THE JACK H. BROWN COLLEGE
OF BUSINESS & PUBLIC ADMINISTRATION
PRME STATUS-IN-PROGRESS-REPORT 2020

“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.”
A Message from the Dean:

Lawrence C. Rose The Jack H. Brown College of Business & Public Administration

Our close partnership with PRME has been a very valuable and rewarding association over the years, and we take the principles very seriously. We have launched new scholastic ventures during 2018-2020 which affirm PRME values. I will briefly comment on a few of these—the rest are explained in subsequent pages of this document.

As a College of Business and Public Administration our faculty affirm the synergies between the public and private sectors, and bring these in a comprehensive and broad way into their academic spheres of influence. Rather than looking at public and business administration as dichotomous, we have been highlighting the nexus between them—as two parts of an interdependent whole, where each of which complements and strengthens the other. We are bringing this interconnectedness to students but also to broader platforms. For instance, at the American Society for Public Administration in 2020 in Anaheim, California a presentation will be made showing corporate responses to the pressing problems of society in this century such as depletion of natural resources, appropriate use of labor, and other issues important to society—areas that in previous decades were seen as the domain of government.

The Jack H. Brown College of Business and Public Administration (JHBC) takes both a conceptual and practical and proactive look at these problems by seeking solutions that we can do in our daily lives, as well as larger answers to the world’s
most pressing problems. Each of our disciplinary perspectives represented in our college uphold this mission. Through our biannual PRME BULLETINS, we have shown how individual faculty members accomplish this.

The United Nations’ Sustainability Development Goals (SDGs) for 2030 are key in how we are responding to the challenges of supply and demand of our limited natural and human resources in business and public management. One of these is showing our constituencies how each of our ecological footprints impact all humanity. JHBC has been instrumental in suggesting and developing a Tree Planting Project on campus to help offset carbon emissions that we inevitably make in professional travel by air. We know that faculty must travel for various work-related reasons, but we encourage the use of information technology, where possible to keep air pollution at a minimum. We have also made recommendations on waste and facilities management--many of which have been designed into campus operations.

Our College is a strong supporter of less advantaged communities through various initiatives by individual faculty on such things as help in tax preparation, food and clothing drives, and collection of used eyeglasses for under-privileged communities in our own region and around the world. Again our PRME BULLETINS provide descriptions of these projects.

We believe that our focus on business administration and our focus on public administration can be neatly dovetailed to provide our students the tools to become Responsible Management Professionals following the Principles laid out by PRME and the United Nations’ Global Compact. These activities and achievement are detailed in the pages that follow. To close I wish to thank Professor Breena Coates for compiling this report and keeping PRME in the forefront of the minds of our students, faculty and staff. We all are the better because of her efforts.

Lawrence C. Rose, Ph.D.
Dean
The Jack H. Brown College of Business and Public Administration
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STRATEGIC INTEGRATION:
JHBCBPA & PRME MODEL

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

RESEARCH

CLASSROOM

PRME @ CBPA

SERVICE PARTNERSHIPS

STAKEHLDR. DIALOG

JACK H. BROWN COLLEGE
BUSINESS AND PUBLIC ADMINISTRATION

JACK H. BROWN COLLEGE
BUSINESS AND PUBLIC ADMINISTRATION
Changes by major accreditation bodies demonstrate growing support for sustainability and ethics in business school curricula. In 2013, PRME Steering Committee member AACSB International, the Association to Advance Collegiate Schools of Business, issued new accreditation standards that place greater emphasis on corporate responsibility and sustainability.
The week of July 8-12th, 2019, WCC and CSUSB hosted an inaugural boot camp for C3P program scholarship candidates. Five community colleges sent their students and supporting faculty to CSUSB’s main campus in San Bernardino for orientation. Participants of the first cohort engaged in an adventurous week of team building, cyber projects, and the start of their SFS professional development training program. Balancing work, personal life and health were also highlighted topics as challenging activities included zip line and outdoor rope climbing, developing apps and creative functions for new raspberry pi minicomputers, and workshops on resumes, internships, certifications, clearances, etiquette and government ethics.

CSUSB’s objective is to replicate the structure and success of the Cybersecurity Center’s SFS training program over the last ten years. Joint efforts with WCC lay new groundwork for this experimental pipeline of skilled cybersecurity professionals to the federal workforce. The collaboration will institutionalize the best practices toward student and faculty development, and ensure Scholar success through a rigorous and demanding program.

About 200 middle school girls and about 50 high school girls from Girl Scout troops in San Bernardino and Riverside counties learned about cyber security at two summer camps at Cal State San Bernardino, 2019. Professor Tony Coulson, Director of the Cyber Security Center reported that the scouts leaned how to hack drones secure passwords, and explore cyber forensics. and much more.
The Cybersecurity Center at Cal State San Bernardino held its annual open house on Friday, Oct. 18, 2019 on its various programs for students interested in a career in cybersecurity. More than 350 attendees from local high schools and community college learned about scholarship, research, employment outlook and numerous student projects. The open house highlighted innovative technology various projects with virtual reality, ethical hacking, remote pilotless vehicles and more.

DISTINGUISHED LEGISLATOR VISIT

U.S. Rep. Norma Torres, D-Pomona (Center) paid a visit on Oct. 9 to the Cybersecurity Center at Cal State San Bernardino and met with students and faculty to discuss the future of cybersecurity for the nation and how CSUSB cybersecurity program plays a role as a leader and national resource center. Rep. Torres presented the program a Congressional Certificate of Recognition.

SCHOLARSHIP FOR SERVICE

The CyberCorps® Scholarship for Service program at CSUSB awarded nine new students for the two-year program. The scholarship pays full tuition, books, and a stipend to attend CSUSB for 2 or 3 years, for students completing a bachelors or a master’s program. Students who participate in this program must work for the federal, state or tribal government in paid cybersecurity positions for 2 or 3 of them.

....
2. What is TOXIC leadership? And, What is SERVANT Leadership? 
Professor Kathie Pelletier Explains...

Here Dr. Pelletier is shown with her students during her annual trip to the Holocaust Museum in Los Angeles. Seated in front is a Holocaust survivor. By showing her students visual images of the Holocaust, Professor Pelletier, discusses characteristic of toxic leaders (her research specialty) and traits of caring leaders. These lessons told on site, through the extra efforts of singularly dedicated faculty passionate about responsible management education and ethics, like Professor Kathie Pelletier, helps students at the Jack H. Brown College, many of whom will eventually become corporate leaders, understand how conscious, caring leadership can influence change for the good of humanity.

DR. PELLETIER SHOWS HER STUDENTS EXAMPLES OF CRIMES AGAINST HUMANITY BROUGHT ABOUT BY EVIL LEADERSHIP

AND ALSO

SERVANT LEADERSHIP ‘S HELPING HANDS
“The Golden Apple Award recognizes outstanding teachers who are highly effective at their craft and who have a significant impact on our students,” said President Morales. “We are very proud … she has really been an exceptional leader on this campus.” The nominating committee highlighted that Pelletier’s name was submitted by one of her students who has taken several of her courses, and who described her as someone who had helped the student discover her professional ambition. Pelletier’s teaching evaluation ratings are consistently high in the categories of “overall quality of instruction” and “professor’s specific contributions to your learning.”

“Faculty can’t be effective without the partnership that we have right here, in these moments and in these classroom experiences,” said Dr. Pelletier, who held back tears during the surprise announcement. “I feel very fortunate that I’ve had students who come to class and energize me. They make my job meaningful, so this is something that we will share in this class. I appreciate all of my colleagues and especially our students, because you are the reason we do what we do.”

According to Lawrence C. Rose, dean of the Jack H. Brown College of Business and Public Administration, Pelletier always has high ratings for service teaching, which is often acknowledged by her peers. Students make comments like, “I have the opportunity to work with a wide range of faculty and students, and when people say ‘What’s your ideal faculty member?’ — my ideal faculty member is Dr. Pelletier because she’s committed to this institution, she’s committed to the students, and she shares that passion in the classroom, and that’s what makes her a great teacher,” said Mike Stull, professor and chair of the management department.

She also continues her service to students outside of the classroom by serving as chair or committee member on theses and doctoral committees, supervising independent studies and overseeing research.
PROFESSOR THOMAS G. MCWEENEY, Department of Public Administration. Professor McWeeney’s service in the Federal Government gives him access to senior-level leadership and other distinguished speakers—which have enriched the Learning and growth of students, and other stakeholders in the region and nation-wide. Below are some examples of his work. These efforts support PRME values.
DR. THOMAS MCWEENEY BRINGS DISTINCTIVE OFFERINGS TO CSUSB THROUGH GUEST SPEAKERS FROM NATIONAL AND REGIONAL PUBLIC ADMIN. CELEBRITIES

While serving as Associate Director of the Leonard Transportation Center, Dr. McWeeney invited Secretary of Transportation Anthony Foxx to visit CSUSB and speak to Leadership symposium on new transportation directions. Secretary Foxx outlined his new "Ladders of Opportunities" initiative and explained how the communities in the Inland Empire can make a major contribution to national policy. He encouraged the work of the LTC and indicated that DOT will watch with interest as the LTC program evolves.
More than three dozen CSUSB students take part annually in education abroad programs offered through the Center for Global Management. Each is designed to help students gain global perspectives, see how business and government is run in other countries and to provide the opportunity for students to immerse themselves in another culture through excursions or other experiences. Students have traveled to 17 countries including China, Paris, Italy, Spain, Ireland and Costa Rica and Tanzania most recently.
STUDY ABROAD—COSTA RICA

COSTA RICA CONSERVATION
10 KEY FACTS

- 48 species of bird and 38 species of bat have been identified in surveys at the project.
- 16 species of amphibian and 40 species of reptile have been identified in surveys at the project.
- 35 species of mammal and 57 species of butterfly have been identified in surveys at the project.
- The Bara Honda National Park, 2995 hectares of tropical dry forest, is where the project is based.
- We run an environmental education program in 3 schools in the area.
- We have published 2 scientific papers in the field of bate.
- We are the only expedition that is protecting the SCARLET MACAW (ARA MACAO) in the Bara Honda Reserve.
- Over 2000 trees are planted per year in the Independence Tree Project.
- Over 800 volunteers have worked with us since the Conservation Center opened.

Will you join us?
5. THE JHBCPA ASKS: “DO YOU FLY A LOT???”
Then Plant a tree to offset your carbon footprint!

Take one round-trip flight between New York and California, and you’ve generated about 20 percent of the greenhouse gases that your car emits over an entire year. The ICAO has developed a methodology to calculate the carbon dioxide emissions from air travel for use in offset programs. We can’t get away completely from flying—most of us need face-time at professional conferences and meetings. However, in certain instances a virtual conference presentation might be feasible.

Most scientists agree that the least expensive and perhaps the easiest way for individuals to help offset the CO₂ that they generate in their everyday lives is to plant a tree...any tree, as long as it is appropriate for the given region and climate. Trees of any shape, size, or genetic origin help absorb CO₂.¹ Dave Nowak, a researcher at the U.S. Forest Service’s Northern Research Station in Syracuse, New York, has studied the use of trees for carbon sequestration in urban settings across the United States. A 2002 study he coauthored lists the common horse-chestnut, black walnut, American sweetgum, ponderosa pine, red pine, white pine, London plane, Hispaniolan pine, Douglas fir, scarlet oak, red oak, Virginia live oak, and bald cypress as examples of trees especially good at absorbing and storing CO₂. Nowak advises urban land managers to avoid trees that require a lot of maintenance, as the burning of fossil fuels to power equipment like trucks and chainsaws will only erase the carbon absorption gains otherwise made.

Dr. Breena Coates, JHBCBPA (left) and Ms. Lynneice Warren, Director of the CSUSB Sustainability Office (right) launched the Tree Planting Initiative in Fall 2019. …..

¹ Those who wish to help larger tree planting efforts can donate money or time to the National Arbor Day Foundation or American Forests in the U.S., or to the Tree Canada Foundation in Canada.
6. THE JACK H. BROWN SPEAKING CENTER

The Speaking Center at JHBC is dedicated to improving the public speaking skill of the students. Located in JB-230, the Center offers a safe environment for practice and provides both one-on-one and small group consultations to JHBC students. Consultations will be delivered by graduate students trained in and passionate about public speaking. The Speaking Center at JHBC’s services include: brainstorming topics, developing content, creating engagement strategies, and overcoming public speaking anxiety. The Speaking Center at JHBC is available to help students practice their class presentations, hone their public speaking skills, and become more comfortable in speaking moments overall.” said co-founder of The Speaking Center, Dr. Julie L. Taylor. Taylor, faculty in Communication Studies, is only one member of the interdisciplinary team that created the Center. The other members, who are faculty from the Department of Management, include Professors Maggie Boyraz, Dr. Ying Cheng, and Matthew Habich. The Speaking Center is an interdisciplinary venture between the Departments of Management and Communication Studies. Generous funding from the Jack H. Brown College of Business and Public Administration allows this service is to be free for students. The Center’s services can be accessed on a walk-in basis as available, or appointments can be made at https://csu.mywconline.com/.
Kristy Robles, of the Associated Students Inc., (ASI) is the elected ASI Vice President of Finance on our campus, and she is also a student in the JHBC. Kristy and others have learned PRME values well in college classes. They know that addressing students’ food insecurity is a complicated problem, both in securing healthy food resources and reducing the stigma around being food-insecure. A partnership between ASI, and the CSUSB Department of Housing and Residential Education, and Recreation and Wellness created an innovative campus garden to help remedy this. The community garden teaches students how to use inexpensive resources to grow and harvest healthy vegetables, and the CSUSB Obershaw Den pantry provides a site for distribution of raw vegetables and easy recipes with garden ingredients. It also teaches students life skills. The commitment of the campus and community partnerships has driven the success of the garden from students, staff and faculty involvement. This includes maintenance of the garden, grant writing and securing of donations both of time and materials. Kristy (above), and Sage Keyner, Programs Manager, (left) Public Relations Director for ASI came on the JHBC SUSTAINABILITY RADIO SHOW, on January 24, 2020, to explain the elements of food insecurity; and to let the campus community know about this innovation on the CSUSB campus.
Principle 1 | PRME Purpose:

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Thus, at the Jack H. Brown College of Business & Public Administration (CBPA) we prepare students to be Leaders in Corporations that value Sustainability, Conscious Capitalism, and Corporate Integrity and Responsibility to all Stakeholders.
I. JHCBPMA MISSION, VISION, & VALUES:

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.

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.

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. We are embedding these values into
new courses that are proposed in the current planning for the move from Quarter to Semester targeted for 2020. ……. 

III. JHBCBPA FACULTY UPHOLD PRME VALUES IN THEIR CLASSROOMS

Faculty Focus:

Professor Ying Cheng’s classes bring to her students the importance of considering the role of ethics in persuasion and message design, supporting PRME and AACSB values in the Jack H. Brown College of Business and Public Administration.

In her business communication classes, Dr. Ying Cheng introduces Aristotle’s three classical persuasion modes, including *logos, pathos, and ethos*. She believes that in order to be an effective communicator, you need to utilize all three of these pillars of persuasion.

She has explained to her students that *ethos* is the Greek term for ethics and has evolved to represent a communicator’s credibility. To achieve ethos or credibility, a communicator needs to have not only knowledge and expertise in a subject matter, but also trustworthiness—meaning that this person should be honest and consider audiences’ best interests.

*Logos* is to appeal to rationality and logic. “Anytime you build a case by presenting logical reasons (causal explanations, syllogisms, etc.), you are using logos.”

*Pathos* is the appeal to the emotions. “Anytime your writing has an emotional impact you are dealing with pathos. You can appeal to people’s emotions in many ways. You can make them cry, you can make jokes, you can show outrage. Even the most seemingly objective writing styles will contain some element of pathos. A science textbook, for instance, might instill feelings of awe and amazement at the beauty and complexity of the universe.”

Another topic covered in Dr. Cheng’s classes is compliance-gaining strategies,
which have been applied extensively to sales and fundraising. Compliance gaining pertains to tactics of influencing people’s behaviors without changing their beliefs and attitude or coercing. She held a discussion to evoke students’ thoughts about the extent to which it is ethical to use these strategies. Students came up with various responses ranging from “I don’t mind a salesperson using any of these strategies to me as long as I get a quality product,” to “It is okay to use these compliance-gaining strategies if they are used for charity causes,” and to “Although I may not use these strategies, it is useful to keep them in my mind so that I can resist unwanted social influence attempts.”

**Dr. Sharon Pierce** is an assistant professor at the JHBC CSUSB campus with the Public Administration Department. She has worked as a K-12 administrator for over twenty years. She is also a business owner, and for the last couple of years was a lecturer at CSUSB.

The courses she teaches include government business relations and diversity management. A primary focus in her classes is to develop an **ethical vocabulary** that a student can model. She actively teaches about ethical principles in business and **ethical leadership.** This provides her students the opportunity to talk about **ethics** and become comfortable with topics they may not otherwise discuss.

She states, “Thinking, discussing and experiencing ethics (and ethical failures) provides my students the opportunity to articulate their own values in a productive way and exposes students to other views. The course assignments are meant to encourage students to reflect on and evaluate what they have learned.”

Furthermore, she adds “it is important to expose students to **ethical dilemmas** that allow them to develop their own ethical decision-making process by equipping them to better understand ethical dilemmas and how to approach them.”

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**Professor Ernie Silvers** serves in the JHB College as Director of the renowned MBA program, in the Jack H. Brown College of Business and Public Administration. He is also a professor of communication, organizational behavior, and small business management. The MBA program prepares students for today’s global business environment by teaching specialized skills for industry, while instilling the ability to problem-solve, communicate, and act in an **ethical** manner.
Ethical reasoning is paramount throughout the program and stressed through curriculum integration, community involvement as well as various workshops and practical experiences. The MBA program hosts student services trips, which give students the opportunity to apply ethical reasoning and problem-solving skills to real-life scenarios.

The MBA program works to ensure its students are prepared to navigate their chosen industry with rational thought and ethical decision making. The MBA program follows AACSB and PRME principles very closely.

Under the supervision of Professor Anna Phillips in Management 350, Administrative Communications, Spring 2018, students undertook the task of researching the Benefit Corporation model as well as other corporations that embrace the ‘Triple Bottom Line’—people, planet and profit. Students used actual firms and analyzed them through Organizational Behavior Theories, and Theories of Ethics, such as Deontology and Utilitarianism. Two such student research efforts from Ashley Snook and Abdurrahman Saleh, are showcased in the Following section on “Student Focus.”

Anna Phillips says to her students, “be mindful of the concept of ……
Professor Jonathan Anderson, Chair of the Department of Public Administration, was a guest on the SUSTAINABILITY SHOW on Coyote Talk Radio in May 2018. He spoke under the theme of Conscious Capitalism, emphasizing the case of the Grameen Bank in Bangladesh. This entity was an early model of micro-financing for disadvantaged populations, such as women in Bangladesh. Dr. Anderson drew from his experience as a Department of State professional who was posted in Bangladesh.

Dr. Anderson explained that this microfinance banking model was the brain child of Nobel Laureate, Dr. Mohammed Yunis. The Grameen Bank has served as a model for microfinance services for the World Bank, and other international banking institutions.

Professor Frank Lin, Chair of the Department of Information and Decision Sciences, was a guest on the SUSTAINABILITY SHOW, on Coyote Radio in Winter 2018. Dr. Lin spoke on the issue of industrial pollution in India, that is destroying the waters of the Ganges River in India. Dr. Lin was one of the leaders of the Global Management Study Abroad trip to Northern India, when he supervised students writing on air and water pollution in the region.

Dr. Frank Lin’s observations of the pollution in New Delhi prompted him to suggest that India (the government and private corporations) must deal aggressively with reliance on coal, which is the source of much of the air pollution. ....
Dr. Thomas G. McWeeney brings a uniquely rich background of 30 years of progressively higher senior federal government experience, university teaching, and public sector entrepreneurship that augment his classes in the Department of Public Administration. "After receiving his Ph.D. with distinction in Government from Georgetown University, Dr. McWeeney embarked on an extensive career in which he served first as a federal executive (18 years), then as owner/manager of a small business while simultaneously teaching graduate courses for universities in the Washington DC area (30 years). The cumulative effect of these endeavors has provided Dr. McWeeney with extensive experience and insight into the workings of government at all levels. These experiences enrich his teaching.

Dr. McWeeney left the federal government in 1992, to establish a small business consulting firm that successfully applied the newly enacted Government Performance and Results Act, to lead transformational strategic planning projects for the Director of the Federal Bureau of Investigation, the Director of the Naval Criminal Investigative Agency, the Administrator of the Drug Enforcement Administration, the Department of Energy, the National Counter Intelligence Executive, many components of the US Department of Justice, and several agencies in the US Intelligence Community. These engagements provided Dr. McWeeney with broad and deep experience in a wide range of government programs, particularly those relating to law enforcement and security. His projects were all grounded in the ethical imperative of public service and he brings a deep commitment to the practical application of ethics in each of his classes.

Professor McWeeney joined CSUSB after a teaching career as an adjunct professor of government and public administration during which time he received widespread acclaim for developing and effectively teaching over 20 courses in political science, international relations, and public administration and played an instrumental role in developing new initiatives and courses that added great value and benefit to these universities. He is currently has recently written a book on strategic planning entitled Avoiding Disappointment that was released in Spring 2019.

Dr. Thomas McWeeney shown below (right) interviewing Pulitzer Prize-winning journalist Lowell Bergman on ethics and truth-telling…….
Professor Helena Addae from the department of Management, is an expert on Organizational Behavior and Human Resources Management. Dr. Addae recently spoke to the continuing state of employee treatment in global firms that are reminiscent of outdated workplace theories of scientific management, and Theory X behavior by some employers. She spoke on December 12, 2018 on Coyote Radio’s THE SUSTAINABILITY SHOW, piggybacking on toxic behavior as shown in workplace disasters such as Rana Plaza Bangladesh (right) and Foxconn suicides in China (left), were among others related by the show’s host.

Dr. Addae’s classes bring to her students the importance of ethical behavior in management, thereby supporting PRME values in the Jack H. Brown College. She has a special interest in the “Future of Work,” “Sustainability in Developing Countries,” and “Role Stress and Organizational Commitment.”

Professor Joon Son is currently an associate professor in the department of information decision sciences at California State University San Bernardino (CSUSB). Prior to joining CSUSB, he worked as a software engineer in Silicon Valley and as an information security scientist at Johns Hopkins Applied and Cyber Security education. His current research project is to develop a formal framework that would allow largely distributed domains to convey both trust and authorization policies, learn about trust and authorization policies for external domains, and provide a mechanism to securely disseminate Multi-Level Secure (MLS) data at the Physics Lab (JHAPL). His research interests include security policy specification, formal methods, ontology-based applications, and Information Technology. Dr. Son previously served as co-chair of the Information Security, Compliance & Emerging Technologies (ISET) committee for several years. As the diversity and ever-expanding use of IT applications have created a variety of ethical issues such as privacy, accuracy, property, and accessibility, the ISET committee considers ethics as an important issue when reviewing and developing information security and
privacy protection policies and standard for the CSUSB campus.

In his courses on cybersecurity and computer network, he teaches ethical hacking skills and covers topics related to privacy and security regulations such as HIPAA that highlight the ethical responsibilities of users in the use of information technology. In addition, his lecture aims to provide students with an understanding of how underlying security technologies and methods (e.g., cryptography, security protocols, access control, etc.) are used to protect privacy and to comply with federal security standards and privacy regulations.

Professor Andrew Beechko better known as “AJ” is a professor at the JHBC CSUSB campus. He is also a lawyer, and Inland Empire celebrity in the S. California region. He combines law and broader ethical principles in his teaching and law practice.

Professor Beechko recently spoke to the listeners of Coyote Radio on THE SUSTAINABILITY SHOW, concerning early laws that shaped the constitution on labor practices—specifically on the *Lochner v New York* (1905) landmark case which was the basis of Supreme Court judgement about work time that violated the Fourteenth Amendment; and The *Triangle Shirtwaist Factory* Fire 1911, which killed 146 workers and injured many others who jumped from high windows to save themselves. These workers had been locked in their workplace to avoid unauthorized breaks, and perished as a result of a fire that swept through the factory in March 1911.

A.J. Beechko brings labor rights studies into his classroom in keeping with the PRME values.

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**Student Focus:**

Ajay Kotian, MBA Student in Spring 2018, introduced Mgmt. 685 students to the pitfalls of the toxic financial practice of Predatory Loans, also known as “Pay Day Loans.”

Ajay explained that this form of financial instrument is advertised as a fast, easy, no-nonsense way to get money when you’re in a financial bind. The advertisements lead people to believe that borrowing $100 is as simple as showing a recent pay stub, a copy of your driver’s license, and a blank check. What they fail to explain is that this might be the
gateway to a debt cycle of enormous consequences. Paying off that $100 debt may take months, even years, and the accumulating penalties and interest may end up costing the consumer thousands of dollars to actually pay off—a much larger sum than the original payday loan itself. The class was studying “Conscious Capitalism”, whereby firms pay attention to the Triple Bottom Line. Ajay Kotian observed that payday loans violate the principles of conscious capitalism.

MBA student, **Archana Singh**, in the Spring quarter of 2018, analyzed the corporate social responsibility (CSR) behavior of Reliance Industries, Ltd, (RIL) an Indian conglomerate headquartered in Mumbai, India.. RIL owns businesses across India engaged in energy, petrochemicals, textiles, natural resources, retail, and telecommunications. The firm’s CSR is embedded in the long-term business strategy of the Company. For RIL, business priorities co-exist with social commitments to drive holistic development of people and communities. The company’s CSR initiatives help elevate the quality of life of millions, especially the disadvantaged sections of the society. It seeks to touch and transform people’s lives by promoting healthcare, education and employment opportunities.

Undergraduate student, **Ashley Snook**, wrote her final paper for Management 350, *Administrative Communications*, on the firm, Lucky Iron Fish, Canadian Benefit Corporation, whose mission is to end iron deficiency and anemia. The product infuses meals with a healthy amount of natural iron to help prevent iron deficiency and anemia. Iron is vital for health. The human body needs iron to function, but people do not get enough. Nearly two billion people around the world currently don’t, which is why iron deficiency and anemia are such big problems. It is simple to use, and provides a natural source of iron that’s perfect for everyone, especially those with an increased need for iron, e.g., athletes, vegetarians, vegans and women.

The product is in the form of fish-shaped cast iron ingots used to provide dietary
supplementation of iron to individuals affected by iron-deficiency anemia. The ingots are placed in a pot of boiling water to leach elemental iron into the water and food. They were developed in 2008 by Canadian health workers in Cambodia, and in 2012 a company, The Lucky Iron Fish Project, was formed to develop the iron fish on a larger scale, promote them among rural areas, and distribute them to non-governmental organization partners.

When a Lucky Iron Fish is purchased, the firm will give one free to a family in need in the developing world. ....

Undergraduate student, Abdurrahman Saleh wrote his final paper for Management 350, Administrative Communications, on the German firm called Little Sun. He notes that “Little Sun prides itself in producing clean and affordable solar products for those living in off-grid areas without any electricity. Their goal is to unite the world with the knowledge and importance of reusable energy. Little Sun is trying to bring sustainable solar energy to the 1.2 billion people living without electricity, on our planet.
IV. JHBCBPA –Accreditations, Rankings & Recognition of College Values Align with PRME:

Association to Advance Collegiate Schools of Business.

The Jack H. Brown College of Business & Public Administration has been accredited by the Association to Advance Collegiate Schools of Business since 1994. AACSB Accreditation represents the highest standard of achievement for business schools worldwide. Less than 5% of the world's 13,000 business programs have earned AACSB Accreditation. AACSB-accredited schools produce graduates that are highly skilled and more desirable to employers than other non-accredited schools. The AACSB Accreditation Standards challenge postsecondary educators to pursue excellence and continuous improvement throughout their business programs. AACSB Accreditation is known, worldwide, as the longest standing, most recognized form of specialized/professional accreditation an institution and its business programs can earn.

Western Association of Schools & Colleges

Western Association of Schools and Colleges has accredited the California State University, San Bernardino (the holding organization of CBPA). California State University, San Bernardino is currently involved in the extensive self-evaluation process for reaccreditation through the Western Association of Schools and Colleges or WASC. The accreditation process is a thorough step-by-step look at all aspects of the university to demonstrate that Cal State San Bernardino graduates are achieving WASC core competencies in written and oral communication, critical thinking, information literacy, and quantitative reasoning. Following the completion of self-study essays and a virtual visit from the WASC review team in 2013, the process will culminate in fall 2014, when CSUSB hosts the WASC team for a campus visit. Cal State San Bernardino was most recently reaccredited by WASC in 2004, when the university received the maximum 10-year reaccreditation.

National Association of Schools of Public Affairs & Administration

NASPAA accreditation recognizes that a master's program in public affairs has undertaken a rigorous process of peer review conducted by Commission on Peer Review and Accreditation (COPRA). All NASPAA accredited programs have successfully met NASPAA Standards for Professional Master's Degree Programs in Public Affairs, Policy and Administration
The Princeton Review

The Princeton Review 2014 Edition ranks CSUSB THE Jack H. Brown College of Business as one of the top 295 “Best Business Schools” in 2013 worldwide. CSUSB ranks No. 1 among the 23 California State University campuses in first-to-second-year retention of African American students and ranked No. 3 in the retention of Latino students. Designated as a Hispanic-serving institution, the university ranks No. 1 in the nation in awarding bachelor's degrees in math to Hispanic students. CSUSB is ranked 12th in the nation in awarding bachelor's degrees to Hispanics and 20th in awarding masters, according to the May 4 issue of The Princeton Review. CSUSB is also listed as seventh overall in awarding bachelor's degrees in protective services to Hispanic students.

European CEO Magazine

In 2011, California State University, San Bernardino’s The Jack H Brown College of Business and Public Administration was recognized by European CEO Magazine as one of the top 20 schools of business in the world and one of the world's 18 most innovative business schools. In 2014, CEO Magazine ranked California State University, San Bernardino as Tier One in both our MBA and EMBA rankings and #20 in the Global Top 20 Table.

The US News and World Report ranked California State University, San Bernardino’s The Jack H. Brown College of Business and Public Administration’s graduate program as one of the best graduate schools for 2014.

Military Times

The Military Times ranked the California State University and the JHBCBPA as a “best for Vets” College for 2014.
**Principle 2 | PRME Values:**

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

At JHBCBPA our faculty and administrators have incorporated into our academic activities the following values—corporate ethics, environmental ethics, and conscious capitalism.

JACK H. BROWN HALL—LATE AFTERNOON
I. JHCBPA’s CENTERS & INSTITUTES DISPLAY “PURPOSE” THAT ALIGNS WITH PRME VALUES

Our Centers & Institutes at CBPA align disciplinary theory and practice with PRME values of sustainability, conscious capitalism, corporate social responsibility, and quality improvements for a broad range of stakeholders, besides market shareholders... We have the following organizations within our College that are working within the PRME values:

The Cyber Security Center brings faculty and students together with government and industry leaders for the purposes of research, curriculum development, training and awareness in the area of cyber security. The center offers academic concentrations for BS, MBA and MPA degrees, as well as a cyber-security certificate in computer science and criminal justice. Cal State San Bernardino was designated as a Center of Academic Excellence in Information Assurance education by the National Security Agency. The center also houses the Cybercorps: Scholarship for Service and Department of Defense IASP/NDU Partnership program for those seeking government employment. Recently, the center became a founding institution for CyberWatch West, a federally funded Advanced Technological Education center that provides cyber security opportunities for students and faculty across the western United States. Cyber Security associated faculty also focus on ethical issues of privacy and security of information of individuals and firms through their teaching and research efforts in the program. …

Professor Tony Coulson, Director
**Inland Empire Center for Entrepreneurship (IECE)** offers a comprehensive academic curriculum for undergraduate and graduate degrees, allowing students ample opportunities to test their entrepreneurial potential and connect with local business leaders. In 2010, the United States Association for Small Business and Entrepreneurship (USASBE) recognized the center as having an Outstanding Specialty Entrepreneurship program and our graduate entrepreneurship program has been ranked as high as fourth nationally— and first among public universities— by the Princeton Review and Entrepreneur Magazine. *The Institute encourages PRME values of integrity, and honesty, to be taught in its courses, workshops and events.* ……

**The Institute of Applied Research and Policy Analysis**

is a full-service consulting and applied research organization. The purpose of the institute is to provide a variety of research and consulting services to public agencies, business organizations, and individuals within the university's service area and beyond. It provides customized research so that each client receives thorough, timely, practical and accurate information tailored for the decision-making needs of the particular organization. The institute advises in multiple disciplines, drawing knowledge through social and public policy research, surveys, feasibility studies, marketing studies and program evaluations. *The faculty associates of the Institute promote PRME values, of ethics, and honesty, in their teaching of research methodology—specifically in the area of gathering and analyzing of research.*
Inland Commerce & Security Institute: The mission of the ICSI is to promote the study, analysis and policies associated with the region’s commerce and allied security activities, and the global influences in an ethical and professional way. Further the ICSI will become a center of excellence serving the commerce and security needs and aspirations of our undergraduate and graduate students, faculty and community. The ICSI fully supports the PRME values in analysis and policies associated with commerce and allied security activities.

The Global Management Center Facilitates the development of programs in International Business and Public Administration and to support regional internationalization efforts for the benefit of the faculty, students and local international communities. Through the Study Abroad Program, CBPA students are exposed to the many fascinating aspects, both academically and culturally, of visiting overseas countries; and it also promotes PRME values in teaching and research and study-abroad trips, and environmental impacts of corporations.
The Leonard Transportation Center works to discover and implement transportation solutions for the expanding of the region. The theme of the center is "Decision-making and Management of Transportation Systems." The center focuses on research, education, policies and practices that impact effective movements of people and goods within and through the region. The center is particularly charged with attending to regional transportation needs, while serving as a focal point within the area to maximize the impact of local transportation initiatives.

“The Leonard Transportation Center is working to assist communities through research, community programs, and conferences on key themes related to transportation. The goals are to promote technologies and public policies that support sustainable transportation systems and improve quality of life.”

Professor Kimberly Collins, Executive Director, Leonard Transportation Center
II. JHBCBPA Student Clubs Support PRME Values:

The College sponsors numerous active student and professional clubs, which assist the school and organize various social functions. In addition, these organizations maintain contact with business and public agencies in the local community through speakers and field trips. These clubs provide CSUSB students valuable organizational experience, as well as professional and social contacts. They build professional cohesion with a strong emphasis on helping others. They also embrace the PRME values of Integrity and Responsible Management Practices in each of the disciplinary area clubs.

**Accounting Association**

Membership: Open to all Accounting students.
Advisors: Ebenezer Lamptey and Hang Pei
Ebenezer.lamptey@csusb.edu
909.537.5795, Jack Brown B436
Hang.pei@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. Haakon Brown
Email: hbrown@csusb.edu
Jack Brown Hall, Room 409
(909) 537-5716
To advance efficient and responsible management in the Marketing Profession

American Production & Inventory Control Society (APICS)
The Association for Operations Management

Membership: Open to all Business Administration students.
Advisors: Dr. Jay Varzandeh and Dr. Kamy Farahbod
Email: jvarzand@csusb.edu, kfarah@csusb.edu
Jack Brown Hall, Room 555
(909) 537-5730

Mission
Our mission is 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.

Advisors: Ebenezer Lamptey and Hang Pei
Email: Ebenezer.lamptey@csusb.edu
909.537.5795, JB436
Hang.pei@csusb.edu
909.537.4329, JB234

Mission: Beta Alpha Psi encourages and recognizes scholastic and professional excellence in the business information field, promotes the study and practice of accounting, finance and information systems, opportunities for self-development, service and association among members and practicing professionals. It "strives to encourage a sense of ethical, social, and public responsibility”. The organization also promotes the development of technical and professional skills that are used to complement the university education, philanthropic activities, and interaction between students, faculty and professionals.

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
Email: enewman@csusb.edu
Jack Brown Hall, Room 458
(909) 537-5749

International Honor Society
Beta Gamma Sigma
Mission

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.

Objectives

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

1. Encourage and honor high academic achievement by students of business and management through chapters in business programs accredited by AACSB International.
2. 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.
3. Support the advancement of business thought and practice to encourage lifelong learning.
4. Enhance the value of Beta Gamma Sigma for students and alumni members in their professional lives.
5. Advance the visibility and reputation of Beta Gamma Sigma.

Chinese Student Association

Membership: Open to all Business Administration students.
Advisor: Xiwen Zhang, Dr. Dong Man Kim, and Rong Chen Email: xzhang@csusb.edu, dkim@csusb.edu, rchen@csusb.edu

Jack Brown Hall, Room 545
(909) 537-5783

To engage the community and promote values

Financial Management Association

Membership: Open to all Business Administration students.
Advisor: Dr. Jim Estes
Email: jimestes@csusb.edu

Jack Brown Hall, Room 433
(909) 537-5773

Vision

The vision of the Financial Management Association International is to be the global leader in developing and disseminating knowledge about financial decision making.

Mission

The mission of FMA International is to serve the global finance community by:

- broadening the common interests between academics and practitioners
- providing opportunities for professional interaction between and among academics, practitioners and students
- promoting the development and understanding of basic and applied research and of sound financial practices
- enhancing the quality of education in finance.
Indonesia Student Association

Membership: Open to all Business Administration students.
Advisor: Dr. Dong Man Kim
Email: dkim@csusb.edu
Jack Brown Hall, Room 545
(909) 537-5783

To engage the community and promote values

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

To advance knowledge and responsible professionalism in the Information Management Profession

Information Security Club

Membership: Open to all CSUSB students.
Advisors: Dr. Tony Coulson, Professor Vincent Nestler
Email: 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

Japanese Student Association

Membership: Open to all Business Administration students.
Advisor: Dr. Dong Man Kim and Dr. Yuichiro Kakihara
Email: dkim@csusb.edu, ykakihar@csusb.edu
Jack Brown Hall, Room 545, 310
(909) 537-5783

To engage the community and promote values.

Korean Business Student Association

Membership: Open to all Business Administration students.
Advisor: Hosung So, Hyun-Kyoung Oh, Yu Jung Kim
Email: hosungso@csusb.edu, hkoh@csusb.edu, yjkim@csusb.edu
HP-202, HP-212, CS-306
(909) 537-7234
(909) 537-7234
(909) 537-7234

To engage the community and promote values

Latino Business Student Association

Membership: Open to all Business Administration students.
Advisor: Dr. Ernesto Reza
Email: ereza@csusb.edu
Jack Brown Hall, Room 529
(909) 537-5745

To engage the community and promote values

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**Master in Accounting and Finance Association**

Membership: Open to all MBA and MSA students.
Advisors: Dr. Dong Man Kim and Dr. John Jin
Email: dkm@csusb.edu, jjin@csusb.edu
Jack Brown Hall, Room 545, 407
(909) 537-5783
(909) 537-5721

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**Public Administration Organization**

Membership: Open to all CSUSB students.
Advisor: to be assigned

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**Society for Human Resource Management**

Membership: Open to all CSUSB students.
Advisor: Prof. Patrick Falherty

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Email: Pflaherty@csusb.edu
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

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**Students in International Business**

Membership: Open to all CSUSB students.
Advisor: Dr. Vipin Gupta and Dr. Frank Lin
Email: vgupta@csusb.edu or flin@csusb.edu
Jack Brown Hall, Room 404 and 278 (909) 537-5718

The International Business Club will be a resource for students to gain a better understanding of International Business through 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.
Taiwanese Student Association

Membership: Open to all Business Administration students.
Advisor: Dr. Frank Lin and Dr. Dong Man Kim
Email: flin@csusb.edu, dkim@csusb.edu
Jack Brown Hall, Room 278
(909) 537-5783

To engage the community and promote values

Thai Student Association

Membership: Open to all Business Administration students.
Advisor: Dr. Dong Man Kim and Dr. Taewon Yang
Email: dkim@csusb.edu, taewon@csusb.edu
Jack Brown Hall, Room 545, 427
(909) 537-5783
(909) 537-5783
Professor Anna Ni, Assoc. Dean and Director of Student Services Center

IV. JHCBPA Student Services Center Models PRME Values to our Students in its Mission & Logo: “WE VALUE OTHERS”

The Jack H. Brown College of Business and Public Administration (CBPA) is part of a campus community of faculty, students, administrators, and staff who all play vital roles in the life and mission of our campus. The Student Services Center as part of CBPA values honesty, openness, creativity, integrity, productivity and personal excellence.

We value our students: In addition to students receiving excellent academic instruction in a learning environment that is disciplined, fair, unbiased, and stimulating, our Center offers CBPA students opportunities that will equip them for success and fulfillment in their lives and careers. In pursuit of these ends, we encourage students to:

• Participate in non-traditional learning opportunities (i.e., internships, student organizations, study abroad and professional trade associations) to apply what they’ve learned in the classroom; challenge themselves through these opportunities, and increase their skill sets in their chosen field of study.

• Develop tools and skills that will enhance their marketability to prospective employers (i.e., résumé writing; cover letter; researching a prospective host; developing good interview skills; networking)

• Develop a career plan for a smoother transition from academic life to a career upon graduating. We value our employer partners and new prospects:

• We support the efforts to create value to our “partners” by the opportunities the College brings to them (i.e., Business Alliance membership, class speaker, panel board member, scholarship opportunities, internships, and student group opportunities)
• When our College educates and the Student Services Center helps to prepare a qualified and diversified talent pool of students that can meet the needs of today’s employers, we have successfully created value to employers who partner with us. We value our alumni:

• Our alumni are in leadership positions in businesses, the community, and public organizations. We work to keep them involved with CSUSB, and we recognize them for their long-term accomplishments

• The Center will continue to offer services to recent alumni who request assistance with referrals, resources, and training as they work to make that career connection

• We invite our alumni to participate in future presentations to current students to share their challenges, successes, and advice to future graduates. We value our administrators, faculty, staff, and student assistants. We appreciate the support given by CBPA administrators, faculty, staff, and student assistants. They play a significant role by:

  • Supporting the goals of the Student Services Center
  • Providing guidance to students seeking internship and job opportunities
  • Providing support to students as they seek to achieve their educational and career goals, as well as becoming new contributing members to society. We value our Center’s Student Assistants. They are:

    • Entitled to courtesy, support, fair evaluation, and due appreciation of their contributions
    • Committed to performing their duties with care, diligence, and a concern to make the college and university an open and welcoming place for all.

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a. JHBCBPA STUDENT SERVICES CENTER (SLT DP# 16)
STATEMENT OF COMMITMENT AND OUR CORE VALUES
COMMITMENT

CBPA Student Services Center’s commitment is to put our students and employer partners first by providing them with excellent programs and services. By focusing and being responsible to our students, employer partners, stakeholders, campus community, as well as the communities we serve and beyond, we will produce a solid return for our efforts that will result in increased enrollments as well as higher retention rates. By doing this we create meaningful work for ourselves and provide something of lasting value for our community, which includes a global perspective. As a result, the College of Business and Public Administration at California State University, San Bernardino will be recognized as a great school to attend. In order to keep this commitment, we need to always honor our CORE VALUES, which are:
INTEGRITY
Integrity is at the heart of everything we do. We are honest, ethical and upfront because trust is at the foundation of our relationships with our students, business partners, our stakeholders, communities, and each other.

RESPECT
We know it is critical that we respect everyone at every level of our college and university. We champion diversity, embrace individuality and listen carefully when others speak.

PERFORMANCE EXCELLENCE
We hold ourselves to a very high standard of performance. We prize innovative ideas and the teamwork it takes to make them realities. We continually assess how we can make the educational and partnership experiences better, and every day we work towards making it better.

ACCOUNTABILITY
We take responsibility for our actions as individuals, as team members, as a college with California State University, San Bernardino. We work together, support one another and never let our “educational customers and partners” or our colleagues down. Great institutions are judged by what they do, not by what they say. To be the best, we’re going to keep pushing ourselves in new and exciting directions. These values will guide our every action.

ETHICAL STANDARDS
Our university, our college, and the Student Services Center must stand for integrity, trust and solid ethical standards. Therefore, it is imperative that we continue to uphold our commitment and core values that are the foundation of any lasting business success. We need to put our students and employer partners first, act with integrity, treat people with respect, be accountable and hold ourselves to high standards of performance. Finally, we’re committed to adhere to the highest of ethical standards in the conduct of our business. ……
V. a. JBCBPA’s Graduate Teaching Assistant Code of Ethics and Conduct, “Committed to Ethical Public Service”

PURPOSE: The Teaching Assistant (TA) Code of Ethics and Conduct (Code) informs TAs of critical information to guide ethical behaviors related to the performance of assigned duties.

PREAMBLE: A TA for the Department of Public Administration (DPA) assists the primary instructor in the academic enrichment of the course by relieving the instructor of assigned, supportive duties. The following provides departmental best practices’ guidelines for professional and ethical behaviors for TAs in accordance with the College of Business and Public Administration (CBPA) mission and values statements, California State University, San Bernardino (CSUSB) policies, CSUSB student code of conduct, and California and federal laws. The adoption of this Code by the DPA faculty on September 12, 2013 contemplates strict adherence to this Code and periodic Code revision and reaffirmation.

DEPARTMENTAL BEST PRACTICE GUIDELINES

The departmental best practice guidelines comply with CSUSB and California and federal regulations. The DPA best practice guidelines provide standards for the conduct of departmental TAs following the CSUSB Campus Community Values in promoting safety, professionalism, and good citizenship [refer to Student Code of Conduct 41301 (A) Appendix 8; CSUSB Community Values Appendix 3]. This list is not all-inclusive, but contains examples for best practices for the TA.

- Design and direction of the course are structured by the primary instructor. The TA follows the instructions and course design as prescribed by the primary instructor.
- Do not violate any official CSUSB and California and federal regulations [refer to CSUSB Community Values Appendix 3; CSUSB Standard for Student Conduct 41301 Appendix 8].
- A TA may not enter into a romantic or sexual relationship with a student in the course. Limit interactions with students to professional activities. Refrain from closing your office door when speaking with students [refer to CSUSB Standard for Student Conduct 41301 Appendix 8; California Education Code Section 212.5 Appendix 6].
- Treat everyone with respect. Do not demean students or others in private or public. Be a role model, you never know who may be watching [refer to the CBPA Mission Statement and Values Statements Appendix 2; CSUSB Community Values Appendix 3; CSUSB Standard for Student Conduct 41301 Appendix 8].
• Represent the department, college, and university, in a positive and professional way inside and outside of the classroom [refer to CSUSB Community Values Appendix 3; CSUSB Standard for Student Conduct 41301 Appendix 8].
• Arrive to class at the time agreed upon with the instructor and be prepared for the class [refer to CBPA Mission Statement and Values Statements Appendix 2].
• Maintain confidentiality of students’ personal information. Students’ grades and/or academic standing should not be discussed with anyone other than the primary instructor of the course or the individual student in question [refer to the Family Education Rights and Privacy Act of 1974 (20 U.S.C. 1232g) Appendix 9].
• Be impartial in the grading, maintain consistency, and avoid favoritism [CBPA Mission Statement and Values Statement Appendix 2].
• Do not discuss exams or quizzes without approval from the instructor [refer to the Family Education Rights and Privacy Act of 1974 (20 U.S.C. 1232g) Appendix 9].
• Provide clear expectations and grading criteria to students as approved by the primary instructor. [CBPA Mission Statement and Values Statements Appendix 2].
• Respect the opinions of others [refer to CBPA Mission Statement and Values Statements Appendix 2; California Education Code Section 220 Appendix 4 and Section 234 Appendix 5].
• Discrimination based on disability, gender, gender identity, gender expression, nationality, race, ethnicity, religion, and sexual orientation is prohibited [refer to California Education Code Section 220 Appendix 4 and Section 234 Appendix 5; California Penal Code 422.55 Appendix 7].
• Be honest with everyone and timely deliver on commitments. Show up at the appropriate time when you have office hours.
• Take responsibility for any mistakes that are made and report them to the instructor immediately.
• Refer any concerns with the class expressed by the students to the instructor or to the Department Chair, as appropriate.
• Respond to emails and student inquiries in a timely manner. Keep a record of all communications.
• Any disagreements or conflicts between the instructor and a TA should be handled in a professional manner. Consult the Department Chair if there are unresolved issues.

CONFIRMATION OF REVIEW AND UNDERSTANDING

I, the undersigned, acknowledge that I have read and understand the TA Code and its Appendices as given to me by the Department of Public Administration, California State University, San Bernardino.

_________________________________      __________
Teaching Assistant                              Date

_________________________________      __________
Instructor/Professor                          Date

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V.b.JHCBPA’s Graduate Assistant Code of Confidentiality and Compliance.

JHCBPA uses The CSUSU code of general guidelines for Confidentiality and Compliance, as shown below in various ethical values related to PRME in the MBA, MSA, and MSIST:

California State University San Bernardino R11 CONFIDENTIALITY COMPLIANCE FORM Statement of Confidentiality of Records and Information Systems. The California State University (CSU) has responsibility to protect sensitive personal data and maintain confidentiality of that data under the Information Practices Act (IPA), Title 5, and FERPA. Personal data includes, but is not limited to, the following data: Social Security Number (SSN), Date of Birth (DOB), home address, home phone number, physical description, medical history, gender and ethnicity. The Office of the Chancellor issued Coded Memorandum (HR2002-27 and HR2003-5) detailing the CSU’s requirements for protecting confidential data. Additionally, the Office of General Counsel for the CSU issues and maintains a Records Access Manual, which provides an overview of federal and state law governing access to records possessed by the CSU. In light of rapidly changing technology and increased Internet use, this form is written to highlight the importance of CSUSB’s responsibility for the confidentiality of personal information. The Information Practices Act, California Civil Code Section 1798, et seq. protects individuals’ privacy rights in “personal information” contained in state agency records. Additionally, Sections 42396 through 42396.5 of Title 5 of the California Code of Regulations address privacy and the principles of personnel information management. The Family Educational Rights and Privacy Act of 1974 (FERPA) affords student certain rights with respect to their education record. One of which is the right to consent to the disclosure of personally identifiable information except to the extent that FERPA authorizes disclosure without consent. CSUSB’s Records, Registration, and Evaluations Office provide campus guidelines for complying with FERPA. Furthermore, CSUSB’s Acceptable Use Policy for Electronic Communications provides general principles regarding respect for privacy and sharing of account passwords.
Principle 3 | PRME Method in Teaching:

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

☐ We embed into all classes taught PRME principles of responsibility and integrity, as well as AACSB Principles of ethics, values, and standards.

1. JHBC Faculty Embed PRME Values Into Teaching

Professor Rangfeng (Stella) Qiu teaches Strategic Management and International Business. She ensures that her courses cover topics such as “agency theory, ethical leadership, strategic ethical decisions, ethical issues in competitive intelligence practices, fair trade and various ethical issues in international business operations (the working environment, corruption, multinational corporation social responsibility, etc.).” Dr. Qiu observed that, “Ethical decision making, & corporate social responsibility has been one of the important themes” in her courses.” [PRME BULLETIN, Vol.4(2) July 2016]

Professor Anna Phillips of the Department of Management has 10 years of public sector experience at the County of Orange, California on hazardous waste management. This expertise was the springboard for The issues of environmental sustainable development are critical thinking assignments on how structural, political, and symbolic theories support the creation of an organization's ethical environment. Anna Phillips and her students are also important contributors to our College’s PRME «Eye-Glass Project» which collects used eyeglasses to less-advantaged communities in the U.S., and other countries. [PRME BULLETIN, Vol.4(2) July 2016]
**Dr. Anthony Silard** in his courses on public service leadership (PA 664 – Management of Public Organizations and PA 590 – Administrative Leadership), Dr. Silard also integrates case studies into each class in which students put themselves into the shoes of public service leaders faced with challenging decisions that call their values into question. Students also study the ethical quandaries facing public service leaders throughout each of these courses. Professor Silard brings his background as a leadership trainer for some of the world’s largest profit and nonprofit companies into his discussions about PRME standards. [PRME BULLETIN, Vol.4(2) July 2016].

**Professor David Baker** organized a San Bernardino Justice Center (SBJC) student tour during the Winter Quarter, 2016. Thirty-three College of Business and Public Administration (CBPA) students, visited the new SBJC for a 90-minute tour and interacted with public service managers, court officials, and a Superior Court Judge. Associate Dean Jake Zhu, Associate Dean, CBPA, accompanied the tour and added, “This is an example of the many ways the CBPA connects students to learning experiences in the community.” [PRME BULLETIN, Vol.4(2) July 2016].
Dr. Yongseok Jang, in the department of Management, stresses the importance of ethical practice in entrepreneurship. His devotion to ethics is first and best reflected in his course design that always covers ethical discussions. He believes that using the “practicing” model is best way to teach ethics. He uses principles of morality as guiding themes in his classroom policy- It is because of Dr. Jang’s belief that the transformation of a human being is only possible by a voluntary decision to change their course of action. Dr. Jang continues to develop his research agenda to integrate ethical dilemmas in the context of entrepreneurship, his major area of research interest. [PRME BULLETIN, Vol.5(1) January 2017].

William M. Betley, J.D., brings to his students in the Department of Management over 30 years of experience in business, corporations and employment law representing employers and businesses of all sizes and in many diverse areas. He has come to appreciate that a company’s obligations extend beyond mere legalities. He has learned that those businesses not only owe a fiduciary duty to their employees and shareholders but also to all of the stakeholders in their given community. In William Betley’s classes, students are continually challenged to think “outside of the box” and to reexamine their own thoughts and beliefs concerning business operations, legal requirements and ethical obligations. [PRME BULLETIN, Vol.6(1) January 2017].

Dr. Ann Johnson, J.D., Ph.D., brings to the students in the Department of Management, her background in both academia and as a practicing lawyer in the areas of criminal law, general appeals and regulating mortgage banking on behalf of the U.S. government. She embeds Ethics and Corporate Social Responsibility into her teaching. Dr. Johnson’s research feeds into her teaching on responsible management in national & international areas. In a published paper “The Effect of E.U. Anti-Corruption Measures on the Romanian Judiciary” International Journal of Court Administration, about anticorruption in the Romanian judiciary, the main question was how new laws and organizational models that were adopted to join the European Union, Social Responsibility in her teaching modules in both MGMT 230 (Business Law) sections. [PRME BULLETIN, Vol.5(2) January 2017].
Professor Haakon T. Brown, in the Department of Marketing challenges his students to think “outside of the box” and to reexamine their own thoughts and beliefs concerning business operations, legal requirements and ethical obligations. It is believed that by examining all sides of an issue that students are better prepared to make reasoned, well thought out decisions and will be better equipped to take leadership roles in businesses and industries. This carries forward in Dr. Brown’s research as his primary area of interest is consumer self-control with a focus on improving consumer welfare outcomes. One current project demonstrates how restricting future opportunities to perform beneficial consumer behaviors (e.g. going to the gym) can actually increase the likelihood that consumers perform the behavior in the present. [PRME BULLETIN, Vol.6(2) January 2018].

Professor Samantha Liu explains why ethics is important in accounting education. Accounting is a profession that adheres to rigorous code of ethical conducts. This is because when accountants deviate from the line of ethics, their trustworthiness and judgement will come into question. Many professional organizations in the field publish their own codes of ethics. All these codes of professional conduct share commonalities such as integrity, competence, independence and confidentiality. She says, “At CSUSB, my strategy of teaching is to first introduce to students the cases which describe certain practices conducted by managers and accountants and then lead students to think what ethical violations have happened if any. The accounting cases are heavily technical which requires students to understand the accounting concepts before they can evaluate whether there is ethical violation. [PRME BULLETIN, Vol.62(1) January 2018].

Dr. Kevin Guo is a Chartered Financial Analyst and he has more than five-years of industry experience as a bank manager and senior financial consultant before he joined CSUSB as a finance faculty member in 2013. Dr. Guo embeds PRME values throughout his teaching curriculum. He develops his course design along with real world projects and case study analysis as well as extracurricular activities in an effort to help students develop their own morality and conscience to be business professionals who define ethical corporate cultures. He invites guest speaker and alumni into his classroom and encourages the students to consult with them on ethical challenges they face in the workplace. [PRME BULLETIN, Vol.62(1) January 2018].

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III1 TEACHING & LEARNING METHODOLOGIES EMPLOYED AT JHBC:

Paradigms of Inquiry

Quantitative Inquiry:
Statistical Methods
Mathematical Methods

Qualitative Inquiry:
Case Study Analyses
Content Analyses
Participant Observation Methods

Table 4.1: SPECIFIC PARADIGMS EMPLOYED:
UNDERGRADUATE & GRADUATE CORES

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Name</th>
<th>Paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCM 210</td>
<td>Business Statistics</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>FIN 313</td>
<td>Business Finance</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>FIN 314</td>
<td>Corporate Finance</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>SCM 304</td>
<td>Principles of Supply Chain Mgmt.</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>MKTG 416</td>
<td>Marketing Research</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>ADM 501</td>
<td>Quantitative Methods for Managers</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>ADM 998</td>
<td>Comprehensive Project</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>ACCT 606</td>
<td>Accntg. for Managerial Decision-Making</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>FIN 602</td>
<td>Financial Theory &amp; Corp. Finance</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>IST 609</td>
<td>Info. Systems &amp; Tech. Systems</td>
<td>Quantitative and Qualitative</td>
</tr>
<tr>
<td>MGMT 601</td>
<td>Organizational Behavior</td>
<td>Qualitative and Quantitative</td>
</tr>
<tr>
<td>MGMT 685</td>
<td>Corporate Strategy In A Global Economy</td>
<td>Qualitative and Quantitative</td>
</tr>
<tr>
<td>MGMT 605</td>
<td>Marketing Management</td>
<td>Qualitative and Quantitative</td>
</tr>
<tr>
<td>SCM 607</td>
<td>Managing the Supply Chain</td>
<td>Quantitative and Qualitative</td>
</tr>
</tbody>
</table>
## II.2. SYLLABI REVIEWS, CORE COURSES

JBCBPA has embedded PRME values into syllabi of our courses

### Table 4.2. Undergrad. Course Analysis for PRME Values

<table>
<thead>
<tr>
<th>CORE COURSE #</th>
<th>Oral Comm</th>
<th>Writtn Comm</th>
<th>Ethical Reasn</th>
<th>Info Tech</th>
<th>Prblm Solvg</th>
<th>Global Context</th>
<th>Specific Knowl.</th>
<th>TOTAL Average</th>
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<tbody>
<tr>
<td>MGMT 302</td>
<td>78%</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
<td>100%</td>
<td>22%</td>
<td>89%</td>
<td>70%</td>
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<tr>
<td>MGMT 330</td>
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<td>26%</td>
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<tr>
<td>FIN 313</td>
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<td>0%</td>
<td>42%</td>
<td>0%</td>
<td>88%</td>
<td>21%</td>
</tr>
<tr>
<td>FIN 314</td>
<td>28%</td>
<td>11%</td>
<td>78%</td>
<td>0%</td>
<td>56%</td>
<td>22%</td>
<td>72%</td>
<td>38%</td>
</tr>
<tr>
<td>PA 315</td>
<td>33%</td>
<td>67%</td>
<td>67%</td>
<td>33%</td>
<td>67%</td>
<td>50%</td>
<td>100%</td>
<td>60%</td>
</tr>
<tr>
<td>IST 309</td>
<td>43%</td>
<td>37%</td>
<td>40%</td>
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<td>10%</td>
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<td>SCM 304</td>
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<td>54%</td>
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<td>MKTG 305</td>
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<td>100%</td>
<td>0%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>76%</td>
</tr>
</tbody>
</table>
Principle 4

PRME Research:

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.
I. RESEARCH:

Journal Publications:

□ A


□ B


□ C


Coulson, A., Mason, M., Nestler, V. J. (October (4th Quarter/Autumn) 2018). (PRJ) Cyber Capability Planning and the Need for an Expanded Cybersecurity Workforce. *Communications of the IIMA*, 16(2https://scholarworks.lib.csusb.edu/cgi/viewcontent.cgi?article=1401&context=ciima).


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


58


**F**


**G**


60
J


K


L


M


N


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

Van Wart, M., Ni, A., Rose, L. C., McWeeney, T. G., Worrell, R. (April (2nd Quarter/Spring)


□ P


Van Wart, 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).


**Books and Book Chapters**


Book Reviews


Conferences and Proceedings


Jang, Youngseok,. “Passion Pay? Exploitation of Talent by Entrepreneurial Ventures on the case


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.


☐ S


Seitz, V., Conducted a seminar at the Los Angeles location titled, "I Don't Wear a Suit: Dressing for Today's No Suit Workplace."

☐ Z

Principle 5 | PRME Partnership:

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

- CBPA has partnered with managers of business corporations in the form of seminars, workshops, and special lectures to businesses in the local, national and international areas. The College also partners with local, regional and international profit and nonprofit organizations to promote PRME values that are delivered from the College through students and faculty. To see examples of these efforts, see PRME Biannual Reports, published December 31, and July 1, of each year since inception, that provide information about these partnerships. All reports are sent to the PRME Secretariat when they are published.

Note: We have integrated Principles 5 and 6—see below)

Principle 6 | PRME Dialogue:

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

- We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.
CBPA’S PRME Biannual Reports, published December 31, and July 1, of each year since inception, provide communication tools and dialog with our stakeholders about what the College is doing in terms of promoting PRME values.

CBPA’S Business Alliance meets on a regular basis. The Business Alliance consists of CEOs and business professionals from the region. It provides the necessary dialog and link with CBPA and the Inland Empire business Community. The purpose of the Business Alliance is to provide public and private enterprises and entrepreneurs with direct access to the vast resources of CBPA for their growth and development. It provides CBPA access to the needs of the business community. Together CBPA and the Business Alliance works on creating a more vibrant regional economy.

I. SERVICE:

A. STUDENT CLUBS & ASSOCIATIONS

<table>
<thead>
<tr>
<th>CBPA Student Associations &amp; Service Clubs Exemplify PRME Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME</td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td>ASSOCIATIONS &amp; SOCIETIES</td>
</tr>
<tr>
<td>ACCOUNTING ASSOCIATION</td>
</tr>
<tr>
<td>ALPHA KAPPA PSI (Acctng)</td>
</tr>
<tr>
<td>AMERICAN MARKETING ASSN.</td>
</tr>
<tr>
<td>AMER. PRODUCN. &amp; CONTROL SOC.</td>
</tr>
<tr>
<td>BETA ALPHA PSI (Fin)</td>
</tr>
<tr>
<td>BETA GAMMA SIGMA (Honor Soc.)</td>
</tr>
<tr>
<td>FINANCIAL MGMT. ASSOCIATION</td>
</tr>
<tr>
<td>INFORMATION MGMT. ASSN.</td>
</tr>
<tr>
<td>INFORMATION SECURITY CLUB</td>
</tr>
<tr>
<td>MASTER IN ACCTNG. &amp; FIN. ASSOC.</td>
</tr>
<tr>
<td>PUBLIC ADMIN ASSOCIATION</td>
</tr>
<tr>
<td>SOC. FOR HR MGMT ASSOC. (SHRM)</td>
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<tr>
<td>STUDENTS IN INTERNAT. BUS.</td>
</tr>
</tbody>
</table>

STUDENT NATIONALITY CLUBS

<table>
<thead>
<tr>
<th>NAME</th>
<th>Ethics</th>
<th>Honor</th>
<th>Integrity</th>
<th>Responsibility</th>
<th>Service</th>
<th>Other Values</th>
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</thead>
<tbody>
<tr>
<td>CHINESE STUDENT CLUB</td>
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<td></td>
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<td>COMMUNITY SERVICE</td>
</tr>
<tr>
<td>INDONESIAN STUDENT CLUB</td>
<td></td>
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<td>COMMUNITY SERVICE</td>
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<tr>
<td>JAPANESE STUDENT CLUB</td>
<td>X</td>
<td>COMMUNITY SERVICE</td>
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</tr>
<tr>
<td>-----------------------</td>
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<tr>
<td>KOREAN STUDENT CLUB</td>
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<td>COMMUNITY SERVICE</td>
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<td>LATINO STUDENT CLUB</td>
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<tr>
<td>THAI STUDENT CLUB</td>
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<td>COMMUNITY SERVICE</td>
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<td></td>
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</tr>
</tbody>
</table>

**B. SPECIAL CBPA SERVICE-RELATED ACTIVITIES**

**1) The CBPA “Eye-Glass Project” 2012-2019:**
The Students in MGMT 335, *Business, Ethics & Society*, at CBPA, California State University, San Bernardino, expressed their commitment to social responsibility, and Principles of Responsible Management Education via an initiative entitled: “*The Eyeglass Project*”. To assist in this effort, the students collected used prescription glasses for donation to communities, under the direction of Professors Anna Phillips and Breena Coates. The learning experience was to make students aware of the importance recycling and reduction of waste, and to inculcate the spirit of “giving” and volunteerism. Three partnerships ensued, one local, one regional, and one international.

**2) VITA: JHBC’s FREE TAX HELP TO LOW-INCOME REGIONAL COMMUNITIES:**
The Volunteer Tax Assistance (VITA) program offered by the Accounting and Finance of JHBC, provides free income tax preparation to low-income individuals and families throughout the Inland Empire during the tax return season. In addition, services for low income senior citizens, non-English speakers, and the disabled are provided.

In 2020, due to the high demand for this valuable service, a $69,000 maximum gross income per return has been implemented for taxpayers seeking assistance. In addition, Social Security Cards or ITIN cards are required for taxpayer, spouse, and all dependents.