


**Date:** October 30, 2020

**To:** Dr. Lawrence Rose  
Dean, Jack H. Brown College of Business and Public Administration

Dr. Shari McMahan  
Provost & Vice President for Academic Affairs

Educational Policy and Resources Committee

**From:** Dr. Barbara Sirotnik   
Director, Institute of Applied Research (IAR)

**Subject:** Annual Report of IAR

Attached please find IAR's Annual Report for July 2019 through June 2020. Activities (both "paying" projects and pro-bono/community service) for the year are listed below and detailed in the attached report.

**"Paying" Projects:**

- Continued to research and produce the *Inland Empire Report on Business*, a monthly economic forecast report which has been released to the press the first business day of each month since 1993.
- Conducted twice-yearly follow-up surveys of JHBC graduates. The surveys are used by national ranking organizations, and JHBC uses them to elicit graduates' views about CSUSB, JHBC, and their work-readiness as they enter the working world.
- In the first half of 2019, IAR worked with NSA to field and monitor the online annual report form which enables CAE schools to document their activities and successes. This is a requirement for continuing designation as a CAE school. The final request to complete the survey was sent on May 30, 2019, but data collection and corresponding with universities continued through May 2020.
- Since 2018, IAR has been on retainer to CSUSB's Water Resources Institute. IAR advises WRI on survey methodology and prepares IRB applications for their projects to identify the water-related needs of disadvantaged communities in the Southern California region.
- Completed our two-year study (awarded by the Department of Defense Office of Economic Adjustment) on the effects of defense diversification on California's defense supply chain.
- In April and May 2019, IAR conducted its twenty-second Inland Empire Annual Survey, a quality of life telephone survey of 1000 San Bernardino County residents. Sponsor reports and the main report were written and released to the press in late 2019.

- Conducted online quality of life surveys of High Desert residents, non-resident workers, and government/education leaders. IAR made a presentation to the press in February 2020 and was supposed to be one of two keynote speakers at a major event in May discussing the data and solutions to regional issues. Because of COVID-19, the presentation was made virtually in October 2020.
- In April 2019, IAR conducted the 2019 City of Riverside Quality of Life Survey using a phone survey methodology, and an online survey was available through June 2019. IAR wrote the report and made presentations July through September, 2019. This was the third time IAR has been asked to conduct the City Community Survey to measure the City's progress in improving the quality of life for residents and non-resident workers (conducted in 2013, 2015, and now 2019).
- Conducted a survey of current JHBC students assessing their experience and satisfaction with the Student Success Center, information which is important in the continuing effort to improve our services and programs.
- IAR has been asked to serve as the program evaluator for an NIH grant entitled ASPIRE (Advancing Sponsored Program Infrastructure for Research Excellence), a project to improve and support the research enterprise at CSUSB. Project was awarded May 1, 2020.

### **Pro-Bono/Community Service**

- Served as a member of the Inland Empire Economic center (IEEC) which is a collaboration of IEEP (Inland Empire Economic Partnership), IAR, and economists from Claremont Graduate School and University of Redlands.
- Conducted a survey entitled: "Taking the Pulse of Inland Empire Businesses," a survey to determine the effects of COVID-19 on organizations in the region. 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.
- Served on the IEGO (Inland Empire Growth and Opportunity) Logistics Working Group and the IEGO Investment Plan Core Team. The objectives of IEGO are to:
  - Present and contextualize the IEGO industry cluster strategy for logistics
  - Leverage existing regional efforts to enhance component parts of the Center of Excellence
  - Mobilize leaders to strengthen collaboration toward a sustainable future for logistics in the region
- Worked with the IDS Department and the Leonard Transportation Center on the Pathway to Logistics, an initiative to attract and prepare middle- and high-school students for well-paying careers in logistics.
- As Director of IAR, I serve as a member of the Inland Empire Complete Count Committee (CCC), a leadership body that draws on the representatives from the nonprofit, government, education, business, and philanthropic sectors. The goals of the

Inland Empire Complete Count Committee are to promote public awareness and participation in the 2020 U.S. Census (especially among potentially under-represented groups).

Since its inception in 1985, IAR has always taken its mission of “community outreach through applied research” very seriously. Clearly the pro-bono projects listed above demonstrate a commitment to that mission. But its educational mission is equally important. Most of our projects provide the opportunity for at least a few students to learn about the research process. Further, I talk about IAR’s research projects in class as examples of sampling methodology, descriptive statistics, and inferential statistics – all of which provide vital “real world” applications to the theory being presented.

Indeed, the Institute is a win-win for the campus and broader community at the local, state, and national levels, and I am grateful for the continued opportunity to continue to serve as Director.

Barb Sirotnik

**Ancillary Unit Annual Report**  
**Reporting Period: July 1, 2019 – June 30, 2020**

Deadline for submission to Reporting Administrator: October 30, 2020

This report is required by [FAM 105.4 \(FSD 87-17.R6\) -- POLICY GUIDELINES FOR THE FORMATION AND REVIEW OF INSTITUTES AND CENTERS](#). The report is due by

October 30, 2020 this year. \*\*Please make sure to sign and forward scanned signed copies of the report. Thank you.

Basic Information	
Ancillary Unit's name	Institute of Applied Research and Policy Analysis
Director(s)	Barbara Sirotnik
Administrator to whom the unit reports ("Reporting Administrator")	JHBC Dean Lawrence Rose
Purpose and goals of the Ancillary Unit	As stated in our original proposal submitted to the faculty senate in 1985, the objective of the Institute of Applied Research and Policy Analysis is to be the "premier university-based applied research institute in the region." Over the past 35 years we have succeeded in large measure in meeting our initial expectations.

Advisory Board (if applicable)	
Member	Affiliation
Since the inception of the Institute in 1985 we have chosen not to have an Advisory Board. This has never been raised as an "issue" in past reviews.	

**Activities during reporting period (2019- 2020)**

During the academic year 2019 – 2020, IAR continued to engage in research projects which helped organizations in the Inland Empire and beyond with their survey research, data collection, needs assessments, forecasting, program evaluations, and strategic planning. We spent a great deal of time meeting with potential community partners and writing proposals, some of which were not ultimately funded (yet took a great deal of time to assemble given that they range from 10 to 50 pages long).

IAR's activities during this academic year were consistent with the goals and objectives of the Institute, and all projects were completed successfully. Further, all the projects were well-received by our clients (as has been the history of IAR) and provided a good source of "press"

for JHBC and CSUSB. The combination of media attention to our projects and “word-of-mouth” advertising enabled IAR to maintain its level of activity established over the years.

The study which gets the most attention from the media is our monthly economic forecast based on a monthly survey of Purchasing Managers. IAR releases the report to the media the first business day of each month. Following are some links to articles that appeared in the local media this past year:

<http://www.inlandnewstoday.com/story.php?s=58461>

<http://iebusinessdaily.com/coronavirus-levels-inland-empire-manufacturing/>

[https://www.fontanaheraldnews.com/business/economic-indicators-look-positive-in-inland-empire-but-coronavirus-is/article\\_d7e36c0a-5feb-11ea-95d5-b343b7d83a4c.html](https://www.fontanaheraldnews.com/business/economic-indicators-look-positive-in-inland-empire-but-coronavirus-is/article_d7e36c0a-5feb-11ea-95d5-b343b7d83a4c.html)

<https://www.pe.com/2019/10/01/manufacturing-indices-drop-another-inland-firm-closing-doors/>

<https://theievoice.com/an-inland-region-key-economic-indicator-showed-precipitous-drop-offers-bleak-outlook/>

The City of Riverside Quality of Life survey also received some press:

<https://inlandempire.us/community-quality-of-life-survey-shows-pride-in-riverside/>

During AY 2019-2020 IAR spent a great deal of time fielding and analyzing the High Desert Quality of Life Survey. A huge effort was made to promote the survey – an effort which was quite successful since over 13,000 residents responded to the survey, in addition to 250 non-resident workers and nearly 100 community leaders. Here are just a few of the releases regarding the project:

<https://www.vvdailypress.com/news/20200220/high-desert-survey-results-highlight-worries-wants-of-residents>

<https://www.youtube.com/watch?v=6nVfE73ZgXs>

<https://www.youtube.com/watch?v=LKfq0dWaqrQ>

<https://highdesertgazette.com/2019/07/17/residents-business-officials-take-the-high-desert-quality-of-life-survey-aug-1/>

<https://www.sbsun.com/2019/07/27/high-desert-residents-businesses-to-weigh-in-on-social-economic-challenges-with-new-survey/>

We even appeared in the Coyote Chronicle. 😊

**Studies/contracts undertaken during AY 2019/2020:**

Before listing the projects undertaken during the reporting period (AY 2019/2020), I must place the list in context by pointing out two differences/changes from previous years:

- 1) I elected to FERP beginning the 2019/2020 year. As part of the FERP agreement with Dean Rose, I have spent time focusing on bringing additional faculty into the Institute (i.e. working on a “transition plan”). I have also performed engaged in more pro-bono work to raise the profile of the college and university without worrying about a “return on investment.”
- 2) As everyone knows, COVID hit! Since most of our funding typically comes from external sources (organizations in the public and private sectors) which became cash-strapped during the pandemic, our activity and revenues have decreased somewhat since March. We hope that as businesses reopen and the economy improves, our list of projects and our funding level will also improve.

All IAR projects are managed by Dr. Barbara Sirotnik (Director and Principal Investigator) with the assistance of Ms. Lori Aldana (Project Coordinator). Further, on survey projects we hire (using external funding) an average of 40 student interviewers and shift supervisors who have the opportunity to learn about the research enterprise firsthand.

The following projects were undertaken during the reporting period. The reader will note that IAR projects do not abide by the academic year schedule, thus *portions of the dollar amounts quoted may have been spent during the 2018-2019 AY or remain to be spent during the 2020-2021 AY*. That is, the funding on a project is often used for multiple reporting periods.

**“Paying” Projects**

- **“Inland Empire Report on Business,”** funded by San Bernardino County and Riverside County Economic Development Agencies, \$8,500. This monthly economic forecast uses the methodology and survey instrument developed in the 1920’s by the National Association of Purchasing Managers (now called the Institute for Supply Chain Management) to obtain information from purchasing managers regarding five indices that have historically proved to be excellent short-run indicators of the health of the local economy. Results were reported each month in all major area news media in Riverside County, San Bernardino County, and Los Angeles County. IAR has conducted this survey monthly since 1993.
- **“Follow-up Surveys of JHBC graduates,”** \$10,000. Conducted three-month follow-up surveys of JHBC graduates. The data are submitted to national ranking organizations (e.g. Princeton, BSQ). The survey is also a vehicle for eliciting graduates’ views about CSUSB, JHBC, and their work-readiness as they enter the working world. Surveys are conducted twice a year (for December and June graduates).

- **“CAE Annual Report Form,”** \$5,000. In late 2017, the IAR was asked to develop an online annual report tool to provide a consistent format for CAE (Center of Academic Excellence in Cybersecurity) schools to provide data documenting their activities and successes during the previous year. IAR worked with NSA to ensure that all institutions submitted their report (a requirement for continuing designation as a CAE). In late 2018, IAR was asked to modify the form and once again field the annual report tool and provide the data to the NSA. In the first half of 2019, IAR worked with NSA to field and monitor the online annual report form which enables CAE schools to document their activities and successes. This is a requirement for continuing designation as a CAE school. The final request to complete the survey was sent on May 30, 2019, but data collection and corresponding with universities continue through May 2020.
- **“Water Resources Institute,”** on retainer. Since 2018, IAR has been on retainer to CSUSB’s Water Resources Institute. IAR advises WRI on survey methodology and prepares IRB applications for their projects to identify the water-related needs of disadvantaged communities in the Southern California region.
- Completed work on **“California Advanced Supply Chain Analysis and Diversification Effort” (CASCADE)**, a two-year study, \$213,954 + \$43,682 non-Federal Match = \$257,636 for the two-year period. The overall purpose of project, awarded by the Department of Defense Office of Economic Adjustment (OEA), was to increase the resiliency of California’s defense supply chain, including: Tier 1, 2, and 3 supply chain firms; communities; and workers who are involved in California’s supply chain ecosystem and may have been adversely affected by reductions in Defense Department procurement and contracting. IAR was responsible for preparing a supply chain map of Defense contractors and subcontractors in California so that “at-risk” companies can be identified. We wrote the proposal for this project in December 2015, and notification of funding was delivered June 2017. The project end date was extended to December 2019.
- **“Twenty-second Inland Empire Annual Survey,”** \$42,000. In April and May 2019 (the period before the AY covered in this report), IAR conducted its twenty-second Inland Empire Annual Survey, a quality of life telephone survey of 1000 San Bernardino County residents. This annual research effort analyzes public opinion in the county relative to the economy, crime, ratings of the county as a place to live, private and public services, commuting, and confidence in elected officials. This year’s survey was sponsored by California State University San Bernardino, Mojave Water Agency, OmniTrans, and the San Bernardino County Superintendent of Schools. The quality of life data derived from this study is used by major public and private institutions to develop policy recommendations. Sponsor reports and the main report were written and released to the press in the second half of 2019 (which is why this project was noted in this report as well as last year’s report).
- **“High Desert Quality-of-Life Survey,”** \$16,790. Conducted online quality-of-life surveys of High Desert residents, non-resident workers, and government/ education leaders. The contract was signed in June and the questionnaire construction and IRB application were completed by late June 2019. Data were collected beginning in August 2019. In late 2019 and early 2020 IAR worked with Dr. John Husing and High Desert

community leaders to craft solutions to the regional issues mentioned by survey respondents. IAR made a presentation to the press in February 2020 and was supposed to be one of two keynote speakers at a major event in May discussing the data and solutions to regional issues. Because of COVID-19, the presentation was made virtually in October 2020.

- **“2019 City of Riverside Community Quality-of-Life Survey,”** \$33,695. In 2013 and again in 2015, IAR conducted wide-ranging survey efforts to determine the perceptions of the quality of life among City residents and among those who work in the City but live elsewhere. The survey was designed to spark community-wide engagement that would promote and improve the quality of life in Riverside. In 2019, IAR was once again asked to conduct telephone and online surveys to measure the City’s progress in improving quality of life. The phone survey was conducted in April 2019 and the online surveys were available through June 2019 (the period before the AY for this report), IAR conducted the analysis, wrote the report, and made presentations during the period from July through September 2019.
- **“Student Success Center Survey,”** \$8,000. Conducted a survey of current JHBC students to assess their experience and satisfaction with the Student Success Center. This information is important input to the continuing effort to improve our services and programs.
- **Evaluator on NIH Grant: “ASPIRE”** (Advancing Sponsored Program Infrastructure for Research Excellence), \$6,000 per year for 3 years. The overall objective of the NIH study is to improve and support the research enterprise at CSUSB. More specifically, **AIM 1** is to review/reorganize sponsored programs infrastructure at CSUSB. This aim entails creating a “one-stop shop” to help faculty with their sponsored program activities from proposal development to submission to award administration. **AIM 2** is to enhance faculty research development through implementation of two comprehensive year-long research development incentives and activities to help each participant be ready to submit external grant proposals in the biomedical/biobehavioral science areas. IAR is conducting the program evaluation for the three-year study.

### **Pro-Bono/Community Service**

The next five bullets outline activities that I, as Director of IAR, have undertaken as community service and outreach.

- **“Inland Empire Economic Center.”** Served as a member of the newly formed Inland Empire Economic center (IEEC) which is a collaboration of IEEP (Inland Empire Economic Partnership), IAR, and economists from Claremont Graduate School and University of Redlands. The purpose of this new center is to produce research, analysis, and presentations at the request of Inland Empire stakeholders that addresses economic questions about the region, respective companies or institutions, and or produce information that supports a vibrant and innovative economic eco-system in the region. Dr. Morales was pleased to sign off on the MOU on behalf of IAR.



- **“Taking the Pulse of Inland Empire Businesses.”** Conducted a survey of Inland Empire businesses to determine the effects of COVID-19 on organizations in the region. 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. I presented the results at a virtual conference on April 1, 2020.
- **“Inland Empire Growth and Opportunity.”** Served on the IEGO (Inland Empire Growth and Opportunity) Logistics Working Group and the IEGO Investment Plan Core Team. The objectives of IEGO are to:
  - Present and contextualize the IEGO industry cluster strategy for logistics
  - Leverage existing regional efforts to enhance component parts of the Center of Excellence
  - Mobilize leaders to strengthen collaboration toward a sustainable future for logistics in the region
- **“Pathway to Logistics.”** Worked with the IDS Department and the Leonard Transportation Center on the Pathway to Logistics, an initiative to attract and prepare middle- and high-school students for well-paying careers in logistics.
- **“Complete Count Committee.”** As Director of IAR, I was invited to join the Inland Empire Complete Count Committee (CCC), a leadership body that draws on the representatives from the nonprofit, government, education, business, and philanthropic sectors. The goals of the Inland Empire Complete Count Committee are to promote public awareness and participation in the 2020 U.S. Census. These trusted voices develop a Census awareness campaign based upon their wide range of knowledge and expertise.

In addition to the above projects, IAR wrote parts (or all) of several major proposals in response to RFPs. We try not to waste our time on proposals with little or no chance of funding, but we are also realistic about the fact that we won’t get projects unless we write proposals. It is a “numbers game”...a very time-consuming numbers game. Of course, thanks to COVID there were fewer RFPs to address. Hopefully that will change in the near future!

The reader also should note that even though I am on a FERP assignment, I happily continued to serve on some very time-consuming committees such as:

- College curriculum committee
- College assurance of learning committee
- College evaluation committee
- College quarter to semester committee
- Department recruiting committee
- Department professional leaves committee
- Department quarter to semester committee
- SCM curriculum committee
- Committee to create a new Master of Science in Logistics and E-Commerce
- Committee to create a new Master of Science in Cybersecurity and Analytics

In addition, this past academic year I continued to serve as the Course Coordinator for ADMN 210, as a university faculty mentor, and as faculty advisor to the APICS student group. Time spent on IAR projects had to be balanced with the time spent on these service activities which are important to the campus (and wider) community.

**Use of funds during the reporting period:**

Until last year, IAR received no direct funding from the college or university for writing proposals or for running/governing the Institute. As part of my FERP contract, JHBC is now awarding me 1 reassigned time for running the Institute. Of course, when IAR conducts a project for the JHBC or university, funds are used for salary for IAR's Project Coordinator and student interviewers, however I consider that to be "external" funding (similar to any other project) as opposed to "internal" funding used to support the Institute. Our budget depends on how many grants/contracts we obtain in any particular year. Detailed IAR budgets and expenditures from all grant activities are available through UEC and are summarized in the table on the next page.

IAR uses JB-277 as its main office and JB-279 as its CATI lab. It is our understanding that part of the overhead/IDC paid to UEC reimburses the campus for the use of the office.

Some of IAR's computers and printers have been purchased with IAR funds, however the CATI lab computers (used for survey research) have been loaned to us by JHBC. These computers were discarded from the instructional labs as being too old to be of use to the college. **We pay for all sampling frames, office supplies, clerical staff, fees for yearly maintenance on our computerized call system, etc.**

All project funds are used to pay staff (one full time Project Coordinator plus an average of 40 student interviewers and shift supervisors for each survey research project), release time, sampling frames, office supplies, phones, equipment, etc.

More specifically, the following table details revenues and expenses for all studies. A few notes are in order:

- The numbers in the table represent our best estimate of expenditures for projects that stretch over several academic years.
- In March 2020 when the campus closed down due to COVID-19, we were unable to work from our Institute office. We requested that the phone bills for our phone bank be reduced since we no longer had access to the room and equipment. Until the campus reopens, we will be forced to subcontract our telephone data collection services to other groups.
- In last year's report we noted that IAR may be forced to stop conducting telephone surveys due to the increasing costs which local agencies are not willing to shoulder and IAR is not in a position to pay. The minimum wage has increased (affecting our total salary costs), and for the past several years UEC rules have dictated that student interviewers have access of up to 24 hours of sick time beginning from the day they are hired (without them even working a single hour of probationary time). There is no grace period. Students have figured out that they can sign up to work 3 days of a week-long

survey, call in sick all three days, and they will get paid without ever having worked a shift! This DID happen last year. As one can imagine, the policy has become incredibly costly for IAR (an estimated 7% - 10% of every survey project budget -- \$800 during the first month of one of our recent projects). We had hoped that the rules would be clarified to include only employees who have worked a long enough period to warrant sick pay, however that has not occurred. We encourage UEC to revisit this policy! We take our educational mission very seriously, and we find it unfortunate that the need to pay sick time on short surveys may require us to severely cut back on that mission.

**Budget, July 2019 to June 2020**

As noted earlier, our projects do not necessarily begin and end within an academic year reporting period. Indeed, many of our projects cover the span of two reporting years (or sometimes three). Further, Sponsored Programs/UEC prefers taking the Project Coordinator’s salary and benefits out of a single IAR account instead of splitting it up and taking it out of multiple “active” accounts. Thus it is difficult to provide specific information on the budget by project.

The table below reflects our best estimate of the use of funds for the 2019 – 2020 academic year:

Use of funds				
	Internal funds		External funds	
	AY 2019 - 2020	Current academic year (projected)	AY 2019 - 2020	Current academic year (projected)
A. Salaries/benefits			\$166,020	\$51,400
B. Assigned time	\$7,500	\$7,500		
C. Telephone/fax			\$8,721	\$8,721
D. Office supplies			\$2,810	\$1,000
E. Other			\$91,857	\$30,000
Total	\$7,500	\$7,500	\$269,407	\$91,121*
<i>On a separate sheet, please itemize A., B., and E.</i>				

\* We anticipate the 2020 – 2021 academic year revenues and expenditures will be lower than the previous year due to COVID.

On the next page is a more detailed spreadsheet of this year’s expenditures.

<b>A. Salaries/benefits</b>	<b>\$166,020</b>
Project Coordinator	\$41,400
Students	\$80,317
Director (summer 2019 before FERP)	\$ 8,644
Benefits	\$35,659
<b>B. Assigned time</b>	<b>\$ 7,500</b>
Sirotnik	\$ 7,500
<b>C. Telephone/fax</b>	<b>\$8,721</b>
Monthly base charge (\$441.24) + calls	\$8,721
<b>D. Office supplies</b>	<b>\$2,810</b>
Office supplies, materials, postage, travel	\$2,810
<b>E. Other</b>	<b>\$91,857</b>
Sampling frames	\$ 3,602
A/C for evening/weekend surveys	\$ 260
CATI annual fee	\$ 3,155
UEC Indirect	\$23,000
Equipment (laptop)	\$ 1,840
Contract services for DoD project	\$60,000

**Planned activities for the current academic year:**

Activities scheduled for AY 2020 – 2021 include:

- Monthly economic forecast (ongoing study cited above)
- Bi-annual JHBC graduate surveys to determine employment status, salary, needed job skills, etc..
- Survey of JHBC students and staff to determine ways to reduce DFWI rates
- Continue work with the Water Resources Institute to determine the water-related needs of disadvantaged communities.
- Preparing several presentations for the High Desert Quality of Life Survey for the press conferences, and participate in crafting solutions to the many issues raised by residents, non-resident workers, and community leaders.
- Work on the ASPIRE NIH program evaluation.

- IAR would normally have conducted its Inland Empire Annual Survey in April, 2020, however that was not possible due to the COVID shutdown. The campus has been closed and we do not have access to our phone bank. When the economy gets back on a stable footing we will be looking into a possible online version of this 23rd Inland Empire Annual Survey. Before the shutdown Mojave Water District committed to be a sponsor and CSUSB expressed interest, but we will have to determine if they are still interested once the pandemic has eased. IAR will have to find at least one additional a major sponsor for a time within the future. It will be interesting to evaluate changes in residents' quality of life.
- Write proposals and work on projects through the newly formed Inland Empire Economic Center.
- I have recently been contacted by the Pomona Valley Hospital Medical Center to conduct their hospital needs assessment which is done every three years. This is the fourth time we have provided that service.
- Succession planning: Continue to reach out to my colleagues to find an additional person who may be interested in beginning to work with the Institute.

### **Final Comments**

From my point of view, the Institute of Applied Research has truly been a classic example of a “win-win” enterprise. It provides me the opportunity to be involved in interesting projects which sometimes result in refereed journal articles. It benefits the businesses and/or public agencies for which we conduct the research in that they get the information they need to make their day-to-day decisions. And the university receives the benefit of being cited monthly in newspaper articles about our economic forecast or other projects.

Since its inception in 1985, IAR has taken its mission of “community outreach through applied research” very seriously. But its educational mission is equally important. Most of our projects provide the opportunity for our students to learn about the research process (while making some much-needed money). Further, our projects provide a wealth of examples I can cite in class when discussing sampling methodology, descriptive statistics, and inferential statistics – all of which provide vital “real world” applications to the theory being presented.

Indeed, the Institute is a “win-win,” and I am grateful for the opportunity to continue to serve as Director.



---

**Director Signature**  
**(Barbara Sirotnik)**

Unit Reporting Person recommendation	
Name and title:	
X	Keep on active status.
	Move to probationary status.
	Move to inactive status.
Recommendations and comments including the criteria and data reviewed. Please attach additional page(s) as necessary: See comments on attached page.	

\_\_\_\_\_  
**Unit Reporting Person Signature**

\_\_\_\_\_  
**Date**

**STOP FORWARD A SCANNED COPY OF THIS REPORT TO  
 phyllis.meadows@csusb.edu AND SEND THE ORIGINAL COPY TO THE FACULTY  
 SENATE AD-155. THE SENATE OFFICE WILL TAKE CARE OF THE REMAINING  
 PORTIONS OF THE REPORT. THANK YOU.**

Educational Policy and Resources Committee recommendation (Only after 3 or 5 year review)	
	Keep on active status.
	Move to probationary status.
	Move to inactive status.
Recommendations and comments:	

\_\_\_\_\_  
**EPRC Chair Signature**

\_\_\_\_\_  
**Date**

Provost recommendation (Only after 3 or 5 year review)	
	Keep on active status.
	Move to probationary status.
	Move to inactive status.
Recommendations and comments including the criteria and data reviewed. Please attach additional page(s) as necessary:	

\_\_\_\_\_  
**Provost Signature**

\_\_\_\_\_  
**Date**

<b>President decision (Only after 3 or 5 year review)</b>	
	Keep on active status.
	Move to probationary status.
	Move to inactive status.
Recommendations and comments including the criteria and data reviewed. Please attach additional page(s) as necessary:	

\_\_\_\_\_  
**President Signature**

\_\_\_\_\_  
**Date**

**Ancillary Unit Report – 2019-2020**

**Unit Reporting Person Comments**

**Unit: Institute of Applied Research**

IAR continues to have impact within the University and within the wider IE community during the reporting period. Its Inland Empire Report on business is a forecast report on the health of the IE and continues to be of interest to local newspapers and businesses. IAR worked with NSA useful to CAE Schools, and finished a two year study for the Department of Defense. IAR conducted its 22<sup>nd</sup> IE survey for San Bernardino County and did a Quality of Life Survey for the City of Riverside. IAR conducted surveys of JHBC graduates to determine their work readiness, works with CSUSB's Water Resources Institute on a variety of projects including IRB applications and was asked to serve as a program evaluator for an NIH grant. In addition, IAR conducts several pro-bono and community service projects. IAR does not have an advisory board and does have estimate of the use of funds for 2019-2020 which indicates it is sustainable.

---

X *Lawrence C. Rose*

---

Lawrence C. Rose, Dean