

Gabelli School of Business at Lincoln Center

The New Program

The proposed new business program at Lincoln Center is a cutting-edge strategy of delivering a Bachelor of Science degree in global business, in which liberal arts courses and global perspectives are a coherent and fundamental component of a business education. The business concentrations are both informed by disciplines in the liberal arts and linked to vital growth sectors in the global economy. The program is built on the assumption that top-performing students with business and quantitative skills as well as an interest in the liberal arts will opt to earn a BS degree that combines both and that leads to current areas of employment. The degree is built on two core curricula: the integrated business core and the liberal arts core. Students will also take courses in at least one of four new global business concentrations, each of which is intimately connected to and informed by a liberal arts minor or a related cluster of liberal arts courses and have viable career opportunities.

The Business Environment

At present, there is only one top-ranked premier undergraduate program in the center of New York City. There are several mid- to lower-ranked institutions, including Baruch and Pace. In this unusual competitive situation, it is not surprising that Hofstra's Zarb School of Business is seeking to expand in Manhattan. Fordham is uniquely positioned to offer undergraduates business concentrations in expanding sectors on a campus rich in curricular offerings in the liberal arts. Faculty also are able to draw upon expertise in graduate fields, which include education, law and social policy, not to mention accounting, marketing, finance, investor relations and other business sectors.

The Strategic Development Process

The concept of a Fordham undergraduate business program at Lincoln Center is part of the University Strategic Plan Towards 2016. Due to space constraints, full development of the program was deferred until the new law school and student dormitory was built. In anticipation of the completion of the new law school, Dean Rapaccioli discussed with the curriculum committee and other faculty a concept for a new program at Lincoln Center. The motivating idea was to offer innovative concentrations that had pathways to careers in expanding areas of the global marketplace. In addition, each concentration would be closely tied to and informed by a liberal arts minor. Over the course of several years, the concept was refined by faculty, staff, corporate executives, and the board of advisors.

More recently (fall 2012), the Gabelli School Curriculum Committee was encouraged to complete the development of a new program that would launch in fall 2014. During the two to three months that followed, while the curriculum committee met, numerous faculty members researched several possible new concentrations, considering, among other things, competition, internship and career possibilities, and synergies with liberal-arts courses. The committee winnowed a list of eight concentrations down to four, which was considered the optimal number given the student population.

Marketing of the New Program

The target market for the new undergraduate business degree will include:

- Students who prefer an urban environment, closer than even a subway or train ride to internships and financial institutions.
- International students looking to study business in New York City.
- Students who prefer a small college program (each entering class will consist of about 50 students) while having the resources of a larger college (the Gabelli School at Rose Hill, FCLC and FCRH and several graduate schools) available to them.
- Career-focused business students not drawn to the standard business concentrations (such as accounting, finance and marketing).
- Students interested in exploring the humanities while focusing on a business career.

Learning Goals

In addition to the broader learning goals of the liberal arts core, graduates of the new business program at Lincoln Center will demonstrate:

- Basic understanding of the major global business fields and career paths: accounting, finance, marketing, communications, strategy, technology.
- Substantive knowledge of fundamental global business concepts and theories.
- Advanced knowledge of at least one global business field.
- Understanding of the political, historical and philosophical environment and context in which business operates.
- Understanding of the legislative and ethical dimensions of global business.
- Knowledge and awareness of the global and cultural aspects of business.
- Excellent verbal, analytical, teamwork and leadership skills.

Criteria for the New Concentrations:

A faculty committee has researched a variety of possible new concentrations, keeping in mind several parameters. Each concentration should:

- Take advantage of New York City corporations or organizations.
- Be differentiated by Jesuit charism.
- Lead to career paths in growing economic sectors.
- Take advantage of current faculty, both business and liberal arts.
- Be multidisciplinary.
- Be unique to Lincoln Center.
- Be a top competitor with similar departments in other New York City business colleges.

Curriculum

The two major blocks of the curriculum are the liberal arts core and the integrated business core. The business faculty and the FCLC faculty are having discussions that will match liberal arts courses with the business concentrations. The committee needs to consider whether to offer honors-level seminars that

offer students a larger intellectual, cultural and political context in which to think about business issues. We could offer a choice of philosophically, historically, and ethically-oriented business courses. The concentrations have yet to be given formal titles but have been narrowed down to these broad areas:

- International finance
- Digital media and technology
- Management, with a focus on health care
- Marketing, with a focus on consumer insight

All of these concentrations will be developed with the ability for students interested in accounting to enroll in the MBA program to complete the necessary requirements to sit for the CPA examination.

The Management Concentration with a Focus on Health Care

The health care sector is one of the fastest growing sectors of the global economy. Management concentrators at Lincoln Center will have the opportunity to develop their general management knowledge while focusing on this industry. By integrating health care into their coursework, they will be positioned for jobs in corporate human resources departments, hospitals, clinics, government planning and regulatory agencies, health maintenance organizations, hospital associations, consulting firms, computer vendors, health-insurance companies, and hospital equipment and supplies manufacturers. Graduates who choose to emphasize the health care aspect of their management concentration could go on for graduate work in health care, social work, or the arts and sciences.

Many undergraduate health care programs concentrate on narrow functional specialties. For example, the University of Connecticut focuses on analytical skills, so it has several courses on quantitative analysis. In contrast, the Wharton School of Business emphasizes health care policy, so its course materials relate to law, strategy and other qualitative factors.

We recommend a broad program rather than a narrowly focused program. We are concerned that a narrow program will limit students' hiring potential. Our concentration will teach widely applicable principles of good management; health care will provide a differentiating focus. Coursework specific to the health field will include the following four areas: health care policy, systems, globalization and ethics; health care IT; hospital management; and health care benefits management.

Courses include:

Health care policy, systems, globalization and ethics
Health care IT
Hospital management
Health care benefit management

Related liberal arts departments include:

Political Science
Economics
Sociology
Theology
Computer and Information Sciences

The International Finance Concentration

Understanding financial markets is fundamentally connecting to understanding the global political context. This concentration will weave international finance together with political science and international economic policy.

Unlike typical finance courses, in which international implications are discussed only at the end of the semester, courses in the international finance concentration will highlight global perspectives and experiences throughout. Courses with a global focus include International Financial Reporting, International Economics, International Trade Economics, International Monetary Economics, International Development Economics, Comparative Economic Systems, Introduction to International Business, and International Financial Management. Students have a number of options to gain exposure to global business issues, including international-study opportunities, foreign-language study, international internships and service learning courses, and international research.

Courses include:

International Accounting
International Trade and Economic Development
Global Investments
Financial Management of Multinational Companies

Related liberal arts departments include:

Political Science
Economics
History

The Digital Media and Technology Concentration

A technology revolution is taking place in New York City, which a widely cited recent report from the Center for an Urban Future has called “New Tech City.” Thousands of tech startups have been created and more will follow, aiming to transform traditional New York industries such as media, finance, advertising, retailing and health care. Powerful tech giants such as Google and Facebook have established an active presence in the city. A dozen of the largest media companies in the world are located in Manhattan, and almost all have new media divisions (for example, New York Times Digital or NBC Digital). Lincoln Center is blocks away from this transformation and the job-creation engine within the city. There are many internships and jobs available in these tech startups and new media companies. Our students could have career paths in developing new digital services and mobile apps, digital analytics, new-media management and marketing, project management, and finance and operations, among other careers. Liberal arts faculty partners include those in Computer Science, Visual Arts, and Communication and Media Studies.

The concentration is also multidisciplinary within business – it would be managed by information systems and by communications and media management, while other areas, such as marketing, may also contribute. There is a vast array of relevant course offerings delivered by these liberal-arts and business departments, including E-commerce, Business of New Media, Mobile Commerce and Apps,

Introduction to Social Media, Web Analytics, Web Applications Development, New Media and Communication Law, E-marketing, Media Economics, Communication and Technology, Project Management, Visual Thinking, and Fundamentals of Website Design (VART).

Courses include:

Business of New Media
Introduction to Social Media
New Media Economics and Organizations
Database Management
Web Analytics
Electronic Commerce

Related liberal arts departments include:

Information and Communication Systems
Communication and Media Studies
Visual Arts
Computer Information Science

The Marketing Concentration with a Focus on Consumer Insight

Understanding consumers lies at the heart of all successful marketing, and this program will draw upon both business and liberal arts disciplines to deliver a clear understanding of why people buy what they buy. Students who complete the marketing concentration with a focus on consumer insight will be sought after by companies such as Intel, Microsoft, Target, Pitney Bowes and advertising agencies large and small — which rely upon people who can parse issues in organizational structure, management, consumer motivation and behavior, product messaging, design trends, and sustainability.

This concentration's emphasis on consumer insight will challenge students both qualitatively and quantitatively. They will study liberal arts disciplines such as history, psychology, anthropology, philosophy, and demographics to strengthen their comprehension of human nature and the forces governing modern life. They will gain an empirical grasp on the way people act — especially in business and purchasing situations — through coursework in research design, statistics, and consumer behavior.

The marketing concentration with a focus on consumer insight could be matched with a liberal arts minor, such as psychology, anthropology or philosophy, to tap into the broad range of business, social science and humanities courses already offered at Lincoln Center. A student's academic program would reflect the marketing field's new initiative to bring culturally relevant thought leadership into management styles and practices that can lead national and global companies today.

Lincoln Center marketing concentrators might envision eventual careers as senior account planners and directors of strategic services in advertising agencies, ethnographers in technology companies (Intel employs "human factors engineers"; IBM hires business anthropologists at its Almaden Research Center) and research scientists (such as at GM). This program would open doors for Gabelli School students to pursue certain jobs in consumer insight for which traditional marketing concentrators are not qualified. No other school in the city or on the East Coast offers such a concentration at present.

Concentration courses include:

Understanding Consumer Insights
Consumer Behavior
Marketing Research
Global Marketing
Science of Shopping

Related liberal arts departments include:
Anthropology
Psychology
Sociology

Additional Key Features

Marriage of Corporate and Liberal Arts Skills

Corporate executives have impressed upon us the importance of teams, as many business projects are not only beyond the scope of any individual talent but also break the boundaries of typical corporate departments. Emotional intelligence, empathy, leadership skills and delegation are only a few advanced business core competencies that students develop in teams. We will create “communities of inquiry,” as defined by Peirce and Dewey, which are teams of thinkers who approach projects with skepticism and critical thinking, test hypotheses, create new evidence-based theories, and so on. Students throughout the four years will, in a team-based approach, create business plans; solve corporate marketing, finance, and other problems; and develop writing and presentation skills to deliver their conclusions to expert faculty and executive audiences.

Global

The BS in Global Business at Lincoln Center would distribute the requirements of the current GLOBE program throughout the curriculum. Primarily, this means that each of the business core classes would be reconceived to ensure that global business is the foundation. Other requirements will likely include a language through the advanced-intermediate level (still under consideration), a semester at a study-abroad partner institution, and at least one class with a study-tour component.

Each concentration could be designed to have at least one study-tour component. Examples include: financial risk in the Brazilian markets (with a tour to Brazil to visit stock exchanges and other financial institutions, regulators and investment-banking lawyers in Rio and Sao Paolo), marketing in China (with a tour to a few Chinese corporate marketing departments or marketing firms), new media in Europe (with a tour to Google and related operations in Germany), and starting a business in India (with a tour to a microfinance operation in New Delhi and a new solar-energy nonprofit, SELCO, in Bangalore).

Faculty Needs

We plan to enroll 50-70 freshmen each year, thus taking four years to construct an entire student body with the full suite of core courses, courses in the concentrations, and electives. There are ten courses per year. Each of the first four successive years will require additional liberal arts and business courses:

Year 1: Will require one Ground Floor class and nine liberal arts courses.

Year 2: Will require eight business core courses, two integrated project courses, and two liberal arts courses.

Year 3: Will require an additional three core courses, an additional Integrated Project course, eight courses in the several business concentrations, two business electives, and five liberal arts courses.

Year 4: Will require an additional business core course, eight courses in the business concentrations, five business electives, an integrated project course and four liberal arts courses.

Once the full program is in place in 2017-2018 business faculty would have to deliver approximately 38 courses. Given full-time coverage (55-60% tenure stream and 20-25% clinical) delivery of courses for accreditation standards, we would require an additional 4-5 full-time faculty and 2-3 clinical faculty, with adjuncts covering some special topics courses.

Ideally the old law school will become home to graduate business programs as well as this new undergraduate program. If the old law school is not available some additional space must be made available. Faculty would require an additional five to seven offices. Staff would require a large office suite or two smaller offices, preferably near GBA. Student needs include three or four group study rooms. Conference rooms could be shared with GBA.

The program is designed to be primarily a residential school, and we estimate that it will attract a larger percentage of international students (25% international student body). The program will ultimately require between 150 and 200 beds, as some students may find off-campus housing in their junior and senior years. Given that all freshmen will be taking the Ground Floor class, and all sophomores the integrated core classes, we would require the availability of two or three 50-seat classrooms (assuming no evening classes). Business electives and concentration courses would require three or four smaller classrooms.

Staff/Services

Because of the many synergies with Gabelli, GBA, FCLC, and other Fordham schools, start up costs and administrative infrastructure can be held to a minimum. Because the student body is relatively small, we need to supply support services creatively, with staff dedicated to the new program as well as staff shared with Gabelli and other institutions. The registration, advising, and counseling needs will be heavy, and will require one full-time assistant dean and one clerical staff. Given the need for programs, such as orientation, executive panels and workshops, clubs, coordination with other Fordham schools, and graduation, there will also be a need for a director. Shared services could include a registrar who works with faculty to supply the necessary mix of courses and who loads courses on Banner. Career mentoring, internship support, and the various deliverables included in Gabelli's current personal and professional development area will need to be staffed.

The Curriculum Committee and the related faculty involved have begun exploring the following questions:

- How can we modify the integrated business core to ensure that global business is the focus or in make other changes?
- Can we modify/expand the liberal-arts core to allow both a liberal-arts minor and advanced language study?
- Can we model the new curriculum on the Gabelli School's global business honors program?
- How will we integrate global business academically and experientially?
- How can we expand our London Centre programs to incorporate needs of the new concentrations?

- What is the management structure of each concentration, given that they are multidisciplinary?

Many of these decisions will be made with participating liberal arts faculty. Father Grimes has provided relevant faculty for each of the four new concentrations. During spring 2013, faculty will specify required and suggested courses for each concentration and for their liberal arts minors. In addition, faculty will develop syllabi for new courses, as well as for more fully globalized core business courses.

Given that the new program will begin in fall 2014, students will apply during fall 2013, which in turn requires admissions to begin reaching out to prospective students during summer 2013. To make this possible, the business faculty Joint Council, the academic deans, and the Provost will have to approve the strategic plan this spring.

DRAFT