team, supports CSUSB's mission to prepare students to "contribute to a globally connected society."



Student Engagement

The Center for International Studies and Programs launched several new programs and events this academic year to further engage international students.

- ◆ The International Student Ambassadors Program, designed to support the colleges' international student admission and engagement efforts, launched in spring. The inaugural cohort includes eight ambassadors who were selected through an application process. The program received approval in June to become a student club.
- ◆ Zuo Tan ("Sit and Talk" in Chinese), a new program for Chinese-speaking international students, launched in fall 2021. The program features monthly Zoom meetings for both matriculated and non-matriculated students. Highlights include personal development topics, student skills and peer discussions. More than 80 international students attended the first event in September.



Student Enrollment

The college welcomed more than 200 new international students in fall 2021, representing an increase of 203 percent from fall 2020 and the largest cohort of new international students since 2015. The increase was the result of strategic enrollment efforts and support from campus partners, with several units and colleges partnering with the international admissions team to attend recruitment fairs, conduct presentations and hold information sessions/open houses.

Summer Session

More than 4,370 students attended the 2021 summer session. Of those, more than 2,000 students benefited from additional financial aid, totaling more than \$3 million, through the Graduation Initiative Grant and the Summer Assistance Grant programs. Early enrollment figures for the summer session 2022 show an increase of 13.6 percent of student participants.



Winter Intersession

The college also successfully administered winter intersession 2022, with student participation rates increasing by more than 40 percent and underrepresented minority enrollment increasing by 35 percent from last year. More than 100 courses were offered, representing an increase of nearly 20 percent, compared to last year's session.

Commencement Reception

The college held its first International Student Commencement Reception on May 2 at CSUSB's Center for Global Innovation. The event provided an opportunity for international students to share their successes with their family and friends. Highlights included remarks from the provost and academic deans and a march by students who displayed flags from their home countries.



Palm Desert Campus

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



Student Center Building

A \$79 million budget allocation was approved by the California legislature to build Phase I of a new Student Center Building at the Palm Desert Campus. When complete, the 23,700-square-foot Student Center will include an advising/tutoring center, career center, expanded campus library, group study space, a cross cultural center, campus bookstore, food services, a student health center and a recreation and wellness center. The new facility will be able to accommodate up to 4,000 students and is designed for maximal flexibility as the campus continues to grow.

Outstanding Undergraduate

David Garcia-Tlahuel was named PDC's Outstanding Undergraduate Student for 2022. Garcia-Tlahuel received a bachelor of arts degree in communication studies, with concentrations in strategic communication



and relational and organizational communication, at this year's commencement ceremony. He served in several capacities at PDC during his academic journey, including campus minister, student assistant for the DEN Food Pantry and graphic design and social media paraprofessional for the Office of Outreach and Student Recruitment.



Consul General

The Honorable Silvia Chiave, Consul General of Italy in Los Angeles, visited the campus on Oct. 29 to meet with hospitality management students and members of the campus community. Her presentation, "Governance, Gastronomy, and Tourism of Italy...Reflections of pre- and post-pandemic norms," provided insight into her life and career, including her current role as consul general. The discussion also included perspectives about tourism in Italy and her time as a former sommelier.

Intergenerational Forum

The campus hosted a forum on Oct. 8 that brought together Generation Z communication studies students and seniors from CSUSB's Osher Lifelong Learning Institute at PDC to determine the differences and similarities among the two generations. The forum, a part of a special studies internship project for three undergraduate students, was recorded and elements were included in a documentary that aired on local stations, including Coyote Radio (San Bernardino campus,) and PAWS Radio (Palm Desert Campus).



Opportunity Center

An Educational Opportunity Centers grant for the Coachella Valley was awarded to the campus. The five-year grant will serve 850 students per year in the Coachella Valley region, including Palm Desert, Desert Hot Springs, Coachella, Palm Springs, Thermal and Mecca. The goal of the program is to ensure that service members, veterans and their families have access to high quality educational options by providing activities and services, such as college admissions and application assistance; academic, career and personal counseling; financial literacy support; information on college entrance exams; transfer assistance; study skills development workshops; career exploration; and family engagement.



Mental Health

More than 150 students from local Behavioral Health Academies attended the 2022 High School Mental Health Career Day. The event, hosted by CSUSB’s School of Social Work and OneFuture Coachella Valley, introduced students to a variety of professionals who work in the broad field of mental health.

35th Anniversary

The Palm Desert Campus celebrated its 35th anniversary this academic year. As a part of the celebration, the campus ran a successful ad campaign in the Desert Sun and on its social media platform to enhance campus awareness. The campaign, which ran daily from April 11 to May 15, featured 35 different ads that highlighted PDC programs, achievements, services, faculty, alumni and more.

Salton Sea

PDC students who conducted research on the Salton Sea presented at the Salton Sea Authority’s board meeting on April 28. Their presentation centered on their qualitative interviews with residents to uncover prominent cultural narratives concerning the Salton Sea and its impact. The faculty-led research project was funded by CSUSB’s Office of Community Engagement.



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.



WSCUC Reaccreditation

Cal State San Bernardino was granted the maximum 10-year reaffirmation accreditation from the Western Association of Schools and Colleges Senior College and University Commission, which praised the university for its actions and policies, including its Diversity, Equity and Inclusion governance model. The voluntary process aids institutions in developing and sustaining effective educational programs and assures the educational community and the general public that accredited universities have met high standards of quality and effectiveness. The comprehensive process, which involved more than 100 individuals campuswide, also promotes a culture of evidence, engagement and the exchange of ideas.



Writing Pedagogy

The Writing Intensive Program led a Faculty Learning Community on writing pedagogy in the disciplines. The series of workshops, attended by both full- and part-time faculty from departments across campus, addressed an array of topics, such as antiracist writing pedagogy and assessment, inclusive assignment design and fostering belonging through effective feedback.



Program Review

Seven program reviews, which allow for the examination, assessment and strengthening of academic programs, were completed this academic year. The programs include liberal studies, environmental studies, geological sciences, mathematics, national security studies, political science and psychology. Beginning this term, academic programs are assessed on a five-year cycle, following the revised Academic Program Review policy. Previously, programs were examined and assessed on a seven-year cycle. The reduced time period helps to assure programs remain both relevant and competitive.

Peer Mentoring

The General Education, First-Year Experience and Student Mentoring programs continued their efforts to support first-year students (FYS). Efforts included a more deliberate integration of peer mentors with each FYS, training to more than 20 foundation seminar instructors, and discussions on classroom challenges and assessment for student mentoring.

Data-Driven Assessment

The Office of Assessment initiated two new projects this year to further a culture of continuous improvement. The new Course Evaluations module in Anthology's Assessment Management System was developed and implemented. The module features templates to collect evidence that will inform instructors with feedback from students regarding student learning and faculty instruction. The software tool provides faculty with access to resources to respond to student feedback through instructional tips and tools from IDEA Student Ratings of Instruction. The assessment management system was also integrated with Canvas, a course management system that supports teaching and learning. This program provides more opportunities for faculty to leverage the assessment tools at the aggregate level as well as the instructional tools and assignments in the learning management system.



Curriculum Management



The Office of Scheduling received and processed 112 programs and 1,159 courses this term. Of those, 10 were for new programs. The remaining 102 programs processed primarily included revisions to course modality, providing additional online options for students. In addition, four new programs will commence in fall 2022. They include a bachelor's degree in ethnic studies, a bachelor's in administration, a master's in cybersecurity and analytics, and a master's in logistics and e-commerce.

Strategic Plan

In coordination with the Office of the President, the Office of Academic Programs successfully held the inaugural CSUSB President's Leadership Retreat on Strategic Planning. Presented on May 6, participants presented various topics related to the Strategic Plan Expansion, provided feedback on how these presentations impacted the four thematic goals of CSUSB's next Strategic Plan (2023-27), and used this data to create Goal Statements. These Goal Statements will be shared with the Strategic Plan Steering Committee and its various working groups.



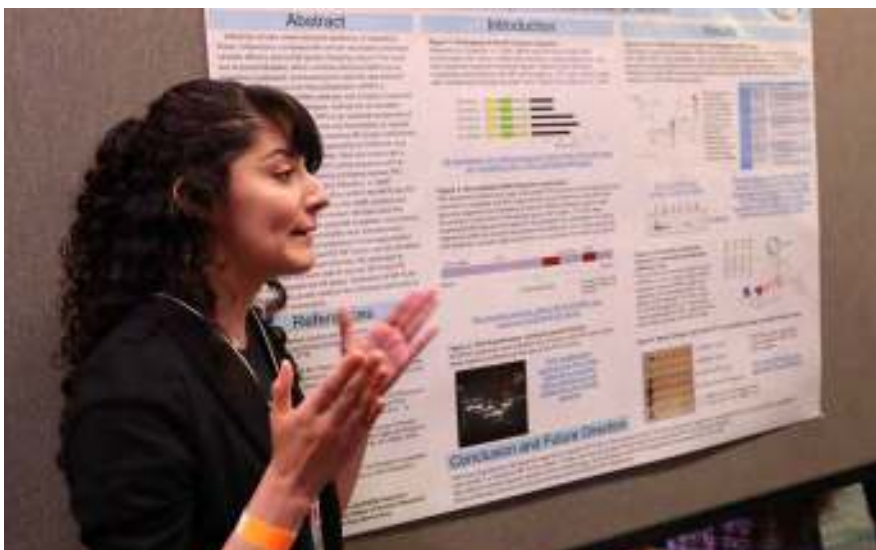
Intellectual Vitality



Eighteen events supported by the Intellectual Life Fund were hosted this year. Managed by Academic Programs, the program is designed to enhance the intellectual vitality of the university by bringing guest presenters to campus. This year's presentations included: Understanding China and Hong Kong Today, The Khaen: New Music and World Fusions (pictured), Gastronomy in the USA: History, Trends & Reflections Post Pandemic, among others. Through an application process, the Intellectual Life and Visiting Scholar Committee awarded a total of \$36,000 to support these events.

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.



Research Week

The Offices of Academic Research and Student Research hosted CSUSB's 5th Annual Research Week in April. The weeklong program, held in person and virtually, celebrates the research and scholarly achievements of faculty and students across campus and disciplines. Among the highlights:

- ◆ Hilary Green, a historian, educator and author, gave the keynote address. Her presentation highlighted her research, which explores ordinary African Americans who did extraordinary things in their activism for a more equitable and just United States during the Civil War and Reconstruction Era.
- ◆ The Meeting of the Minds Student Research Symposium showcased the research and creative activities of more than 300 graduate and undergraduate students.
- ◆ In collaboration with Graduate Studies and Alumni Relations, the first-ever Alumni Mixer was held. The event featured an afternoon of games and networking with alumni and campus directors, department chairs and deans.
- ◆ Other events included a roundtable panel discussion, a principal investigators recognition event, the Three Minute Thesis Competition and more.



Awards and Submissions

The university experienced another record high in annual grant awards and proposal submissions. A total of 150 grants, amounting to more than \$47 million, were awarded. CSUSB principal investigators and project teams also submitted 133 proposals, totaling more than \$140 million. Compared to last year's data, this represents a 15 percent increase in the amount of funding awarded and a 60 percent increase in the amount of funding requested.

Intramural Grants

The Office of Research Development continued to administer intramural grant opportunities. Twenty-three faculty were awarded Summer Fellowships, totaling \$69,000, and 21 faculty received mini grants, totaling \$128,000. Both programs support faculty in their research, scholarship and creative activity, ultimately leading to their professional growth and the enhancement of student academic experiences. In addition, the office awarded six Centers and Institutes Seed Grants, totaling \$150,000, to support new projects or new phases of longer-term projects that hold the promise of extramural funding.



Student Engagement

Nearly 1,900 students participated in the activities and programs offered by the Office of Student Research. Events included research competitions, the annual Taste of Research at the Palm Desert Campus and an array of workshops and information sessions. The office also awarded \$265,000 in grants to support student and faculty research.

Mentorship Programs

Eleven faculty and 12 students participated in a new mentorship program, launched this academic year by the Office of Student Research. The program, which links early-stage undergraduate students with faculty mentors, supports the cultivation and pursuit of research interests with the intent of bridging equity gaps to increase diversity and inclusion for CSUSB undergraduate student researchers. In addition to this program, eight senior faculty and eight junior faculty participated in Research Linx, an interdisciplinary mentorship program that supports pre-tenured faculty on their research journey to tenure. Both of these programs, as well as others, are funded by the office's National Institutes of Health grant, CSUSB ASPIRE (Advancing Sponsored Program Infrastructure for Research Excellence).



Research Competition

The 36th Annual CSUSB Student Research Competition, held Feb. 11, featured 42 student presenters – the largest number of participants in the competition's history. Eleven of those participants were selected to represent Cal State San Bernardino at this year's CSU statewide Student Research Competition, which was hosted virtually April 29-30 by San Francisco State University.

Undergraduate Conference

More than 1,000 students representing 78 institutions participated in the 2021 Annual Southern California Conference for Undergraduate Research, hosted virtually on Nov. 20 by Cal State San Bernardino. The daylong event, which attracts students of all disciplines, featured 503 oral presentations, 532 poster presentations and 30 creative arts exhibits and performances.



Academic Success and Undergraduate Advising

The Office of Academic Success and Undergraduate Advising, formerly known as the Office of Undergraduate Studies, provides holistic academic services through various departmental programs and resources that promote equity, retention, timely graduation and student-defined success for all undergraduate students.



Coyotes Achieve

The office launched a pilot cohort of Coyotes Achieve, a comprehensive academic success equity gap program that supports historically marginalized students throughout their entire academic journey. The pilot cohort, which began in fall 2021, consisted of more than 50 first-time freshmen students. The program includes weekly mentoring, academic coach support, enhanced advising, participation in goal setting and student growth workshops and more. The full cohort program will begin in fall 2022.

Pledge Program

The Office of Advising and Academic Services continued to conduct the two-year and four-year pledge programs, which assist qualifying students in earning a baccalaureate degree in the shortest time possible. This academic year, 1,029 freshmen participated in the four-year Pledge Program, and 356 transfer students participated in the two-year Pledge Program. This represents an increase of 26 percent and 263 percent, respectively.

Campus Collaborations

Academic support services were expanded campuswide through collaborations with other academic units, programs and services.

- ◆ To further support the centralization of professional advising, Advising and Academic Services established a dedicated phone line and email address to assist with appointment scheduling.
- ◆ In partnership with Coyote First STEP, the Tutoring Center offered Early Start Math tutoring enabling students to learn about tutoring support and appointment scheduling as a resource for academic success. Nearly 200 students were seen for tutoring during the special session of Coyote First STEP programming.
- ◆ Supplemental Instruction partnered with the EOP Summer Bridge program to provide incoming freshmen with mathematics support.
- ◆ Supplemental Instruction also began a pilot program to support a physics course. The pilot program represents the first supplemental instruction program in the Department of Physics and may lead to additional ones next year.

Centralized Advising

Professional and faculty advisors formed into a single administrative unit within ASUA this academic year. Research shows this organizational structure makes it easier for new students to find the correct site for advising, receive consistent information about requirements and regular advising about programs and study, and future career goals. It has also been found to contribute to higher academic success and graduation rates.



Increased Appointments

The combined appointments seen by ASUA advisors increased from roughly 19,000 to 46,000 appointments this past year. This significant increase in the number of appointments was due to an intentional scheduling uniformity that was implemented to increase the availability of students to academic advisors. Additionally, the office started daily walk-in appointments that were offered both virtually and in person.

Student Outreach

The office continued several advising campaigns as part of the holistic developmental intrusive model that comes with centralization. These campaigns include multiple touch points between the advisor and the students via phone, email push notifications and appointments/meetings. The specialized campaigns target specific groups, such as full-time students taking less than 15 units, students with more than 120 percent of units, students without a declared major, students missing one or more requirements for graduation and others, and help to keep them on track for timely graduation.



Honors Program

The University Honors Program welcomed its largest first-year cohort (256 students), which is more than double the amount from last academic year, and was also expanded to include 23 first-time freshmen students from the Palm Desert Campus in the inaugural class of PDC Honors students. With a return to in-person instruction, the program also reimplemented its Exploratory Excursions program, which provides opportunities for students to learn outside the classroom, and reopened the Residential Honors Scholars living-learning community.



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.



Coyote Cares Day

The office celebrated the eighth Coyote Cares Day with a return to in-person volunteer service. The event welcomed more than 100 students, staff and faculty who joined to participate in various service activities. Some participants traveled off-campus to volunteer in projects hosted by community partners, while the rest stayed for on-campus service efforts. Pictured are students helping to reorganize the food pantry at the city of Colton's Luque Community Center.



Grant Program

The office facilitated and funded 50 faculty awards, totaling more than \$102,000. The grant opportunity supports community partnership development, faculty professional development and scholarship related to community engagement, service learning and community-based participatory research.



Student Volunteerism

Students volunteered at a number of events this academic year. Among their efforts and contributions:

- ◆ More than 90 food boxes were packed at Helping Hands Pantry in San Bernardino in support of National Make a Difference Day.
- ◆ Fifty tutus were made for Martha's Village annual 5K on Thanksgiving Day. Proceeds raised from the tutus helped to support homeless services in the Coachella Valley and Riverside County.
- ◆ Students weeded, raked and planted new seeds in the Coyote Garden for the spring growing season. Produce from the Coyote Garden is given to the campus' food pantry for students, the Obershaw DEN.

In addition, more than 6,320 volunteer hours were recorded this academic year through the office's Do Good Volunteer Recognition Award. The value of this service is estimated to be nearly \$250,000 (Independent Sector,

Community-University Partnerships

Eleven CSUSB faculty appointed to the Community Engagement – Faculty Task Force (CE-FTF) completed a yearlong commitment to help identify strategies to guide the development of community-university activities and address barriers that impact community-engaged work. The task force informed the development of the Inland Empire Community Partner Survey, which enhanced the collective understanding of how nonprofits are operating, the type of support that is needed and potential projects for CSUSB students. Responses from the survey led to the inaugural Inland Empire 360: A Gallery Walk of Community-Identified Issues event and the development of an interactive Database of Community Engagement Opportunities.



Inland Empire
360°

A gallery of community-identified issues



Voter Registration

The office and the League of Women Voters hosted a voter registration drive Sept. 28 for National Voter Registration Day. More than 70 students visited the booth, located outside of the Center for Global Innovation. Unregistered students were provided a QR code and text option to register.

Service Learning

The university was awarded \$45,000 to support service-learning programs through the 2021-22 California's Call to Service Initiative. Overseen and administered by the Office of Community Engagement, the high-impact teaching method promotes student learning through active participation in meaningful and planned service experiences in the community that substantively relate to course content. Among the service experiences, students enrolled in the Preventing Crime in Transportation Systems partnered with two local transportation agencies to identify and analyze issues, such as fear of crime among passengers, property and violent crimes in buses, and crime and disorder issues in transit centers. In addition, nursing students developed deeper compassion and understanding for the homeless population while providing much-needed foot care through the Foot Soak Program. This service experience further advances CSUSB's Nursing Street Medicine program, which serves the homeless and other vulnerable populations in the Coachella Valley.



Partnership Award

June and Ernest Siva were recognized with the inaugural Outstanding Community Partnership Award, presented March 4 during the office's Community Collaboration Celebration. The longtime supporters of CSUSB were honored for their exceptional and sustained effort in developing service learning, research and internship opportunities for students through their nonprofit organization, the Dorothy Ramon Learning Center (DRLC). The DRLC was founded to help preserve Southern California's Native American cultures. It provides cultural activities, such as storytelling and hands-on learning for children, and works as a liaison with teachers, schools, museums and others interested in Southern California Indians.



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.



Campus Tours

More than 1,800 students attended campus tours and a resource fair over two days in August prior to the start of the fall semester. The event, Coyote Welcome Days, serves as an opportunity to welcome new and continuing students to the new term. An additional 100 students participated in the spring event prior to the start of the semester. The office also began offering in-person group and family tours following a pause due to the pandemic. Between the months of March and May, more than 4,000 prospective students and their family toured the campus.

Ask Me Campaign

The office, along with more than 80 campus members, participated in the annual Ask Me! Campaign. Held during the first week of in-person instruction each term, the event features a series of information booths where new and returning students can receive support, directions to classrooms and other campus locations, and answers to their questions. More than 2,700 students stopped by a table to receive assistance during this year's campaigns.



Tuesday Talks

The Transfer Student Success Center continued its Transfer Tuesday Talks program, created to offer newly admitted transfer students topic-specific information to help with their transition into CSUSB. Sessions include: Being a Transfer Student and a Parent, Understanding your Financial Aid, Meet Services to Students with Disabilities, Meet the Osher Adult Re-Entry Center, Meet the Veterans' Success Center, Meet CSUSB's Affinity Centers, How to get Involved as a Transfer Student, Meet CSUSB's Academic Centers for Excellence, Avoiding "Transfer Shock" & Navigating your Transition into CSUSB, and Are you ready for fall? Last minute Academic Advising information.



PAWS Report

PAWS, an automated credit summary, was launched in fall for graduate programs. These reports assist graduate coordinators, advisors and others in the support of graduate student degree completion, which aids in faster time to completion of the degree.





Student Admissions

CSUSB continued to accept applications for upper division transfers for the spring 2022 term after a successful implementation of initial spring enrollment in 2021. The campus received similar numbers of applications for each spring, but there was an increase in the number of students who enrolled for the spring 2022 term. Approximately 1,800

upper-division transfer applications were submitted to non-impacted majors, of which 1,419 students were accepted (79%) and 694 new transfer students enrolled (32 new enrollees selected the Palm Desert Campus). In addition, the university received more than 23,000 admissions applications for fall 2022. Of those, more than 15,000 were first-year applications and approximately 8,000 were upper-division transfer applications.

TikTok Campaign

The Office of Financial Aid and Scholarships began a TikTok campaign to assist students in learning the tools available to them by completing their financial aid applications, understanding their aid packages, applying for scholarships and connecting with CSUSB's financial literacy resources. This successful social media strategy helped to bolster completed applications for the upcoming academic year for Federal Student Aid, California Dream Act and CSUSB Scholarship applications.

Student Outreach

The Outreach and Student Recruitment team provided support to students as they made their decision to apply for admission and to attend CSUSB. Programs included application workshops; Howl at a Yote, a virtual conversation with current students; and Black and Educated. Co-hosted with the Black Scholars Program and Pan African Student Success Center, the event welcomed newly admitted African American students and their families to campus.

Equity Champion



The university was honored with a 2021 Equity Champion of Higher Education for Excellence in November by the Campaign for College Opportunity. The award was in the Transfer for Black and Latinx Students category and recognized CSUSB for "leading the state and working with intentionality to support Black and Latinx students through the Associate Degree for Transfer" program.

First-Generation Experience

More than 100 first-generation students, faculty, staff and allies participated in the New Student First-Generation Welcome, hosted Sept. 9 by First Year Experience and the Transfer Student Success Center. The program provided an opportunity for participants to meet, celebrate and engage in conversations around the first-generation student experience.



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 programs.



Faculty Engagement

The Faculty Development Program (FDP) launched a new faculty development certificate, titled “Exemplar of Faculty Engagement: 2021-2022.” This year’s program encouraged faculty to choose from development options in three categories: teaching, research and community service. Thirty-one faculty were recognized on May 2 for completing the 10-seminar minimum and a results-based essay. Three additional faculty completed the program prior to the end of the academic year. Stipends in the amount of \$1,000 and \$2,000 were provided depending on the number of seminars completed.



Teaching & Learning

The Teaching Resource Center facilitated 16 workshops on diverse and intriguing teaching and learning topics. Nine workshops were offered in fall 2021 and seven were

offered in spring 2022. These workshops were attended by more than 265 faculty.



DEPTH PROGRAM

CSUSB’s Diversity and Equity in Promotion, Tenure, and Hiring (DEPTH) Program, supported by a National Science Foundation ADVANCE grant, finalized its efforts to diversify the university’s faculty under the nearly \$1 million grant. The four-year grant concludes on Aug. 31. The ADVANCE-DEPTH team held its final meeting with their external advisory board members on May 23. Among the team’s accomplishments during the period, the percentage of STEM women assistant professors at CSUSB increased by 10 percent, from 29 percent to 39 percent. In addition, the average number of applications at CSUSB increased from 27 per search to 55 per search, exceeding the goal of 50 applications per search.

Faculty Fellow

As part of CSUSB’s commitment to celebrating diversity in the classrooms, the FDP established a DEI faculty fellow position to assist in the planning and facilitation of workshops on diversity, equity, and inclusion in teaching and pedagogy.



Bailey Benedict



Danny Sosa Aguilar



Diana Camilo



Viktor Wang



Taylor Moon

New Faculty

Despite a systemwide hiring pause due to the pandemic, CSUSB welcomed 14 new faculty this academic year. They include: **Gregory Gondwe** (communication studies), **Taylor Moon** (art & design), **Robert Ray** (art & design), **Bailey Benedict** (management), **Diana Camilo** (special education, rehabilitation & counseling), **Abbas Quamar** (special education, rehabilitation & counseling), **Halil Tasova** (teacher education & foundations), **Viktor Wang** (educational leadership & technology), **Khalil Dajani** (computer science & engineering), **Claire Todd** (geological sciences), **Yawen Li** (social work), **Caroline Lim** (social work), **Danny Sosa Aguilar** (anthropology) and **Yolonda Youngs** (geography).



Faculty Promotions

Thirty-three faculty members were promoted. Among those, **Helena Addae**, **Jane Chin Davidson**, **Nicole Dabbs**, **Claudia Davis**, **Janelle Gilbert**, **Liang (Kevin) Guo**, **Ryan Keating**, **Carolyn McAllister** and **J. Chad Sweeney** were promoted to professor.

Faculty Mentorship

The University Faculty Mentoring Network (UFMN) hosted nearly 30 events this academic year to support the personal and professional development of tenure-track faculty. They included 12 retention, promotion and tenure (RPT)-related workshops and 14 mentoring and wellness workshops. The UFMN also held two RPT-related workshops for full-time lecturers. The workshops drew a total of more than 265 participants.



Course Development

The Teaching Resource Center awarded 10 faculty from different colleges and departments a course development grant of \$6,100 for a one-course release for fall 2022. The awards support faculty in redesigning or developing a course that employs high-impact, evidence-based and creative teaching practices.



Centralized Database

In collaboration with the Office of Strategic Technology Initiatives, the office developed a system to host and document faculty development activities in Anthology's Insight module. The educational technology platform provides a centralized location for the recording of participation in FDP workshops, programs and events, providing faculty with an easily accessible record of all their developmental activities.

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.



Student Enrollment

Total enrollment for post-baccalaureate programs in fall 2021 increased by 8 percent compared to fall 2020, with 2,478 post-baccalaureate students enrolled. Total graduate (master's and doctoral) student enrollment for fall 2021 was 1,934, up 5 percent from fall 2020.

Graduate Student Orientation

A total of 375 graduate students attended the Graduate Student Orientation, held virtually on Aug. 14. The event featured presentations from eight campus departments on their programs, resources and services. An additional 10 departments created introductory videos to share departmental information, links to resources and forms, and contact information.

Graduate Equity Fellowships

Twenty-nine graduate students across all five academic colleges were awarded a Graduate Equity Fellowship, ranging from \$500-\$4,500, for academic year 2022-23. The program seeks to increase the diversity of students completing master's degree programs at the CSU, encourages continuation toward doctoral programs and promotes consideration of university faculty careers.



Workshop Sessions

The office hosted several workshops to support the success of post-baccalaureate applicants and current students at the San Bernardino and Palm Desert campuses.

- ◆ More than 25 Cal State Apply workshops were held with over 325 prospective students attending.
- ◆ Ten Requesting Letters Recommendations workshops were offered with nearly 200 prospective and current graduate students participating.
- ◆ And nearly 165 students attended one of the 10 Funding Graduate Education workshops.
- ◆ Office hours were also offered both virtually and in person allowing applicants and current students to drop in for assistance.

Additionally, more than 200 students participated in the office's annual Apply to Grad School Campaign. Designed to encourage current undergraduate students to think about graduate school, the weeklong campaign featured several workshops and information sessions.

Student Center

The office collaborated with the Santos Manuel Student Union on the opening of the Graduate Student Success Center (GSSC), located in the SMSU South, Room 102. The new center features a lounge, meeting room, small group



study space, computer lab and a kitchenette. The GSSC is staffed by graduate student assistants and is open Monday through Friday from 11 a.m.-4 p.m. To celebrate the grand opening on March 17, the office hosted its spring 2022 Graduate Student Mix. More than 100 individuals attended the event, which provided an opportunity to socialize, play games and tour the new center.

Graduate Education

A total of 215 students participated in the office's annual Graduate Education Week, making it the most well-attended event in its four-year history. The weeklong event included faculty panels on identifying academic mentors, workshops on library resources and navigating research databases, and more. Separately, Graduate Studies also hosted three themed weeks this academic year to further support students both professionally and personally. They included the Career Readiness Series in October, Financial Wellness February and Mental Wellness May.



Pre-Doctoral Program

Twelve students submitted applications to the Chancellor's Office for the California Pre-Doctoral 2022-23 awards program, which provides financial assistance to students interested in exploring and preparing for a doctoral program. Of the 12 students, five CSUSB were named Sally Casanova Scholars and two received honorable mentions, representing a record number of awards to CSUSB students.



Thesis Competition

More than 100 campus and community guests attended the university's first-ever Three-Minute Thesis Competition (3MT) on April 11, as part of CSUSB's annual Research Week. Hosted by Graduate Studies and developed by the University of Queensland, the 3MT cultivates students' academic, presentation and research communication skills. Seven students explained their research in three minutes, in a language appropriate jargon, to a non-specialist audience

during the competition. The top two winners of this year's competition – Alexia Martinez (communication studies) and Cameron Fraser (biology) – also represented CSUSB in the California State University's Grad Slam on May 6 and were joined by other top competitors from 20 CSU campuses.

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.



Reference Services

CSUSB students took advantage of the university's shift to an in-person setting following approximately 18 months of primarily online courses and virtual services. More than 4,200 student questions were answered in person at the library's Research Assistance Desk. In addition, nearly 700 students were supported via chat, email and text, and nearly 200, 30-minute research consultations took place in person and over Zoom.

Book Banning

The library hosted "Contextualizing Book-Banning Initiatives: A Student-led Panel Discussion" on April 28. The program featured four students



who discussed book-banning initiatives in a historical context. Each of the panelists brought a critical perspective and voice to the issue, along with a keen interest in the social and political forces that drive it. The program also featured a question-and-answer session and an exhibit of banned books.



Study Rooms

The Library Information Technology Department completed installation of collaboration equipment in four group study rooms, located in PL-5005. The digitally equipped study rooms feature large screens, an Airserver (used to mirror digital content on the screen) and ports on the wall to connect laptops. In addition, work on a new Media Studio for student use began on the fourth floor of the library. The Media Studio is scheduled to open in the fall.

PDC Collection

The Helene A. Hixon Information Resource Center at



Palm Desert Campus increased its collection by selecting from donated material, including two large gifts in the disciplines of art and nursing history from local individuals. In addition, a Luxer One locker system was installed to allow for access to library material pick up outside of operation hours.

Black History

The library accepted the archive of Wilmer Amina Carter, a longtime San Bernardino County community leader and former California assemblymember. The archive will serve to document the history of the Black community in the region. It will also become part of oral histories and other materials donated by the Bridge That Carried Us Over Project.



Latino Literacy

More than 100 additional volumes were added to the Kirk Whisler Collection this academic year. The collection features winning books in the International Latino Books Awards competition, hosted by Empowering Latino Futures, formerly known as Latino Literacy Now. The nonprofit organization offers a variety of programs that focus on lowering barriers by increasing access to education and uplifting Latino voices and talent.



Heritage Celebration

In celebration of Asian Pacific Islander Desi American Heritage Month, the library presented “Pasty Mink, Mother of Title IX.” The presentation, held on April 23, featured renowned author Ai-Ling Louie, who discussed the life of Pasty Takemoto Mink, a leading advocate of Title IX and the first woman of color elected to Congress.

Project Presentation

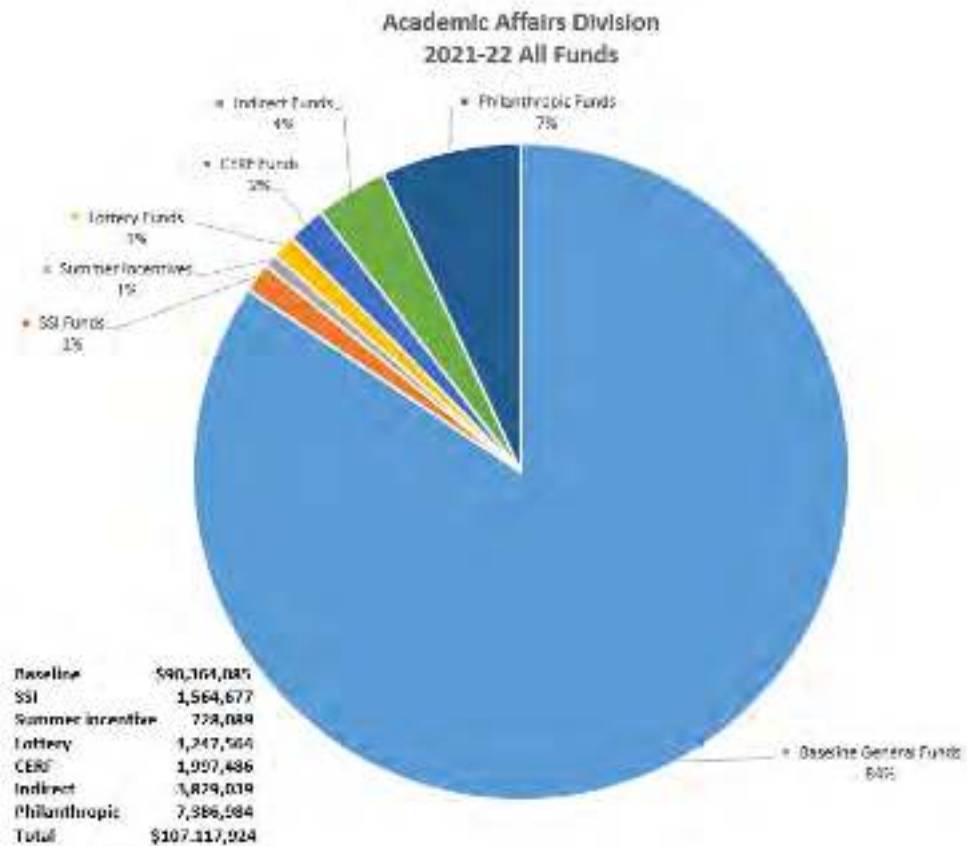
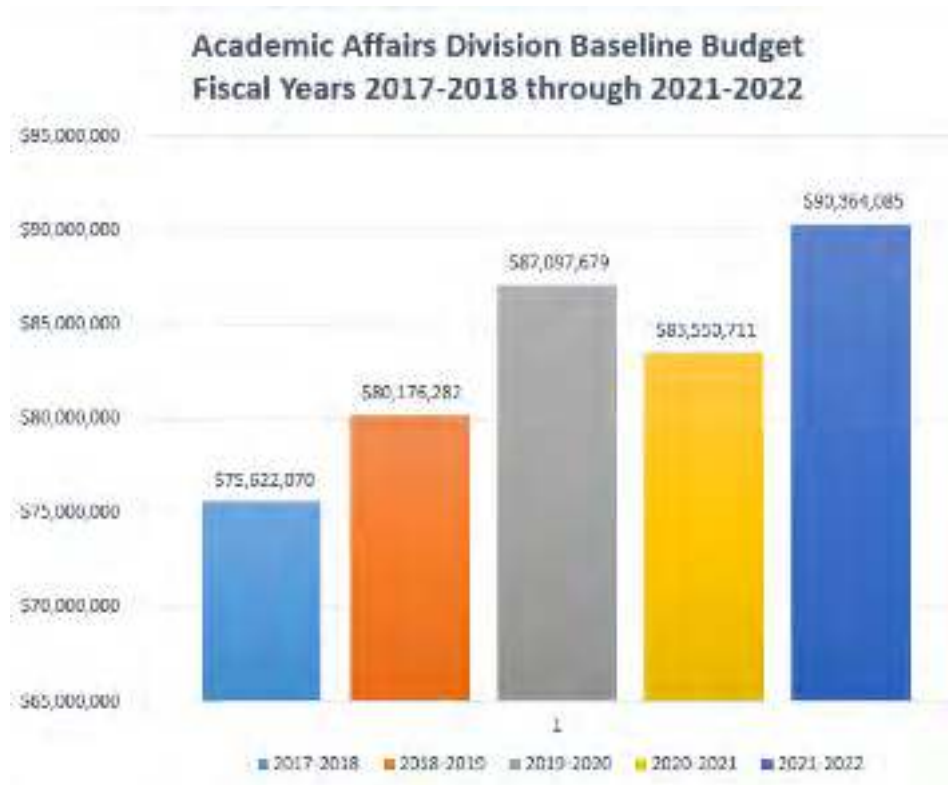
The library dean and three members of the Latino Baseball History Project gave a panel presentation on Nov. 5 at the REFORMA National Conference, the premier training and networking event for individuals interested in library services to Latinos and the Spanish-speaking. The team’s presentation was titled “Documenting, Archiving, and Publishing Mexican American and Latino History: The Latino Baseball History Project.”

Faculty Showcase

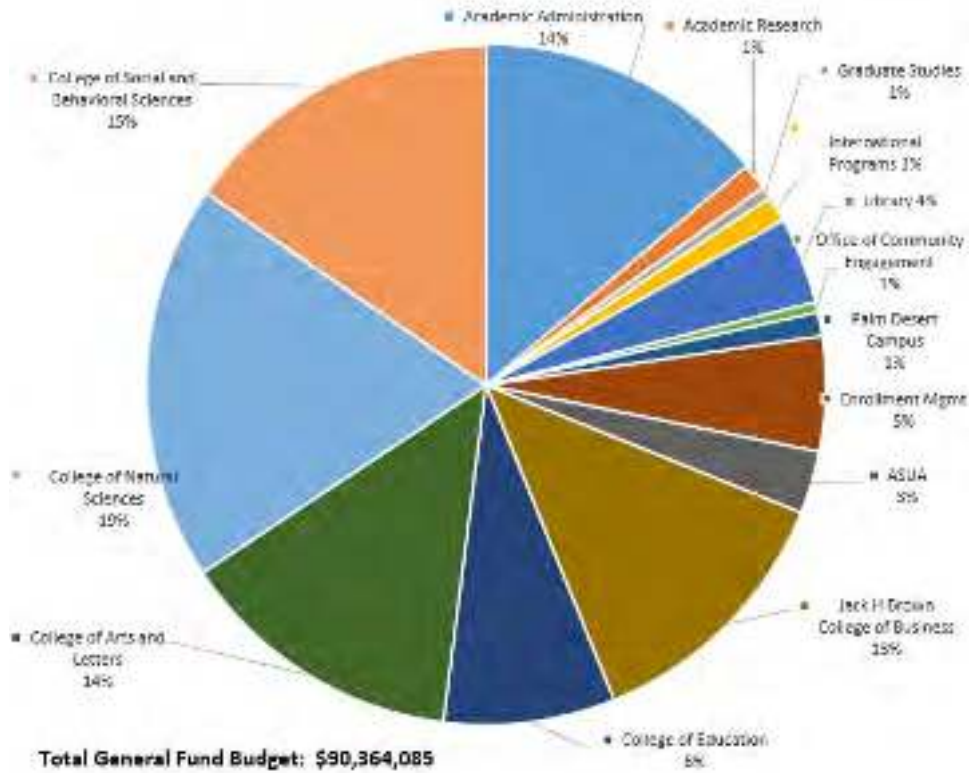
The Pfau Library and Faculty Development program continued its Faculty Video Showcase with a presentation by Neal Malik (health science and human ecology). The workshop and discussion, held Nov. 16, explored current pedagogical practices that foster inclusivity and examined ways to create greater social justice through a culturally responsive classroom. The joint initiative provides an opportunity for the campus community to learn about the scholarly publications and creative works of CSUSB faculty through live presentations that are recorded, providing a record of faculty's valuable research and scholarly achievements in a permanent, centralized location.



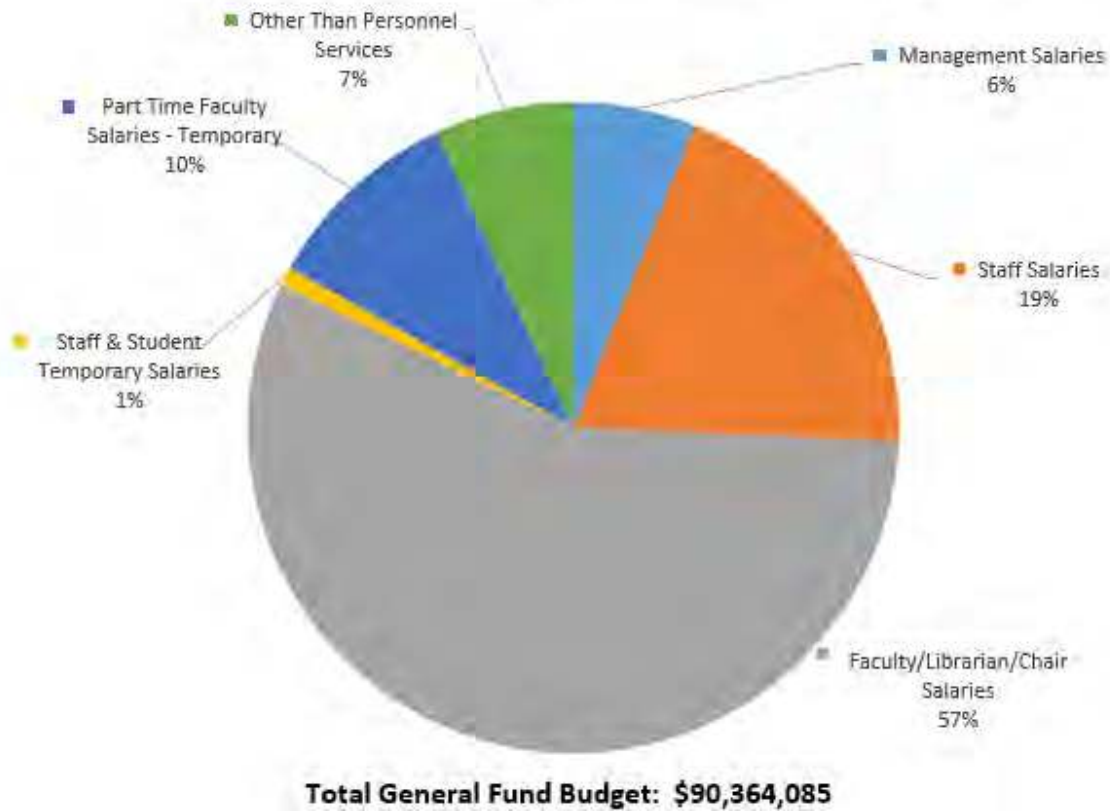
Financial Information – *Provided by Academic Budget and Planning*



Academic Affairs Division 2021-22 Baseline Budget Allocation by Unit



Academic Affairs Division 2021-22 Baseline Budget Allocation by Category





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