The Mission of the College of Business and Public Administration at California State University, San Bernardino is to create a student-centered learning community that prepares students to become productive members in business, government, and global society. We provide quality undergraduate and graduate programs that positively affect students’ development as responsible management professionals."
Dear Dr. Mette Morsing and respected Global PRME colleagues:

It gave me great pleasure to be appointed as the Interim Dean of the prestigious Jack H. Brown College of Business and Public Administration (JHBC) in 2021. I have been closely associated with the United Nations’ Principles of Responsible Management, (PRME) in my prior CSU portfolios, and I will enthusiastically continue this connection.

Since I arrived at JHBC, our College has greatly increased its commitment to the PRME principles and to the United Nations’ 17 Sustainable Development Goals (SDGs). Our performance on PRME has been thriving despite the COVID-19 pandemic.

Firstly, throughout the year we will be producing periodic “News Flashes” emphasizing one or more of the UNs 17 SDGs. The purpose of this JBHC product is to bring to the fore these SDGs to our faculty, students and stakeholders, in our teaching and information dissemination.

Secondly, we have instituted a more comprehensive “Magalogue” twice yearly that links our campus’ strategic initiatives on sustainability with our PRME responsibilities.

Thirdly, we will continue to provide biennial reports, which we have produced since 2012, known as “PRME Bulletins.” Documents in this category emphasize actions of critical importance undertaken within the College, such as faculty engagement on the Six PRME Principles in their teaching and research, and student engagement.

Fourthly, we will continue with our obligations for the PRME Status-in-Progress Reports every two years, as required by the PRME Secretariat.

Examples of the initiatives mentioned above are in APPENDIX I.

Our efforts continue to be a vital source of inspiration to the entire California State University San Bernardino campus. To close, I wish to thank Professor Emerita Dr. Breena Coates for her dedication to PRME and for compiling all our PRME communications and activities since 2012.

Sincerely,

Shanthi Srinivas, Interim Dean
JHBC Latest Rankings:

#50 of Top Graduate Schools for Entrepreneurship Studies
Top On-Campus MBA Program in the Nation, #3 for Best MBA for Human Resources,
#25 in Top 50 Online MBA Programs

Best Online Certificate in Accounting Programs
Ranked 1 – Intelligent Pick

Best Online MBA Degree Programs (No GMAT Required)
Ranked 11 – Best in the West

Best Master’s in Public Administration Degree Programs
Ranked 17 – Best for Cybersecurity

Best Online Master of Public Administration Programs
Ranked 19 – Good Value

Most Affordable Online Master’s in Accounting Programs
Ranked 36 – Best Cohort Program
Intellectual.com 2022
Top Grad School - Public Affairs (MPA) & MBA (Online/Part-time)
U.S. News & World Report, 2021

Online MBA Program is #5 in CA, #9 in the West, #49 Nationwide
Online MBA Report, June 2021
Tier 1 Global MBA Program/#47 MBA Online Program
CEO Magazine, May 2021

Best Bang for the Buck
Washington Monthly, 2021
#15 of 50 Best Online MBA Programs in US
College Consensus, Sept. 2019
Top 25 best value online MPA programs in US
Value Colleges, July 2019
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JHBCBPA VISION, MISSION, & VALUES:

Vision Statement  We strive to be an exemplary regional educational institution that serves our students, community, and alumni. We will emphasize teaching, partnerships/service to our region, and research in business and public administration.

Mission Statement  The Mission of the Jack Brown College of Business and Public Administration at California State University San Bernardino is to create a student-centered learning community that prepares students to become productive members in business, government, and global society. We provide quality undergraduate and graduate programs that positively affect students' development as professionals. We place priority on excellence in teaching that is enhanced by the commitment of faculty to continuing professional development, intellectual contributions and service. The faculty's intellectual contributions will primarily be a mix of applied research or contributions to practice and learning or pedagogical research. We serve a culturally and globally diverse student body by preparing the student to deal with a changing and diverse environment as responsible management professionals. Through community service, partnerships and initiatives, the College serves as an intermediary for the exchange of knowledge and expertise between the University, the regional community, and the larger world.

Shared Values  Our Mission and vision are supported by a set of shared values that form the foundation of all our activities. These are not presented in order of preference or importance – we view all as equally important: We value our students. Our actions are judged first on the effect on the education and career achievement of the students. We value the inputs and points of view presented by the diversity of our student body. We strive to provide excellence in classroom teaching and in the advising of students.

We value our faculty and staff. The College respects the opinions and perspectives of each individual and strives for a collegial atmosphere for the interchange of ideas and diverse points of view. We provide professional development opportunities for both faculty and staff and are a productive and cooperative unit within the greater University. We recognize the value of
the faculty's efforts in teaching, university and community service, and professional development.

We value our alumni. Our alumni are in leadership positions in business, the community, and public organizations. We work to keep them involved in the University and College, and we recognize them for their long-term accomplishments.

We value our local community and region. As a state-supported regional university, our Mission is to serve the local region through our programs and community partnerships. We serve as a respected regional resource center for business and public administration data.

We value select opportunities to infuse our curriculum and programs with knowledge and experience from the international environment.

II. JHBC EARNING COMPETENCIES:

We have embedded the following values (called Learning Competencies) into our curriculum, and these values are explicitly stated in the majority of CBPA’s course syllabi for the B.A. P.A., and B.S. degrees. In addition, we embed these same values in special programs such as our Executive MBA program, our MBA for Professionals, our MPA program, and our MSA program. These values are consistent with our AACSB guidelines, and PRME values. They are:

LEARNING COMPETENCIES:

Specific Knowledge and Skills: Each student should obtain specialized knowledge and skills for the creation of value through integrated operations and distribution of goods, services, and information.

Communication Written: Each student can effectively communicate in writing.

Communication Oral: Each student can effectively present information orally.

Ethical Reasoning: Each student can recognize/analyze problems and choose/defend resolutions for practical business situations.

Information Technology: Each student can use information technology to support the structure and processes of the organization, and use information technology in decision-making.

Problem Solving: Each student can apply knowledge in new and unfamiliar circumstances and devise innovative solutions to cope with unforeseen events.

Global Context: Each student understands varied cultural perspectives and global environments and can develop innovative business solutions and practices that address complexity.

We maintain a dedicated space for PRME archives, records, and activities in Room 240 Jack Brown Hall. Important to PRME is the development of a data base for Syllabi from each of our five departments--Accounting & Finance, Information & Decision Sciences, Management, Marketing, and Public Administration.
STRATEGIC INTEGRATION:

CBPA’S MODEL
TO ENGAGE Students in Concepts of Responsible Management Education

- RESEARCH
- SERVICE PARTNERSHIPS
- CLASSROOM
- PRME @ CBPA
- STAKEHDLR. DIALOG
2020-2022
JHBC EVENTS APPURTEINANT TO UN-PRME VALUES
JHBC’s Professor Tony Coulson is a Nationally-Recognized Cyber Security Expert

Under **Professor Tony Coulson**’s leadership, the Jack Brown Cybersecurity Center was named the Community National Center for Cybersecurity Education by the National Security Agency, which selected the center for a $10.5 million grant and the university to be a leader of the agency’s core workforce development initiative, the **CAE in Cybersecurity Community**. In its designation as a “national center,” the CSUSB Cybersecurity Center will establish and manage three Centers of Academic Excellence-C Communities of Practice, coordinate cutting-edge research, establish and support five regional hubs around the country, and support cybersecurity education nationally. The center, 2010-2020, has brought in **$28 million worth** of grant sponsored programs from entities that include NICE, the NSA, the National Cybersecurity Training and Education (NCYE) Center, and the National Science Foundation (NSF).

**Dr. Coulson** is a frequent invitee to scholarly conferences and national forums. Recently he was in a panel session at the **National Initiative for Cybersecurity Education (NICE) 2020 Conference** and Expo virtual series that were held in October and November, 2020. Dr. Tony Coulson, the executive director of Cal State San Bernardino’s Cybersecurity Center, and lead for the newly designated Centers of Academic Excellence (CAE) National Center for Cybersecurity Education, was in a panel session at the National Initiative for Cybersecurity Education (NICE) 2020 Conference and Expo was a virtual panelist on the topic “Creating the Next Generation Cybersecurity Workforce.” During the testimony, Coulson addressed the national 500,000 person deficit in cybersecurity workforce, “Cal State San Bernardino is committed to solve this workforce problem. Working with our partners at the National Security Agency Centers of Academic Excellence program, Cal State San Bernardino established and leads the National Centers of Academic Excellence Community in Cybersecurity, a strong collaboration of 335 NSA designated community colleges and universities all working to solve this cyber workforce shortage.”

The work of Professor Coulson is a critical part of the **PRME Initiative** and The U.N. **Sustainable Development Goal #9.** .....
Interest in Green Entrepreneurship in society has created an exciting and burgeoning field in entrepreneurship studies. Corporations around the world find that creating sustainable products and services is not just good for the environment and community, but can be a source of business competitive advantage and financial stability. This interest spills over into higher education.

In 2020, the California State University established the School of Entrepreneurship within the Jack H. Brown College, under the leadership of Dr. Michael Stull, who also serves as Director of the Inland Empire Center for Entrepreneurship. The School offers a Master of Science in Entrepreneurship. The School offers courses like Ethics in Entrepreneurship and Sustainability and Green Entrepreneurship. It also provides students with knowledge from practice from the national and local regional entrepreneurs. At the opening celebration for this enterprise, Dr. Stull observed that the new school “will further cement the JHBC’s reputation as a leader in the field of entrepreneurship education and increase the college’s ability to engage with the local business community in terms of relationships, collaboration, and resources.”

The JHBC follows the UN-PRME initiatives and the UN Sustainable Development Goals. The UN is particularly interested in resurgence in Green Entrepreneurship in the Micro, Small and Medium Enterprises (MSME) sector, which took a hit in the COVID-19 pandemic. ……..
Women on Fire!

The Inland Empire Women’s Business Center (IEWBC) is part of The School of Entrepreneurship and the Inland Empire center for Entrepreneurship (IECE). Michelle Skiljen, a Professor in the School of Entrepreneurship is the founding director of IEWBC and has been successful in obtaining nearly 8 million dollars in funding. She brings 20 years of entrepreneurial experience to classroom and to the IEWBC.

The Women on Fire! series of events will promote the appreciation of female business leaders who have magnificently successfully steered through the crests and dips that come with entrepreneurship. An important focus in this series is alerting women about the entrepreneurial prospects that are on hand, the existing support networks, and the multitude of opportunities that are there for them. Once again JHBC through its entrepreneurship divisions steps up to the challenge of the United Nations’ Sustainable Development Goal #5—the empowerment of Women.
The term “ShEconomy” has been applied to rising female market power around the globe. Today, women are positioned to propel meaningful socioeconomic colloquy in four critical directions. First, in the employment sector where greater numbers of professional women are entering the workforce, and are recognized as valuable assets, and corporate influencers. Second, as vital components of the global economic machine, the discourse of gender-pay and upward mobility of women is more pertinent than ever before. Third, women have consumer power in world markets and cannot be ignored in financial compensation and advancement. The impetus for the Sheconomy came from Dr. Francisca Beer.

The Jack H. Brown College of Business and Public Administration (JHBC) recognizes its vital role as educators in all these things and there are on-going events that focus in just these areas.

Furthermore, as a PRME signatory, JHBC is cognizant of the United Nations’ Sustainable Development Goal #5—gender equality which is fifth of the 17 Sustainable Development Goals established by the United Nations in 2015. The wording of SDG 5 is “Achieve gender equality and empower all women and girls.” “Reduced Inequalities” under which the following statement is of central interest to Professor Francisca Beer: “Women and girls, everywhere, must have equal rights and opportunity, and be able to live free of violence and discrimination. Women’s equality and empowerment is one of the 17 Sustainable Development Goals.”
The Faculty Research Development Program

The Faculty Research Development Program of the Jack Brown College is spearheaded by Professor Montgomery van Wart of the Department of Public Administration—who is, himself, a maestro of the research and publications arena. He has integrated his ethics research into his management and leadership research, and vice versa. In a series of special research development seminars for faculty members, held throughout the year, Dr. Van Wart explains the techniques for successful research with such topics as "Professionalizing Your Research Agenda, and Enhancing Research Visibility, Utility, and Multiuse."

For example, in the use of human subjects there are many technical issues to improve research quality on one hand, but also many ethical pitfalls that must be completely avoided. The PRME-related standards principles of ethical research reflect the overarching concerns that Van Wart discusses in detail in various seminars as shown next:

- **Do no harm**
- **Social and clinical value**
- **Scientific validity and reliability**
- **Fair subject selection**
- **Integrity in writing**
- **Independent review**
- **Informed consent from subjects**
- **Obligations and respect for potential and enrolled subjects**

In his teaching, and his own research, Professor Van Wart emphasizes the known prohibitions against concoction, misrepresentation, fabricating, falsifying, or misrepresentation of data. In scholarly research keeping moral principles in mind is essential. Not only are ethical principles essential in and of themselves, researchers have obligations to be accountable to a society. Ethical norms also serve to ensure research funding, because funders must be able to trust the integrity of the work done in their behalf. The six PRME standards can be used as ethical guideposts to researchers.

……
Clarifying Needs of Disadvantaged Communities
From the Applied Research and Policy Studies Center
is a Passion for Dr. Barbara Sirotnik

Professor Barbara Sirotnik via her numerous research statistical studies over the years has brought needs assessments regarding the Inland Empire Region to non-statisticians and scholars alike. Many of these projects have been singularly important for policy decision makers as they evaluate economic necessities in the area. The Institute of Applied Research and Policy Analysis at California State University, San Bernardino (IAR), led by Professor Barbara Sirotnik of the JHBC. It is a full-service consulting and applied research organization. The multi-disciplinary institute started in 1985 with a mission to provide a variety of research and consulting services to public agencies and private organizations in the Inland Empire and beyond. Since that time the Institute has offered customized research to provide practical and timely information tailored for the decision-making needs of clients. The IAR emerged from the minds and hearts of the late Professor Sheldon Bockman and Barbara Sirotnik shown on right.

Some recent important studies of IAR relate to quality of life in the Inland Empire and surrounding regions. In the “High Desert Quality-of-Life Survey”. The High Desert region of the Inland Empire has long been known for its clear air and sunshine, it was noted that while the region’s rural lifestyle, and natural sites are known, on the flip side, in recent years the region has been plagued by crime, lack of educational attainment, poverty, welfare, lack of code enforcement, lack of a qualified workforce, lack of shopping and restaurant venues, need for upgrade in city services, low rates of home ownership (vs rental), and lack of quality jobs. IAR worked with Dr. John Husing and High Desert community leaders to craft solutions to the regional issues mentioned by survey respondents.
Another research study focused upon the *Pomona Valley Hospital Medical Center (PVHMC)*. As part of their IRS mandated process, for non-profit organizations, hospitals must collect input from the community, ensuring that information regarding low-income, minority, and medically underserved populations is included in the study. IAR has contributed to Pomona Valley Hospital Medical Center’s via a needs assessment study involving needs of less-advantaged communities.

“*Taking the Pulse of Inland Empire Businesses*” is a significant project that IAR conducted a survey of Inland Empire businesses to determine the effects of COVID-19 on their organization. Questions included plans for layoffs and/or shutting down, ability to survive without financial assistance from the government, ability of employees to work remotely, and top business concerns.

“*Inland Empire Growth and Opportunity*” (IEGO). In 2017, a Brookings Institution study was commissioned to develop strategies for improving the area economy and “accelerating the growth of promising emerging industries in areas with the potential to grow higher-wage jobs for those with mid-level skills.” IAR was a contributor to the study which listed four recommendations, the first of which was to “make the region a global hub for innovation in logistics, trade, and e-commerce.” The report called for “significant commitments and investments by industry leaders in logistics and supply chain management” and “coordination across research institutions” as a major part of its strategy for inclusive economic development in the region. One of the outcomes of that report was the formation of IEGO: Inland Empire Growth and Opportunity Organization. Through these policy studies and more, Dr. Barbara Sirotnik brings the PRME, and the UN’s Sustainability goals #s 8, 9, 10 and 11 shown below) into studies critical to policy action in the Inland Empire region.
AN IMPORTANT COLLOQUY:
WORKING THROUGH THE LABYRINTH

The Women’s’ Leadership Collaborative of the Jack Brown College, featured Professor Kathie Pelletier, at its November 12, 2021 meeting. In a passionate speech about Navigating The Labyrinth of workplace journeys for women that are often toxic in nature. Her skilled allocution resonated with her audience of women faculty of the College. she addressed the toxic issues that women face in the workplace. Dr. Pelletier explained that the glass ceiling is no longer a useful metaphor and she suggested that Alice Eagly and Linda Carli’s model of the labyrinth is a better, more useful metaphor. It is symbolic of what has confronted working women all over the world from ancient to modern times.

Professor Pelletier clarified that for women in the 21st century it conveys the idea of a multifaceted trek toward a goal worth striving for. Passage through a labyrinth is not simple or direct, but if women increase awareness and understanding of the pitfalls in the contours of the mazes they can reframe how they react to difficult situations. Dr. Pelletier explained that she wanted to:

- Identify and discuss the myriad challenges that await us in the labyrinth.
- To dispel the myths (glass ceiling, and imposter syndrome) by presenting research evidence attesting to women’s capabilities as leaders.

She also said: “By the end of this event, hopefully we will not only reframe how we think about women, we will be able to motivate our less supportive colleagues to view women as the assets we are, rather than viewing us as “lacking” in some way.

Professor Pelletier’s work supports the United Nations SDG #5, gender equality
Professor Kimberly Collins Advocates Improving Mobility through Big Data

Kimberly Collins, Ph.D. is the Executive Director of the William and Barbara 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 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?” How can 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 JHBC Women’s Leadership Collaborative: Promoting the Empowerment of Women at JHBC:

This association for the Jack H. Brown College of Business and Public Administration is a platform created by Professor Victoria Seitz Chair of the Department of Marketing and Interim Chair of the Department of Public Administration. Several years ago, Dr Seitz realized that the women faculty of the Jack Brown College needed a forum in which they could discuss common challenges in a safe and meaningful way. From this idea has grown lectures, seminars, and inspirational events from the creative mind of Dr. Victoria Seitz.

Dr. Seitz’ forum links with the United Nations’ Sustainable Development Goal #10, which JHBC promotes through its PRME initiative, and also with Goal #5, shown in Professor Beer’s ShEconomy detailed earlier in this document.

Goal #10 is about reduction of world inequalities by 2020, and four of its targets have resonated in the JHBC Women’s Leadership Collaborative and they have been pursued in the JHBC Seminars from various disciplinary perspectives. They are:

- **TARGET 10.1 REDUCE INCOME INEQUALITIES.**
- **TARGET 10.2 PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION**
- **TARGET 10.3 ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION**
- **TARGET 10.4 ADOPT FISCAL AND SOCIAL POLICIES THAT PROMOTE EQUALITY.**
LEADERSHIP IN HIGHER EDUCATION: A WOMAN’S PERSPECTIVE
Many leaders are born women! What about you?

PANELISTS

Dr. Jenny Darroch, Dean of the Farmer School of Business, Miami University, Ohio
Dr. Jenny Darroch currently serves as Dean of the Farmer School of Business at Miami University, Ohio. Prior to joining Miami, Dr. Darroch served as the Dean of the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University in Claremont, California. She earned her doctorate in marketing from the University of Otago in New Zealand.

Dr. Mary A. Papazian, President, San Jose State University, California
Dr. Mary A. Papazian is President and Professor of English at San Jose State University. Since arriving at SJSU in 2010, Dr. Papazian has remained focused on strengthening communication among campus leaders, students, faculty and staff. She has been energizing alumni, supporters and friends of the university, as well as extending engagement with elected, industry and community leaders on important local policy issues such as affordable housing, transportation and economic opportunity that are critically relevant to an urban university.

Dr. Astrid Shell, Dean of the School of Business, Shenandoah University, Virginia
Dr. Astrid Shell, Ph.D., joined Shenandoah University as the dean of the School of Business on July 1, 2015. Shell is the sixth dean of the business school and the first woman to serve in the role. She was previously the Omicron Delta Kappa Distinguished Professor and a tenured professor of communication and business at California State University Long Beach, Dr. Shell brings more than 25 years of business and academic experience to the position of dean.

Come hear about their journeys:
- What prompted them to consider leadership opportunities?
- How did they pursue their goal?
- What are the pitfalls and delights in leadership—past and present?

April 28th, 2021
2:00-3:30PM via ZOOM
https://us02web.zoom.us/webinar/register/WN_ZU0U8AfV0cWFEOiiBBz2m
Password: Leaders

For more information, contact:
Victoria Setz
vsetz@csustb.edu

WE DEFINE THE FUTURE

This was an event designed by JHBC’s Office of Diversity & Equity and Women’s Leadership Collaborative under the leadership of Professors Seitz (above left) and Beer (above right)

............
WOMEN ON CORPORATE BOARDS:  
Why Diversity Matters

“This is an opportunity for Women!” Professor Anna Phillips, Jack H. Brown College

On September 30, 2020, Governor Gavin Newsom signed into law Senate Bill (SB) 979, which was another sharp policy instrument that obligates publicly-held corporations in California to achieve diversity on their boards of directors by January 2023. This policy followed an earlier law, SB 826 which required that California corporations to have at least one director by the close of 2022. She spoke at a Webinar in November, 2020 to a packed audience.

This law requires that every Public company with securities listed on a major U.S. stock exchange and that has its principal executive office in California, as listed on its form 10-K (“covered corporations”), to have at least one director from an underrepresented community on its board of directors by the end of the 2021 calendar year and upwards of three directors from an underrepresented community on its board of directors by the end of the 2022 calendar year.

Under the new law, the California secretary of state may impose a $100,000 fine “for failure to timely file board member information” for the first violation and $300,000 for each subsequent violation.

This Webinar was sponsored by the Office of Academic Equity of The Jack H. Brown College of Business and Public Administration.
The CSUSB-JHBC OMBUDS ALLIANCE:

Professor Twillea Evans-Carthen, is a faculty member in the Jack H. Brown College, also serves as the CSUSB organizational Ombuds (also known as ombudsman.) She serves as a designated neutral party for students, staff, faculty, and community within the campuses of CSUSB and Palm Desert. As the organizational ombuds, she listens impartially to problems, develops options for actions, and provides confidential, informal, independent and impartial assistance through problem-solving methods that may include informal mediation, conflict coaching, facilitation, shuttle diplomacy, and/or identifies systemic problems. Professor Evans-Carthen does not advocate for any individual, issue or interest, nor does she represent any side in a dispute. Evans-Carthen is bound by ethical principles and as a Professor of Business, she also respects our PRME values.

Professor Evans-Carthen has illustrated that conflict is unavoidable in a university institution. However, if the situation is left untreated, the consequences can be debilitating to an institution. Thus, the role of the University Ombuds is vital in ensuring organizational harmony.

Twillea Evans-Carthen has further explained that the Ombudsman designation was first employed in the 1800s in Sweden, and since then has grown to be an essential feature of any complex organization across the globe. Based upon its Scandinavian roots, the word ombudsman is gender-neutral in origin, as the ‘man’ suffix, itself, is gender neutral. The International Ombudsman Association, for example, has stated that: The word “Ombudsman” is Scandinavian and means “representative” or “proxy.” The term is used by the International Ombudsman Association (IOA) to communicate to the widest possible community.
Following on the heels of the recent national discourse on policing and law enforcement, **Professor Thomas G. McWeeney** brought this timely topic to the CSUSB campus. His high level public administration contacts, faculty and students heard Speakers discuss Strategic Management and Law Enforcement Reform. He noted that in light of recent public calls for transformation of police departments, their role and relationship to local communities requires a change in culture, accountability, and leadership.

**Conference Topics:**
- **Strategic Planning—Results Matter in order to achieve strategic planning success.**
- **Relevance to Contemporary Law Enforcement Reform—Challenges faced by Law Enforcement Require Commitment to Progressive Planning.**
- **The NCIS Transformation—How Leadership in the Aftermath of a Tragedy Drove Full Agency Engagement and High Risk Initiatives**

**Dr. Thomas McWeeney** is a political scientist, strategic planner, management consultant, and professor of government and public administration. Dr. McWeeney has served as the principal consultant to key executives in several federal law enforcement agencies. In these efforts, he has worked on behalf of agency senior executives and has led comprehensive projects that provided innovative thinking, new direction, and organizational transformation to high profile agencies facing challenges from a changing external environment and diminishing internal capacity.
The Global Management Center’s Virtual Business Matchmaking & Education Series

Professors Frank Lin and Vipin Gupta and Manager, Jami Ayala (above) are the Executive Team, of the JHBCs Center for Global Management have been working with business leaders, government officials and others to offer business resources, support student talent and a broad spectrum of high-quality activities to participate in international programs to succeed in a global business environment.

The Center’s Virtual Business Matchmaking & Education series of monthly Zoom sessions focused on specific sectors and opportunities in Asian markets starting October 2021. Their goal is for participants interested in initiating or expanding their business to get connected with key resources with valuable preliminary research for their business ventures/information, business partners/sponsors and potential student intern guidance.

The Center’s Global Ambassador program provides CSUSB students opportunities to spark global engagement, raise cultural awareness, develop meaningful relationships with peers and enhance global leadership skills. The program encourages students with international interests to volunteer their talents, creativity and time to increase JHBC collaboration, connectivity and leadership.

The Global Management Center’s offerings emphasize studies on the whole planet; they capture the entire gamut of the UNPRME and UNSDG values, SDG Goals 1-17.
In the Investment Area—
JHBCs Accounting and Finance Department Faculty Empower Women

The Jack H. Brown College of Business and Public Administration knows that diversity in the financial sector continues to be a global need—especially the area of empowerment of women in terms of education in financial tools. This is also the aspiration of Finance and Accounting Department Chair, Dr. Taewon Yang (left).

A Fortune Magazine report in November 2021, noted that: “While their 401(k) contributions dwindled in some cases, women entered the equity markets at sky-high rates. Nearly 67% of women are investing outside of retirement accounts now, according to Fidelity’s 2021 Women and Investing Study—that’s up from 44% in 2018. Half of the 1,200 women surveyed said they’re more interested in the markets now than they were at the beginning of the pandemic. And those trends are playing out within Fidelity’s own customer base: There was a 43% increase in accounts opened by women in the three months ending in Sept. of this year compared to the same period in 2020, according to company data (Jessica Matthews).

The Global Findex—database is the world’s most comprehensive data set on how adults save, borrow, make payments, and manage risk. It reveals remarkable global progress in the world’s ability to reduce the unbanked communities—such as minority and female populations. Yet the data also reveals a glaring gap: women lag behind men when it comes to financial access. The World Bank has noted that globally, this gender gap is seven percentage points, while in developing countries, it is nine percentage points. This gap between men’s and women’s financial access is even more visible in some regions— for example, South Asia has an 18% gap in ownership of accounts and the Middle East has a 10% gap. The gap exists also for access to formal savings or credit. Without access to finance, women face difficulties in collecting and saving income, growing their businesses, and pulling their families out of poverty. As a result, women remain largely excluded from the formal economy. By bringing these issues before our students, the Accounting and Finance Departments of JHBC stay true to the JHBC promise to PRME and UNs Sustainable Development Goal #5.

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IMPACT INVESTING

Professor Ghulam Sarwar, is Professor of Finance in the JHBC who incorporates PRME and UN SDG values into Investment Education, also known as impact investing.

Dr. Sarwar elucidates that another term for this type of investment is called “environmental, social, and governance (ESG).” ESG criteria are a set of yardsticks for a company’s operations that socially conscious investors use. Environmental criteria analyze how a company performs as a trustee of the natural environment. Social criteria considers how it handles affiliations with employees, suppliers, customers, and the communities where it operates. Governance is about how a corporation manages factors such as leadership, executive pay, audits, internal controls, and shareholder rights.

Companies have embraced corporate social responsibility (CSR) in the last decade, giving investors a wide range of options to choose from. They commit investment capital to companies around the globe. Their investments may include money aimed at supporting sustainable agriculture, renewable energy, or microfinance. Impact investors also favor companies in emerging market economies that provide fundamental services, such as housing and healthcare. ESG appeals directly to the millennial generation who have become active investors because this demographic tends to have higher levels of interest in pursuing positive social and environmental change.

Dr. Sarwar explains that: “The first step in a disciplined investment process is to construct an investment policy statement that specifies not only risk and return goals but also investment constraints and preferences…I emphasize in my investment classes how students can include environmental, societal, and governance (ESG) attributes in a policy statement and evaluate companies on ESG criteria to meet their investment preferences. This use of ESG attributes is consistent with applying PRME PRINCIPLES in education.”

Dr. Sarwar stated that the latest research indicates that ESG-focused stock funds outperformed the broader stock market during a market downturn caused by Covid-19 pandemic.
Our JHBC Students at Work
& Are Making a Difference in the World
MBA student Aaron Brill spotlighted the recent U.N. COP-26 Conference in November 2021, in Glasgow, Scotland. Aaron Brill clarified that COP26 was the global event where nations revisited climate pledges made under the 2015 Paris Agreement. Ahead of it, 200 countries were asked for their plans to cut emissions by 2030. The goal is to keep cutting emissions until they reach net zero by mid-century.

Earlier this year, a report from the UN-backed Inter-governmental Panel on Climate Change indicated that global temperatures have already risen by 1.1 degree Celsius on pre-industrial levels.

COP 26, President Alok Sharma stated that “We have kept 1.5 degrees alive. But, its pulse is weak and it will only survive if we keep our promises and translate commitments into rapid action.” This statement shows the disappointment the conference attendees felt as the event that was dubbed the “most important COP since Paris” just couldn’t fully deliver on its ambition.

Some countries are already feeling the impact of rising global temperatures and several developing countries, some of which are already facing rising sea levels eating into their territories and extreme weather events devastating lives and livelihoods, branded a rise of 2 degrees Celsius in global temperatures as a “death sentence.” Developing countries and civil society campaigners were disappointed with the failure to create a robust mechanism to disburse financial aid towards loss and damage in the face of climate change.

Aaron Brill explained that COP26 was neither success nor failure—absolute concepts that don’t reflect the complexities of high-level international negotiations—but a mixed bag of progress on some issues, disappointment on others, and a whole lot of pledges. .......
In Spring 2021, MGMT 6850, MBA student, Martin Saiz’, paper highlighted the California-based premium shoe manufacturer and retailer, Allbirds, Allbirds’ CSR strategy is a simple three-step process that was created to eliminate its carbon footprint, starting by measuring the total carbon dioxide emissions emitted during their manufacturing process and publicly reporting the data for transparency and accountability.

Allbirds made it their mission to go against the grain and improve the industry's corporation’s Corporate Social Responsibility (CSR) strategy when sustainable resources, such as merino wool and eucalyptus tree fibers, weren’t being utilized in the footwear industry, since lower-cost synthetic alternative materials are more advantageous. Their first and most valuable resource is merino wool and they have since added several other sustainable materials to create what they market as “the most comfortable shoes in the world.”

Tim Brown, Zealand professional soccer player, and his business partner Joey Zwillinger, a biotech engineer and renewables materials expert were motivated to enter a relatively new shoe-making market that creates environmentally friendly products for their customers and began designing and producing footwear, using all-natural sustainable materials.

Martin Saiz reported that “current performance data has proven that the company is making an impact with 4.9 fewer kilograms of carbon dioxide emitted (CO2e) per sneaker than the average manufacturer, which is the equivalent of driving 12 miles in a small gasoline vehicle.”

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Kirstyn Hansen, MBA student (and also our stellar professional in the JHBC MBA office) looked at corporate social responsibility from the lens of COSTCO, Inc. Her work links with PRME, AACSB and UN SDGs.

COSTCO’S strategy to uphold diversity, shows up in its supply chain management. The corporation makes to use minority and women-owned business in their supply chain choices. It also prefers to source from local communities as the primary choice.

COSTCO ‘s success is in part due to its fair treatment of its employees. For instance, the firm pays around 40% more than rivals, and provides more comprehensive health and retirement benefits than competitors, such Walmart and Target. This keeps the workforce stable and saves COSTCO large amounts in employee turnover costs. The company resists layoffs, invests in training its employees, and grants them substantial autonomy to solve problems. U.S. Secretary of Labor Thomas Perez stated, “And the remarkable loyalty that [employees] have to [Costco cofounder Jim Sinegal] is a function of the fact that he categorically rejects the notion that, ‘I either take care of my shareholders or my workers.’ That is a false choice.” This last statement is MGMT 6850’s underlying emphasis in all strategy analyses—i.e., being conscious capitalists.

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MBA student Jamie Ayala, adds insights and Best Practices in the area of sustainability at the Global Management Center. As a former newspaper journalist, Jamie was already well versed in ethics and social responsibility, and their impact on her work, reputation, and the government organizations that she covered. But she notes that her MBA courses have allowed her to broaden her outlook and broach related matters with a new lens.

Jamie says, she “learned business theories and practical applications that better equip me as a manager to make more responsible decisions, especially in areas of sustainability—finance, management, and marketing. I learned how to consider environmentally-friendly supplies and techniques, diversity and safety among the workforce, as well as healthy relationships within a supply chain. I have applied lessons to company analyses and recommendations. For instance, in my cumulative project, our company was looking for a way to differentiate itself from the competition on the market research world. One of our solutions was to become thought leaders in sustainability by connecting with clients that needed research in this niche area, especially as companies grapple with maintaining their target audiences. Meanwhile, I have a greater awareness and conviction to be an advocate of and incorporate social responsibility in both my professional and personal life.”

As the coordinator of a small university center that organizes study abroad trips on such issues as Environmental Sustainability, Jamie led an initiative to take the entire application process online, which helped reduce paper waste and increase two issues: staff efficiency and time management. She initiated the process of recycling them into notepads. Outside of work, she has come to support businesses that have significant corporate social responsibility initiatives such as Warby Parker eye wear, which is currently using the majority of its proceeds to distribute personal protective equipment and preventative health supplies to healthcare workers and communities in need during the current health crisis. Jamie adds: “I truly appreciate the education, support and guidance of the Jack H. Brown College professors.”
MBA Senior Alyssa Flores wrote her final paper for Management 685 on the European Union's Global Data Protection Regulation (GDPR). The policy was created to give users more control over how their data are collected, used, and protected online, and it protects every EU citizen. GDPR gives any user the right to request data that was collected on them. The users then have "the right to be forgotten" which means the right to have their data deleted if they withdraw consent.

Alyssa’s paper analyzed the effectiveness of GDPR on Facebook, as well as the complications with implementation and accountability of such a powerful company. The paper also explores a way to better implement GDPR in firms to achieve desired outcomes, rather than simply being an obstacle.

Alyssa stated that: “GDPR has a great effect on a business—even upon one that seems untouchable—like Facebook. Facebook has recently been in the news when over 50 million users' personal data were made accessible to Cambridge Analytica. This is a research firm with a system that could target US voters with political advertisements without their permission.” This violation under the new regulation would be more easily prosecutable, but as it stands, the saga of Facebook is still ongoing, and Facebook although having full knowledge about the breach has only to date received warnings on its data security policies.
MBA student Monika Lebrecht wrote her final paper for MGMT 685 on the nearly non-existent corporate social responsibility initiatives of Amazon, Inc. Noting Amazon’s destructive nature in terms of the economic viability of both small businesses and Amazon’s own employees, the analysis centered on the emerging field of humane entrepreneurship.

Humane entrepreneurship (HumEnt) is a new model of entrepreneurship in which the attention that firms have traditionally paid to business is integrated with care for the following: firm members, the planet, and society at large. Lack of humane practices in its warehouses, show that Amazon’s practices, have all focused on wealth creation, that propagates inequitable outcomes, such as employee exploitation.

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Patrick Bangui, MBA Student in the Spring quarter of 2020, researched the Dodd-Frank Act Section 1502 (“conflict minerals” provision) and its impacts on U.S. companies in the technology industry. This provision requires U.S. publicly traded corporations to disclose use of minerals that originated in the Democratic Republic of the Congo (DRC) or an adjoining country. This public policy constitutes U.S. efforts to discourage funding of armed groups through illegal trades of minerals from conflicts zones in Congo and increase transparency in the international supply chain process.

Although relatively successful with its objectives, this provision demonstrates how the U.S. Congress created regulatory constraints that compelled multinational corporations to revise their global supply chain strategy, adapt their behaviors with a due diligence requirement on minerals sourcing, and be socially responsible in host countries. Sourcing countries for
minerals in the DRC, is risky. The DRC has been for decades, one of the most unstable countries with highest corruption, endless conflicts, massacres, and countless human right violations. There have been concerns that the exploitation and trade of minerals from the DRC were used to finance conflict by armed groups. Patrick asked: “How can multinational companies ensure proper supply from such environments?”

From the analysis of the data collected, Patrick noted that Dodd-Frank Act Section 1502 provision did not completely put a stop to the funding of armed groups, and the provision has not resolved human right s violations in D.R. Congo. In addition, multinationals are still being supplied from the Congo, conflict-minerals through neighbor countries who have taken advantage of Section 1502 to launder and certify mineral resources from the illicit and illegal trade in D.R. Congo.
The Jack H. Brown College and the California State University, San Bernardino (CSUSB) considers student organization activities and programs an integral part of the College’s and University’s mission. The programs and activities conducted by student organizations contribute significantly to a student’s total educational development and progress. Student activities provide experiences which stimulate interest and understanding of current social, economic, political, and cultural issues. Student organizations provide a leadership laboratory for students to gain and apply real-world experience in order to succeed in their chosen professions in the future. (CSUSB  Student Club & Organization Handbook 2016-2017).
Accounting Association

Membership: Open to all Accounting students.

Advisors:
Xiang (Samantha) Liu
xliu@csusb.edu
909 537 5775
Hangpei@csusb.edu
909.537.4329, Jack Brown 234
To advance efficient and responsible management in the Accounting Profession.

American Marketing Association

Membership: Open to all Business Administration students.
Advisor: Dr. Wendy Paik Email: Sung-Hee.Paik@csusb.edu
Jack Brown Hall, Room 419 (909) 537-5716
To advance efficient and responsible management in the Marketing Profession.

Master in Accounting and Finance Association

Membership: Open to all MBA and MSA students.
Advisors: Dr. Dong Man Kim, Jose Navarrete Cruz, and Alfonso Anaya
Email: dkim@csusb.edu,
Jose.NavarreteCruz@csusb.edu
Alfonso.Anaya@csusb.edu
(909) 537-5783

American Production & Inventory Control Society (APICS)

Membership: Open to all Business Administration students. Advisors:
Dr. Jay Varzandeh and Dr. Kamy Farahbod
Email: jvarzand@csusb.edu,
kfarah@csusb.edu
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(909) 537-5730

To provide preeminent cocurricular opportunities for professional development and supplemental education in the current global business environment to the students of California State University, San Bernardino by operating on a platform of service, excellence, and ethics.
Beta Alpha Psi - National Scholastic Fraternity for Financial Information Professionals

Membership: Open to all accounting, finance, and information management students.

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Beta Gamma Sigma

Scholastic Honor Society
Recognized by AACSB

Membership: Open to the top 5% of undergraduate class, top 10% of graduate class.

Advisor: Dr. Haakon Brown
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International Honor Society Beta Gamma Sigma

The Mission of the International Honor Society Beta Gamma Sigma is to encourage and honor academic achievement in the study of business, to foster personal and professional excellence, to advance the values of the Society, and to serve its lifelong members.

The Mission is supported by the five Objectives of the Society. These include:

...
Encourage and honor high academic achievement by students of business and management through chapters in business programs accredited by AACSB International.

Foster in Beta Gamma Sigma members an enduring commitment to the founding principles and values of the Society: honor and integrity, pursuit of wisdom, and earnestness.

Support the advancement of business thought and practice to encourage lifelong learning.

Enhance the value of Beta Gamma Sigma for students and alumni members in their professional lives.

Advance the visibility and reputation of Beta Gamma Sigma.

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Financial Management Association

Professor Kristen Stutz
kstutz@csusb.edu
909-537-73925

Professor Liang Guo
lguo@csusb.edu
909-537-3257
JB 225

Professor Austin Shelton,
austin.shelton@csusb.edu
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JB 556

Professor Gilna Samuel
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Jack Brown Hall 431

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Information Management Association

Membership: Open to all CSUSB students.

Advisor: Dr. Tony Coulson
Email: coulson@csusb.edu
Jack Brown Hall, Room 516
(909) 537-5768

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Information Security Club

Membership: Open to all CSUSB students.
Advisors:

Professor Vincent Nestler
Emails:
coulson@csusb.edu,
vnestler@csusb.edu

Jack Brown Hall, Room 516
(909) 537-5768

To advance knowledge and responsible professionalism in the Informational Security Profession.
Latino Business Student Association
Membership: Open to all Business Administration students.
Advisor: to be assigned
To engage the community and promote values

Master in Accounting and Finance Association
Membership: Open to all MBA and MSA students.
Advisors:
Dr. Dong Man Kim and Dr. John Jin

Society for Human Resource Management
Prof. Patrick Flaherty
Email: Pflaherty@csusb.edu
Jack Brown Hall, Room 563
(909) 537-3751
To provide California State University San Bernardino students with the opportunity to gain knowledge and insight into the effective management of human capital in the field of Human Resource Management through affiliation with the Inland Empire of SHRM and the National SHRM organization.

Public Administration Organization
Membership: Open to all CSUSB students.
Advisor: to be assigned

Students in International Business
Membership: Open to all CSUSB students.
Advisors: Dr. Vipin Gupta and Dr. Frank Lin
Email: vgupta@csusb.edu or flin@csusb.edu
Jack Brown Hall, Room
various academia, social, and cultural events. In International Business Club students will have opportunities to network with like-minded students, faculty, entrepreneurs and other various professionals. Our club will involve itself in the local and international communities through our volunteer efforts. We also want to offer students the chance acquire internships in international businesses to give them valuable experience. ........
Associate Dean, Professor Anna Ni (left) leads The Jack H. Brown College of Business and Public Administration Success Center. This pivotal JHBC unit offers a major in administration designed to prepare students for careers in business, government service, institutions and related fields. Within the mission of the university, the Jack H. Brown College of Business and Public Administration has three central objectives:

- Provides high quality business and public administration programs which will prepare our students for successful careers in business and government.
- Participates in scholarly activities which will assist in keeping our students, faculty, and our constituent businesses and governments abreast of current developments in their respective disciplines.
- Provides professional service to our university, community and professional organizations.

The curriculum, with its core requirements and areas of specialization, provides the student with a broad-based behavioral and quantitative understanding of the concepts of management with the express purpose of graduating responsible management professionals. The managerial function and decision-making processes are studied with coverage in methods of analysis of quantitative information; judgment and appraisal of social, economic and human relations issues; and effective communication.

The College offers two degrees, a Bachelor of Arts, Administration, and a Bachelor of Science in Information Systems and Technology. Students majoring in the Bachelor of Arts, Administration degree will select and complete courses within a designated concentration, in addition to lower and upper-division core courses. Students are encouraged to identify a concentration by the beginning of junior year.
Welcome to the Silvers Connection, a video podcast hosted by CSUSB MBA Director Ernie Silvers!

The events of the past year have changed life as we know it, and navigating through this new landscape can be challenging.

Fear not!

The Silvers Connection is here with expert advice from industry leading professionals on the power of resilience, self-care, courage, and much more! Tune in every other Thursday for new episodes and valuable insights to help harness the power of YOU!
The JHBC Speaking Center…
….helps refine Undergraduate and Graduate student public speaking skills

Professors Maggie Boyraz, Matthew Habich, and Ying Cheng (above), affirm that communication competence is crucial to the individual success in the workplace and to the meaningful intra- and inter-organizational dialogues, and thus the JHBC’s Speaking Center has the goal of preparing students to excel in public speaking moments both inside the classroom and beyond. Importantly, the Speaking Center’s philosophy is that communication skills can be enhanced over time, which is why JHBC has this vital resource on campus. The three professors from the Department of Management lead the strategic effort to create this center in collaboration with a Professor from the Communication Department based in the College of Letters and Arts. They, and a team of trained graduate teaching assistants have had a multitude of public speaking experience. They are dedicated to student success, and to graduating responsible management professionals in consonance with our commitment to PRME values.

They have stated that: “As a client works one-on-one with a communication consultant who can give you feedback on your oral communication skills in terms of content and delivery. The consultants can help both in rehearsing almost ready presentations and in the beginning stages of assignments or public speaking moments. They can also help in rehearsing interview questions and developing elevator pitches in order for students to create stronger impressions when entering job markets and their respective local communities. The Center’s offerings include: help with speech organization, topic ideas, the structure of a speech, refining quality research to support arguments and content. As experts, we are also able to help with overcoming speaking anxiety and provide strategies to learn to cope and manage speech apprehension.”

Professors Maggie Boyraz, Matthew Habich, and Ying Cheng (above), affirm that communication competence is crucial to the individual success in the workplace and to the meaningful intra- and inter-organizational dialogues, and thus the JHBC’s Speaking Center has the goal of preparing students to excel in public speaking moments both inside the classroom and beyond. Importantly, the Speaking Center’s philosophy is that communication skills can be enhanced over time, which is why JHBC has this vital resource on campus. The three professors from the Department of Management lead the strategic effort to create this center in collaboration with a Professor from the Communication Department based in the College of Arts Letters. They, and a team of trained graduate teaching assistants have a multitude of public speaking experience. They are dedicated to student success, and to graduating responsible management professionals in consonance with our commitment to PRME values.

The Speaking Center has the capability to record student speeches to provide real-time constructive feedback in order to hone the invaluable soft skills related to communication and self-presentation.
THE JHBC PROFESSIONAL WRITING OFFICE

“Writing is thinking. To write well is to think clearly. That's why it's so hard.” David McCullough

The JHBC Professional Writing Office is led by Professor Melissa Bakeman (left). She leads an elite team of writing tutors who have helped scores of JHBC students to write clearly, thoughtfully, superbly. Melissa Bakeman’s efforts in constant refining, and innovations have provided grateful students with excellent tutoring experiences. She seeks to meet the mission of the primary mission to help a learner to address the various challenges that they may encounter, with the realization that no writing is decontextualized—it’s always focused upon an explicit audience. The JHBC Writing Center offers customized one-on-one scheduled coaching appointments, group coaching, and writing workshops. The facility accommodates drop-in learners. The Center is open to both graduate and undergraduate students.

Tutoring is provided to students across the disciplines in all stages of the writing process, but focus primarily in writing associated with business. The overall purpose is to create responsible management professionals in line with the collaboration JHBC has with the United Nations’ PRME platform. Professor Bakeman hopes shortly to run a San Bernardino Community Resume and Interviewing Workshop with local libraries in an effort to reach out to people who may not have access to higher education. She says: “Learning resume writing and interviewing skills shouldn't be exclusive to those who have the privilege of a 4 year education but to help those who more than likely need the skills we possess to get positions that lead to bigger and better outcomes—and possibly a pathway and financial stability to pursue a college education.”

JHBC’s talented team of tutors are shown below: Left to Right: Alejandra Marquez Lead Tutor, Jacinta Mercado-Knowles, and Serina Item.

“The most important of all talents is that of never using two words when one will do.”

Thomas Jefferson
“We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.”

At CBPA we recognize that it is important to adhere to ethical principles in research. We know that the academic research must be built on a structure of trust, truth, accountability, and avoidance of error. Those who study our research need to know that the results reported are truthful and without bias. We not only hold these principles to ourselves as faculty members, but inculcate them in our students as they go about making intellectual inquiry. We also know that adhering to strong ethical norms in research build support for our research. We know also that deliberate misleading statements in our research can have far-reaching consequences on individuals, organizations and societies.
The publications listed below cover the period from 2012 to present; and, only relate to publications that contain PRME values.

I. RESEARCH:

Journal Publications:

A

Niloufar Fallah Shayan, Nasrin Mohabbati-Kalejahi, Sepideh Alavi, et.al., "Sustainable Development Goals (SDGs) as a framework for Corporate Social Responsibility (CSR)" published in Sustainability 2022, 14, 1222 https://doi.org/10.3390/su14031222


B

Lee, S., Siebeneck, L. K., Benedict, B. C., Yabe, T., Jarvis, C. M., & Ukkusuri, S. V. (accepted). Patterns of social support and trajectories of household recovery after Superstorm Sandy. Natural Hazards Review.


D


49


https://frcatel.fri.uniza.sk/hrme/index.html


Seal, C. R., Fan, D., Sanchez, S., Guzman, M. G, Rawls, K. M., & **Flaherty, P., T.** (2022, March). Development of an Employee Centric Performance Management System (PMS) to foster a Culture of Resilience: An exploratory case-based research study, from
surviving to thriving, Developmental research proposal at *Western Academy of Management (WAM)* 2022, Hawaii.

□ G


L


M


Niloufar Fallah Shayan, Nasrin Mohabbati-Kalejahi, Sepideh Alavi, et.al. "Sustainable Development Goals (SDGs) as a framework for Corporate Social Responsibility (CSR)" published in *Sustainability* 2022, 14, 1222 https://doi.org/10.3390/su14031222


Nance, K., Nestler, V. J., Bishop, M. (December 2019). (PRJ) Use My Digital Forensics Tool…It’s Shiny! Communications of the IIMA, 28(3).


☐ R


**Song, C.**, Tameez, R. The Effectiveness of Perceived Social Support at Supermarkets in Korea. *Asia Pacific Journal of Marketing and Logistic.*


Van Wart, Montgomery, M., Baker, D., and Ni, A. Using a Faculty Survey to Kick-Start an Ethics Curriculum Upgrade, accepted at *Journal of Business Ethics*, (6/8/2013 in Online First currently).


Long Range Planning. 51(5), 736-749. 

https://doi.org/10.1108/MRR-05-2017-0150

□ Y


□ Z

https://europepmc.org/abstract/med/30589277


Books and Book Chapters

□ C


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Book Reviews

B


https://www.tandfonline.com/action/journalInformation?journalCode=upae20

R


S


Conferences and Proceedings

A


J


K


M


P


Pelletier, K. L. (2013) – Invited speaker on the topic of *How to Avoid the Toxic Cliff* at Rogers, Anderson, Malody and Scott, LLC’s Annual Retreat.


Pelletier, K. L., (2013) - Invited speaker on the topic of leadership and motivation at the Wells Fargo Leadership Workshop, San Bernardino, CA.

Pelletier, K. L., (2012) – Invited speaker on the topic of toxic leadership and motivation at the Wells Fargo Accelerated Management Program Conference, Des Moines, IA.

Pelletier, K. L., (2012) - Invited speaker on the topic of motivation in organizations at the College of Extended Learning’s Managerial and Staff Retreat.

Pelletier, K. L. (2012) - Invited speaker on the topic of toxic leadership at the LIFE Society-UCR extension.


