



BIANNUAL REPORT ON PRME INITIATIVES
COLLEGE OF BUSINESS & PUBLIC ADMINISTRATION

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Editor: Breena E. Coates, Professor Emerita, PRME PUBLICATIONS

CBPA, AACSB, & PRME

In Spring 2012, CBPA became a signatory to PRME—Principles for Responsible Management Education. These Principles for Responsible Management Education were launched in 2007 as an initiative of six academic institutions (including AACSB International) and the United Nations Global Compact. PRME seeks to establish a process of continuous improvement among institutions of management education in order to develop in our students a new generation of business leaders who view corporate strategy within a broader perspective of all stakeholders over traditional shareholder value. Guided by the PRME philosophy, CBPA's mission is to inspire and champion ethical and responsible management education, research, and thinking for global leadership. At CBPA, we endorse conscious capitalism. We are continuously embedding PRME values into our Educational Value Chain. We highlight some of these endeavors in reports like this.

**PRME PRINCIPLES IN ACTION:
OUR MARTA, THE MAGNIFICENT, THE MBA STUDENT!**

The JHBC PRME platform is proud to highlight the noble and altruistic activities of **Marta Barreto**, one of our MBA student. Marta draws **PRME** principles into the many parts of her busy daily life: Student, Aerospace worker, Mother, and Community Activist for Women, and Speaker. She credits the Jack H. Brown College, and other caring entities for moving her dreams and vision to fruition. She shared these memorable words with us:



“For so long my story was one of sadness—one of sexual abuse and addiction. I didn’t feel my life was worth saving. Society only saw me as a felon, and no one would open doors for me. But I am a survivor—a survivor of sex trafficking and abuse, and I deserve to be seen. VIRGIN ORBIT and THE LOHM saw me, and they saw my capabilities, my humanity, and my skillsets—and they have made me feel like I belong.”

Marta was invited last fall to go to New York to speak about the importance of setting aside biases and seeing others through a different lenses. In this way she has expanded her activities here in California, to a national audience. She said:

“I wanted to be a voice for those that are still suffering from sexual abuse, drug addiction and those that have been formerly incarcerated. For many years I wasn't seen as anyone that had any value but as a hinderance to others and society. No one ever saw my pain and the trauma I was subjected to by rapes and sexual abuse.

Unit Project rebound at Cal State San Bernardino came into my life and loudly said ‘We See You’ ...’you do matter, and you can achieve your lifelong dream of working in Aerospace, or wherever.’

They pushed me to come to school and essentially connected me with Lady Of Hope Ministries a non-profit organization who helps formerly incarcerated women who have suffered from extreme trauma to get lifelong careers. That is how Virgin Orbit came into my life and gave me an opportunity to work in Aerospace as a Propulsion Technician.

Today, I have a future, a career, full benefits, a 401k but most importantly I finally have a place I belong, and friends--who have become family, and see my worth. Because of Project Rebound, Lady of Hope Ministries, Virgin Orbit and Professors who I met along this journey at Cal State San Bernardino that encouraged me never to give up and applauded my courage and resilience. ...I spoke in New York to truly bring light to the value of believing and supporting one another without prejudice, and how that can bring change and healing to many lives.”

PROFESSOR ROBERT STOKES, INCOMING CHAIRMAN AND PROFESSOR, DEPARTMENT OF PUBLIC ADMINISTRATION

The Department of Public Administration welcomed its new Chair, **Professor Robert (Bob) Stokes** at the beginning of the Fall semester, 2022. In his 20+ years working in academia, Dr. Stokes has been a faculty member in departments of urban planning/affairs, criminal justice, environmental studies, public policy and administration. His research interests align with **PRME** ethical values and the UN’s 17 Sustainability Development Goals—most



notably in public health and environmental sustainability planning. Dr. Stokes continues his focus on ethics, values and sustainability in urban planning.

In his study, “Community-based Organisations in City Environmental Policy Regimes: Lessons from Philadelphia”, 2014, *Local Environment*, Vol. 19(4), Dr. Stokes and co-authors, analyzed survey and focus group data regarding how Community-Based Organizations (CBOs) of all types have changed their organizational missions and identities in response to their pursuit of sustainability goals. They also found that a growing number of CBOs have expanded their work to involve environmental policy and programming.

“The Place of Sustainability Metrics for Public Works,” is another article of note, by Robert Stokes, R. Dilworth and co-authors, that was published in 2013 in the *Journal of Urbanism: International Research on Placemaking and Urban Sustainability*, Vol. 6(1), 37-51, Sage. This article reports and analyzes survey and focus group data regarding baseline goals for public works administration, against which new metrics can be constructed that meaningfully reflect the ideals implied by the notion of sustainability, focusing in particular on four policy areas in the Philadelphia region.

Dr. Stokes has made an important policy study in the measurement of sustainability



outcomes in his work, “The Place of Planning in Sustainability Metrics for Public Works: lessons from the Philadelphia region” (2011). This was published in *Public Works in Management & Policy*, Vol 16(1), 20-39. This article that was co-authored with

outcomes in his work, “The Place of Planning in Sustainability Metrics for Public Works:

Dilworth, Weinberger, and Spatari analyzed survey and focus group data regarding baseline goals for public works administration, against which new metrics can be constructed that meaningfully reflect the ideals implied by the notion of sustainability, focusing in particular on four policy areas in the Philadelphia metropolitan region.

Dr. Stokes is an important addition to the JHBC’s mission in **sustainability and ethics** in Urban Planning.

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HONOREE: CSUSB COMMUNITY DEVELOPMENT

Continuing in the area of community development, The CSUSB recognized **Professor Francisca Beer** of the Jack Brown College on Oct. 12, 2022, for being an outstanding university partner in



community engagement.



community engagement. CSUSB President Tomás D. Morales described community engagement and giving back as part of CSUSB’s DNA. “When we see these actions in others, we need to recognize them,” he said. “This award celebrates the exceptional work of community partners and recognizes their importance in developing opportunities for students and faculty to engage in and learn from the community,” said Diane Podolske, director of Service Learning and

Community Engagement in CSUSB's Office of Community Engagement.

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Dr. Tian Tian

has expressed her deep and abiding scholarly interest to incorporate ethics and sustainability topics into her

future research. She explained that, *"In particular, the U.S. Securities and Exchange Commission (SEC) has recently adopted amendments to exempt certain low-revenue issuers from complying with Section 404(b)-auditor attestation on internal control. As a result, eliminating such provisions will enable exempted firms to redirect their resources from audit fee savings into growing their businesses."* This goal links to the UN's **SDG #16** for strong institutions.



Dr. Tian made clear how she wants to bring sustainability into her research by investigating the investment behavior of exempted firms. She described her vision: *"Mainly, I would like to focus on whether these firms' investment efficiency improves after the exemption."* In the area of financial reporting, Professor Tian has deep targets for

bringing ethics into research, by analyzing whether these firms' financial reporting quality changes after the exemption--since eliminating the auditor's attestation on internal control removes a critical gatekeeping function to improve the reliability of financial reporting for investors.



Importantly, she also plans to incorporate certain key **socio-cultural** issues faced by **minority groups** into her future accounting research. Her aspirations align with our JHBC **PRME** values and correlates the UN's 1992 "Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities" (A/RES/47/135), which is the main point of reference for the international community regarding the rights of minorities. (Image Upper Left: Dreamstime)



Dr. Tian observed that *"Nowadays, more organizations are issuing corporate social responsibility reports (CSRs) that explain their activities in support of diversity, equal opportunities, and non-discrimination. In a future research paper, I would like to investigate whether and how such CSRs actually add value to organizations"* as outlined in UN SDG #5.



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Professor Michelle Russen has been a new and welcome addition to the Department of Marketing in the Jack H. Brown College. She is located in our Palm



Desert Campus. Her field of expertise is Hospitality Management. With this vital appointment, the Department of Marketing has filled a needed gap in the area of

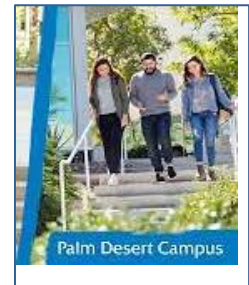
tourism and hospitality studies into the greater Palm Desert area. This region is home to hundreds of hotels, timeshares, golf courses and major attractions and events, creating an estimated \$6 billion industry. Tourism – particularly involving younger generations – is on the rise.

An economic impact study funded by the Greater Palm Springs Convention & Visitors Bureau revealed that tourism sustains 22 percent of local employment. With escalating demands for well-educated hospitality professionals, the hospitality management program at the CSUSB Palm Desert Campus, is positioned to play a vital role in meeting industry expectations.

Within this market, Dr. Russen says that: “Sustainability and ethics are important pieces of the puzzle for hospitality management organizations attempting to recover from the global pandemic that disproportionately affected this industry. My passion starts with my research focusing on the treatment of employees within hospitality organizations, so all employees are able to achieve their fullest potential.

She added, *“it is about challenging societal stereotypical norms, organizational systemic barriers, and individual bias that prevent inclusion in the workplace.”*

Dr. Russen’s research also focuses on women in the workplace--but has recently expanded to the inclusion of all underrepresented groups and how those in the majority can become allies for equal representation and opportunity in hospitality leadership. In her role as teacher, Professor Russen noted that she links her research and teaching into her areas of expertise. She says that this linkage of *“research into the classroom with role-playing scenarios and tough case studies that discuss ethical leadership and how to*



overcome and break down systemic barriers in the workplace,” is essential. “She noted that many of our students have several years of hospitality experience and not only understand these barriers exist for underrepresented groups but also know most of the industry has accepted it as the norm. When we talk about change, the students become actively engaged in how to create a more even playing field through equitable and ethical hiring, training, and development practices.

They are beginning to realize they have the potential as



future hospitality leaders to positively impact the industry in the Inland Empire through ethical and sustainable behavior, one step at a time.

Former Jack H. Brown Colleges' Dean, Dr. Larry Rose, observed: *"Because of the size of national and international companies in the hospitality industry, companies in the Coachella Valley can offer paid internships, and jobs..."*

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Dr. Ahmed Elnoshokaty is Assistant Professor in the Information and Decision Sciences Department at CSUSB. His career objectives centralize both students' success and strengthen the relationship



between academia and industry, and community partners with the purpose of going green and enhancing regional and global socio-economic conditions. Ahmed's research is interdisciplinary in Online Civic Engagement, Climate Change, and Health Informatics. He has published peer-reviewed articles in top-tier journals and conferences such as the Journal of Association of Information Systems (JAIS), the Health Informatics Journal (HIJ), the Journal of Medical Internet Research (JMIR), and the International Conference for Information Systems (ICIS).

In recent work in **Health Informatics**, Ahmed Elnoshokaty employed text mining techniques to investigate the topics associated with the public discourse against wearing masks and anti-vaxxers arguments. We studied the relationship between the anti-mask discourse on social media and the

number of new COVID-19 cases in the United States.

During his dissertation, Professor Elnoshokaty focused on *Online Civic Engagement* and analyzed success factors of online petitions through natural processing and **text mining** to extract **psycholinguistic** features of the online petition narrative and predicted any given online petition's success. His focus is on: why do online petitions usually fail? (Image: medium.com)



In **environmental sustainability** and fleet management in intelligent transportation systems, Ahmed leveraged the Internet of Things (IoT) device data, including cameras and Wi-Fi data of passengers, in conjunction with real-time detailed weather conditions to predict the expected number of passengers in a bus at a given time using deep learning models. How many people will be on the bus today? (Image: kuka.com).



Ahmed earned his doctorate degree from Dakota State University in Information Systems and Data Management. Prior to working in academia, Ahmed also worked as a software engineer and business intelligence consultant for banks & telecommunication companies. In 2011, he won a 30,000\$ grant from Yahoo! for his effort in founding "Bosletak," an online career counseling platform for high school

students at the crossroads of higher education.

Professor Kimberly Collins Advocates Improving Mobility through Big Data



Kimberly Collins, Ph.D. is the Executive Director of the **Barbara and William Leonard Transportation Center (LTC)** at California State University, San Bernardino. The

LTC is a regional transportation center focused on improving innovation in transportation administration and policy through data driven decision making. In addition to her role at the LTC, she is a Professor of Public Administration at CSUSB.

Dr. Collins says that the most pressing problem in today's transportation industry is a lack of time. Transportation companies need strategies to better manage logistics and supply chain operations. An increasing number of enterprises are embracing the possibilities that big data offers. As more industries become familiar with big data, public transportation agencies are realizing the benefits of data-driven decision making. Operational performance and flexibility has increased, fuel consumption has decreased, and by providing better service has improved customer loyalty.

The Leonard Transportation Center under the leadership of

Professor Collins, has recently been looking specifically at the role big data plays, when it comes to solving transit issues in the Inland



Empire. She asks: *“How can transit agencies utilize big data to reduce the amount of time it takes to travel, making the time it takes to get from point A to B predictable?”* She explained that *“big data be used improve and optimize transit operations systems? What role does transit play and how can our agencies leverage data to help them do their part?”* The work of Dr. Collins promotes PRME values and relates to the United Nations Sustainable Development **Goal #9—Sustainable Infrastructure**.

The 5th Annual JHBC ShEconomy



Under the leadership of Professor Francisca Beer, the JHBC Office of Academic Equity's 5th

Annual **ShEconomy** took place on October 20th, 2022 in a hybrid format. The event covered the topic, *“Is entrepreneurship worth leaving your full-time job?”*



The Office of Academic Equity is also powered through the expert operational assistance of **Marina Kamel**—who works in

concert with Dr. Beer.

Progress on gender equality, the male-female wage gap and women's role in the workplace has rightly been a key focus in culture and media particularly the linkage between gender diversity and economics, she noted.

Dr. Beer observed that for the first time in history, majority of workers in the U.S. are women. This began in 2011 and is still true to this day. The **Sheconomy** impacts almost every economic sector because a more significant proportion of highly educated women are joining the global workforce every year. With the increase in spending power, women are propelling economic activity from both ends—accelerating the firm's growth as a workforce and featuring as promising retail consumers. However, this female-powered economy is more than a mega-trend for leveraging the economy. It is a massive force that addresses the inequalities women have faced at home, in society, and at their workplaces for generations.

This event was held during “Women’s Entrepreneurship Week,” at CSUSB. The JHBC Office of Academic Equity celebrated women entrepreneurs by organizing the annual **ShEconomy** event on campus. The event included information about the state of the ShEconomy. It also showcased a panel of successful women entrepreneurs who shared their experiences.



The principles of the ShEconomy are captured in the **UN’s SDG #5**.



(UNESCO)

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DR. HELENA ADDAE (REPRINT)



In her devotion to uphold the core value of **PRME**—i.e., to educate and develop responsible management professionals, in accordance with the dimensions of

professionalism, Dr. **HELENA ADDAE** draws from a model from the Association of American Medical Colleges EPA 9. This document urges collaboration when a member of an interprofessional team framework, as one of the input factors.

The ultimate goal is to use the logic of this methodology to fashion inputs, outputs, and outcomes of professionalism proficiency.



As a recognized expert on Organizational Behavior, **Helena Addae's** scholar/teacher inputs display her strong commitment to enhance JHBC's important **PRME VALUES**--especially in instilling **professionalism** into those faculty and students who convene in our classrooms.



Our PRME VALUES at CSUSB-JHBC help inoculate our faculty and students from many such outbursts

“When Students Become Class Bullies, Professors Are Among the Victims” (in *Chronicle of Higher Ed.*)

An associate professor at Frostburg State U., **Katherine Almquist**, says she made a big



mistake by letting a disruptive student stay in class. Katherine Almquist is certain that, every semester, at

least one of her students will push the limits of classroom civility and the professor-student relationship. The wild card, however, is just how over-the-top the incident will be. “*It’s all about acting out aggression now. They don’t hold anything back,*” says Ms. Almquist, who is an associate professor of foreign languages at Frostburg State University. “*Dealing with it is just part of my job.*” She is not exaggerating. The topic of student incivility on college campuses has not been exhaustively studied, but some recent surveys indicate that most teaching

professors can recount a moment when students have been excessively rude, threatened them, or even made them fear physical violence. The incidents cause some to consider quitting. And those who report such behavior to their department chairs or deans are frequently frustrated by a lack of action; a more effective route seems to involve the Dean of Students as well. (Williams, A., 2010, *The Chronicle of Higher Education*.)

“Understanding Student and Faculty Incivility in Higher Education” (*J. of Effective Teaching*)

In recent years, faculty have seen an increase in latecomers, sleepers, cell phone addicts, and downright discourteous students in their courses. Classroom incivility is the disruptive behavior that occurs in higher education learning environments at an alarming rate. Incivility is often a reciprocal process; both students and faculty may contribute to a climate of disrespect for one another or the learning



process. University students are increasingly diverse, unprepared for college-level work, juggling multiple life roles, and facing tremendous pressures to perform in large, impersonal classes.

Faculty are often trained as researchers and struggle to effectively manage their classrooms. Millennial Generation students (and their parents) present a new set of challenges for faculty, including consumerist attitudes toward higher education and a failure to take responsibility for their own learning. Overall, uncivil behavior violates an

unspoken or implied understanding of respect for the learning process and the academy. If not dealt with swiftly and effectively, it can have detrimental effects on teaching and learning. Kristen A. Frey Knepp, *The Journal of Effective Teaching*. Virginia Polytechnic Institute and State University, Blacksburg, VA.

The above are just a few of the many examples from American universities that have appeared in recent scholarly documents.



The above diagram shows how Perception and Reality clash between the parties where grading is concerned in universities.

Two well-known theories in Organizational Behavior have offered clarifications. “*The Self-Serving Bias*,” and, “*The Locus of Control*,” are known explanatory concepts on human behavior.

At JHBC-CSUSB a faculty member’s experience, and organizational structures, such as PRME, periodic peer reviews (at hire, and during service) guided negotiation offerings, and other evaluation mechanisms of various kinds) help keep grade disputes low.

The American Association of University Professors (AAUP) has some important comments on grade disputes. Go to: <https://www.aaup.org>

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FILMS TO NOTE:

ONE OCEAN tells the story of the world's vast interconnected ocean ecosystem. With a wealth of never-before-seen HD footage, the spectacular 4-part series bears witness to



underwater volcanoes erupting meters from the camera and discoveries of rare and bizarre life forms. Some of the planet's most innovative and charismatic marine scientists guide us on this adventure.

Produced by CBC's "The Nature of Things"
Executive Producer: Michael Alder
CBC Producer: Caroline Underwood
Merit Motion Pictures Producer: Merit Jensen Carr
Narrator and Host: David Suzuki

THE CHANGING SEA:

Strange days are dawning in the global sea. Creatures are on the move. Dead zones are expanding. The foundation of life is slowly



eroding. It's hard to imagine that humans could ever alter something as vast as the ocean, but that's exactly what humans are doing. Over the past 200 years, we've

poured more than two trillion metric tons of carbon dioxide into the atmosphere.

As this film vividly illustrates, carbon dioxide isn't just changing the climate on land. It's transforming the ocean in ways that haven't been seen for millions of years. Scientists around the world are in a race to understand these changes and what they'll mean for thousands of species - including ours.

Directed by Erna Buffie
Produced by Merit Jensen Carr, Sandra Moore
Executive Producer: Michael Alder
Series Producer: Caroline Underwood
Writer: Erna Buffie
Editor: David McGunigal
Director of Photography: Barry Lank, CSC, Keith Eidse, Ian Kerr, CSC
Original Music: Shawn Pierce
Narrator: David Suzuki

FARMING THE SEAS:

This film documents the perils and promise of fish farms in a world running out of ocean fish stocks.



Aquaculture was intended to take the pressure off ocean fish stocks and help avert a global food shortage, but many experts now believe that some forms of "fish farming" are actually creating more problems than they're solving... and time is running out.

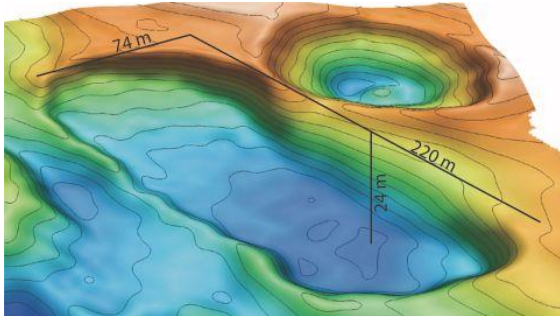
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....Coming in PRME NEWS FLASH,
FEBRUARY 2023...

ANOTHER ASPECT OF GLOBAL WARMING—ARCTIC SINKHOLES:

Marine biologist, Dr. Charlie Paull from the Marine Bay Aquarium Research Monterey “Heat carried in slowly moving groundwater systems is contributing to the decay of submerged permafrost, creating large sinkholes in some areas and ice-filled hills

called pingos in other areas,” Paull told CNN.Mar 24, 2022 that on land, thawing permafrost has led to radical shifts in the



Arctic landscape, including ground collapses, the disappearance of lakes, craters formed by blowouts of methane gas contained in the permafrost. These extreme features have affected infrastructure such as roads and pipelines (LiveScience, 2022) About one-quarter of the land in the Northern Hemisphere is underlain by permafrost, Paull said, including large areas under the sea. This is because at the end of the last ice age around 12,000 years ago, large swaths of permafrost were submerged as glaciers melted and sea levels arose.

When ice-rich permafrost thaws, it leads to a phenomenon known as **thermokarst**, which

results in the land surface being ravaged. This process happens naturally in some places, but it is accelerating with global warming and rapid thaw. **Thermokarst** depressions or landslides can now develop very quickly, in the matter of days to weeks..

(Image of Dr. Charlie Paull, Left: Lundsten, E., MBRI, 2022).

CRATER IN SIBERIA



(Image: Getty)



EAST SIBERIAN SEA IS BOILING WITH METHANE



(Image: Getty)

UN-PRME NEWS

FIRST UN INTERNATIONAL DAY FOR COUNTERING HATE SPEECH

“Hate speech ‘dehumanizes individuals and communities’ Antonio Guterres

Antonio Guterres, the UN Secretary general, said in his message for the first-ever International Day for Countering Hate Speech: *“The internet and social media have turbo charged **hate speech**, enabling it to spread like wildfire across borders.” He also noted that: “**words can be weaponized, and cause physical harm.**”*



He further warned that: *“Hate speech is on the rise worldwide with the potential to incite violence, undermine social cohesion and tolerance, and cause*

psychological, emotional, and physical harm to those affected.” (Guterres, 2022, UN News)

The Strategy and Plan of Action on **Hate Speech** sets out strategic guidance for the United Nations system to address hate speech at the national and global level. It also includes ways the United Nations Secretariat can support the work of the United Nations Resident Coordinators in Addressing and countering **hate speech**. Its objectives are twofold: first, to enhance United Nations efforts to address root causes

and drivers of **hate speech**; and second, to enable effective United Nations responses to the impact of **hate speech on societies**.

Dr. Volker Türk, in an open letter, the UN High Commissioner for Human Rights, echoed the Sentiments of the Secretary General. He said that reports of the new owner of Twitter laying off the platform’s entire human rights team were *“not, from my perspective, an encouraging start”*.

Türk said he was writing with *“concern and apprehension about our digital public*



square and Twitter’s role in it”. He also warned against propagating **hate speech** and misinformation and highlighted the need to protect user

privacy, saying free speech was *“not a free pass”*. Volker Turk also stated that:

*“History teaches us lessons. We know that past genocides demonstrate the dangers of **hate speech**...”* (December 1, 2022).

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THE YEAR 2022
JHBC PRME ARCHIVES BY CATEGORY

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**A.PRME STATUS-IN-
PROGRESS REPORTS OF
JHBC's PRME EFFORTS**

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[PRME News Flash Oct 2022](#)

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[PRME News Flash Dec 2022](#)

**B.JHBC PRME NEWS FLASHES
ON EHICS, SUSTAINABILITY
AND UN 17 SDGS**

[PRME News Flash Jan 2022](#)

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**C.JHBC PRME MAGALOGS:
FOCUS ON CRITICAL ISSUES
IN ETHICS AND
SUSTAINABILITY**

[PRME Magalogue Spring 2022](#)

[PRME Magalogue Oct 2022](#)