



PRESIDENTIAL TASK FORCE

Reinventing the School of Business



**Task Force on a Strategic Pathway to Achieve Stockton University's
Goal for Business and Hospitality Excellence in Atlantic City**

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Statement by the Co-Chairs

Task Force Co-Chairs:

Ray Ciccone, Chair, Stockton Board of Trustees & CPA, Ciccone, Koseff & Company
Michelle Craig McDonald, Chief Academic Officer, Stockton Atlantic City & Associate Vice President for Academic Affairs

Stockton's School of Business forms one of the essential cornerstones of the University's expansion in Atlantic City. In light of both the school's expansion and the institution's ongoing commitment to AC growth, President Harvey Kesselman formed this Task Force in 2020 at the recommendation of the Chairman Ray Ciccone to review current academic offerings, recommend emergent trends, identify opportunities to showcase the institution, and capitalize on partnerships with local businesses and industry leaders. The goal is ultimately to explore ways to expand the presence of its School of Business in AC, grow internship and employment opportunities for students and develop a series of signature events and programs.

The task force was Co-Chaired by Stockton's Board of Trustees chair Raymond Ciccone and Michelle Craig McDonald. Ray Ciccone is, a 1979 graduate of Stockton's business program, now a partner in Ciccone, Kosef & Company in Ocean County, and is an expert in the field of accounting for the hospitality industry. Michelle McDonald is the Chief Academic Officer for Stockton's Atlantic City Campus as well as the Associate Vice President for Academic Affairs. She is also a tenured faculty member in history.

The Task Force's work builds on more than a decade and a half of sustained growth in this field. Stockton established its School of Business in 2007, when it divided its School of Professional Studies to create Schools of Business, Education, and Health Sciences respectively. The Business School earned its accreditation by the Association to Advance Collegiate Schools of Business (AACSB), a highly competition designation and the world's largest business education alliance, connecting educators, learners, and business to create the next generation of great leaders, in 2016.

Currently, the School of Business is the academic home to more than 60 full-time faculty and staff, offering programs in Business Studies (with concentrations in Accounting, Business Analytics, Finance, Financial Planning, Marketing, and Management), Computer Information Systems, Computer Science, and Hospitality, Tourism and Event Management Studies. It is also one of the largest schools on campus in terms of student enrollment, with just over 2,100 undergraduate and graduate students in all majors combined.

The Task Force membership included faculty, representatives from affiliated business centers, such as the Lloyd D. Levenson Institute for Gaming, Hospitality and Tourism (LIGHT) and the Small Business Development Center (SBDC), and important members of the Stockton business community.

Additional Task Force Members:

Alphonso Ogbuehi, Dean, School of Business and Coordinator of the Task Force

Jeanne Abbott, Associate Professor of Business Studies, Accounting

Donna Albano, Professor of Hospitality, Tourism and Event Management Studies

Jane Bokunewicz, Associate Professor of Hospitality, Tourism & Event Management Studies

Michael Chait, President, Greater Atlantic City Chamber

George DeFeis, Assistant Professor of Business Studies, Management

Dayna DeFiore, Assistant Director, Career Education and Development

Andrew Dolce, Founder and Chairman of Dolce Hotels and Resorts and Member, Stockton Board of Trustees

Sara Faurot, Director of Alumni Relations

Lori Herndon, Chief Executive Officer, AtlantiCare

Brian Jackson, Chief Operating Officer, Stockton AC Campus

Phil Kening, Instructor of Business Studies, Marketing

Warren Kleinsmith, Associate Professor of Business Studies, Accounting

Jennifer Kosakowski, Executive Director of Development

Tara Marsh, HTMS Internship Coordinator

Naz Onel, Assistant Professor of Business Studies, Marketing

Geoffrey Pettifer, Executive Director, University Relations and Marketing

Michael Salad, Jr., Partner, Cooper Levenson Attorneys at Law

Elizabeth Terenik, Senior Project Manager, ACDEVCO and President, Chelsea EDC

Carol Waties, Director, Small Business Development Center

Tara Williams, Director of Graduate Studies

Kerrin Wolf, Associate Professor of Business Studies, Law

Task Force Recommendation Summary

Overview:

The Presidential Task Force on “Reinventing the School of Business: Task Force on a Strategic Pathway to Achieve Stockton University’s Goal for Business and Hospitality Excellence in Atlantic City” launched on October 26, 2020 with the following five goals:

1. **Undergraduate Programs Subcommittee:** Research the viability of reimagining the current B.S. in Business Studies as more specialized **undergraduate programs**, such as B.S in Accounting, B.S. in Finance, etc., and reposition them to become more competitive and attract more qualified students while achieving rankings in U.S. News and World Report.
2. **Graduate Programs Subcommittee:** Foster a strategic triad between the Stockton MBA, the Hospitality, Tourism and Event Management Studies (HTMS), and Lloyd D. Levenson Institute for Gaming, Hospitality and Tourism (LIGHT) to grow our footprint in AC through new **graduate programs**.
3. Create a plan to strategically engage prominent Business School **alumni** through **signature events and programs** that support student engagement, create internships and job opportunities, and grow the stature of the School of Business regionally and nationally.
4. Explore avenues to create a durable partnership between the Stockton School of Business and the **Greater Atlantic City Chamber of Commerce** through **impactful collaborations to facilitate engagement** between students, faculty, and members of the business community utilizing the Chamber’s existing regional business networks.
5. Develop and implement an effective and impactful **branding and marketing** effort to enhance visibility and recognition of business school programs throughout the region.

Task Force members, which included both campus stakeholders as well as members of Atlantic City community, formed five sub-committees to address the five goals stated above. Each sub-committee conducted a series of meetings and examined data from inside and outside the university to develop a strategic pathway to achieve Stockton University’s goals for business and hospitality excellence in Atlantic City.

Their findings are summarized in the following four sections. Recommendations for marketing and branding are included within each chapter, offering a tailored approach to program support and implementation. The Task Force proposes the implementation of these recommendations over the next two and a half years, concluding in 2023. A projected timeline for planning purposes appear at the end of this report.

These goals are consistent with the vision and mission of the School of Business to be a “world-class provider of business education that equips and inspires our students, alumni, and friends to

be successful in their professional careers and in life” by providing a “high quality, affordable undergraduate and graduate business education strongly infused with the liberal arts and connected to our surrounding communities,” and will be fully incorporated into the Stockton University School of Business Strategic Plan 2021-2025. They also emphasize the need to position Atlantic City as the future home of the Stockton University School of Business and lend further support to the implementation of the [University Strategic Plan 2025 - Choosing Our Path](#).

Connections to Stockton’s Strategic Plan 2025 - Choosing Our Path

Strategic Enrollment Management	New concentrations in the Stockton MBA, new Certificate programs offered in partnership with LIGHT and Continuing Studies, and newly reimagined undergraduate programs with specific majors delivered in Atlantic City will enhance recruitment and enrollment efforts for the School of Business and Stockton University in general. Locating such initiatives next to Atlantic City’s business districts allows for greater access to business leaders as potential guest speakers which in turn enhances student engagement, learning, and satisfaction with their academic experience and helps to increase student retention and graduation rates.
Inclusive Student Success	Increased collaboration between Stockton’s School of Business and the Greater Atlantic City Chamber of Commerce significantly enhances the school’s capacity by expanding access to local resources that support student success. An enhanced engagement of more students with community stakeholders and Stockton alumni through mentorship and leadership development partnership events in Atlantic City will also boost academic success and retention.
Teaching and Learning	The delivery and completion of academic graduate and undergraduate degree programs from the School of Business in Atlantic City will allow faculty to leverage the resources in the community and will provide additional opportunities for academic partnerships, with Business Studies, Hospitality and Tourism Management Studies (HTMS), MBA, and the MBA in Healthcare Administration and Leadership (MBA HAL) programs. Moreover, there will be new opportunities for faculty, students, and the community to mutually benefit from learning-centered programming around entrepreneurship, internships, mentorships, and other forms of experiential learning.
Diversity and Inclusion	The implementation of Task Force recommendations in Atlantic City will have the impact of bringing more Stockton faculty, staff, and students in closer contact with community members which will foster greater involvement in the life of the city and impact the social, economic, and cultural stability in the region. It will break barriers and further integrate the Stockton University in Atlantic City and makes a statement about our

	<p>commitment to inclusivity and diversity. Lastly, the recommendations provide new opportunities to strengthen and build relationships with neighborhood partners, civic groups, and other community entities throughout Atlantic City.</p>
<p>Financial Sustainability</p>	<p>The implementation of the Task Force recommendations will contribute to the improved space utilization of the current facilities in John F. Scarpa Academic Center in Atlantic City. Enrollment growth will contribute to the financial wellbeing of the School of Business through increased revenue generation from programs and activities. With Atlantic City as the hub of life in the School of Business will result in more robust fundraising, advancement, and networking opportunities through events such as the Summer Entrepreneurship and Business Academy (SEBA), Dean’s Distinguished Lecture Series, Dean’s Executive Advisory Board, and Outstanding School of Business Alumni Awards.</p>
<p>Campus Community, Communication and Shared Governance</p>	<p>The implementation of the Task Force recommendations will significantly add to a better sense of campus community in Atlantic City by providing more opportunities for students, faculty, staff as well as the surrounding community with the School of Business serving as the anchor academic unit of Stockton University in Atlantic City. In addition, the work of this Task Force as shown in this report captures the shared views of both faculty, staff, business and civic leaders worked to through a collaborative process with a united purpose of making the Stockton School of Business an integral part of life in Atlantic City. Lastly, these recommendations will be incorporated into the School of Business Strategic Plan 2021-2025.</p>

Section 1: Undergraduate Programs Subcommittee

GOAL #1: Develop a plan to reimagine the Business Studies Program as separate undergraduate programs with specific majors as undergraduate business education expands in Atlantic City:

B.S. in Accounting
B.A. in Business Studies
B.S. in Business Analytics

B.S. in Finance
B.S. in Management
B.S. in Marketing

Sub-Committee Chairperson: Warren Kleinsmith, Associate Professor of Business Studies, Accounting

Members: Kerrin Wolf, Associate Professor of Business Studies, Law
Jean Abbott, Associate Professor of Business Studies, Accounting
Naz Onel, Assistant Professor of Business Studies, Marketing

EXECUTIVE SUMMARY:

The Undergraduate Program Subcommittee explored options for reimaging Stockton’s undergraduate business program with the paired goals of contributing knowledge to the field, and best preparing students for the various fields they enter after graduation.

To complete this work, the subcommittee compiled data from twelve (12) comparable schools in the area to determine undergraduate program structure (concentrations versus business-discipline-specific majors) and program offerings. These schools were specifically identified by the Office of Enrollment Management as Stockton's competitors.

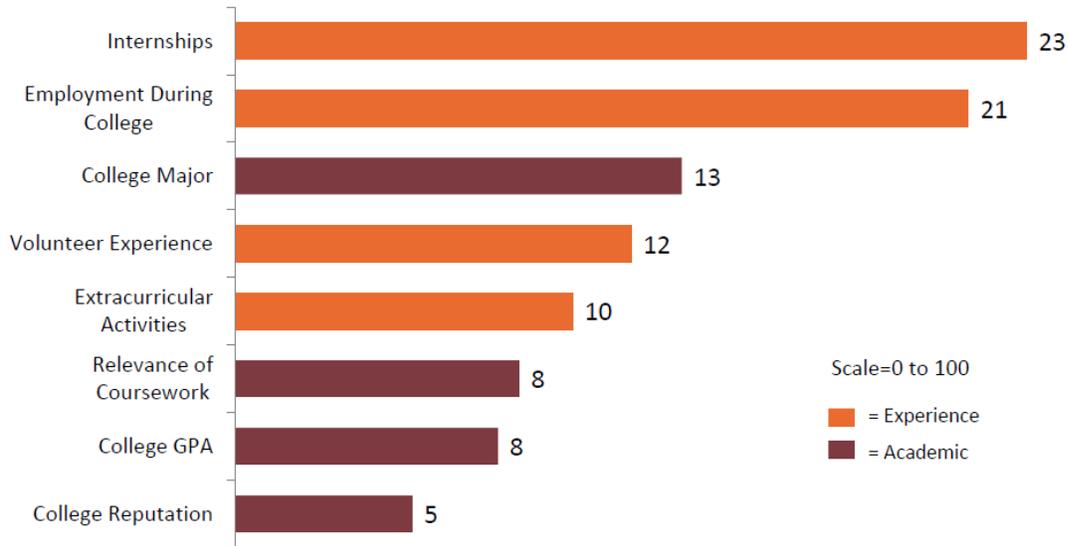
The subcommittee also developed, administered and presented a faculty survey requesting feedback on proposed program restructuring from the current system of undergraduate business concentrations to business-discipline-specific majors. Discussions were held with Business Studies faculty at a fall 2020 program meeting, and on March 4, 2021, Business Studies faculty approved the creation of a taskforce to begin the process for the creation of business-discipline-specific majors.

DISAGGREGATING THE BUSINESS MAJOR:

The college major is the most important academic credential to employers according to one *Chronicle of Higher Education* survey. Of the 50,000 employers surveyed, 19% indicated that they look for specific majors when recruiting and do not consider candidates outside of those specific

majors.¹ Indeed, the same survey indicated that college major is the first academic credential employers consider when hiring, and the third criteria when considering both experience and academic credentialing (following after student internships and employment). Table 1.1 provides additional detail about survey results and their relevance to this report, but such evidence supports the proposal of offering specific business degrees rather than one meta-major.

TABLE 1.1: Relative Importance of Attributes in Evaluating Graduates for Hire



Source: (Chronicle of Higher Education Survey, 2012).

Stockton’s [Office of Career Education & Development](#) likewise noted that Finance and Accounting employers will generally look for graduates with specific majors. Stockton students are not always aware of what they are working towards. Moreover, students may not necessarily realize the distinctions between degree concentrations that appear within one degree. Specifically, a student working towards a concentration in Management may believe they are majoring in Management.

The subcommittee next considered patterns of degree offerings by peer institutions. Of the twelve schools researched, only Monmouth University, Montclair University, New Jersey Institute of Technology, and Stockton University offered Bachelor of Science (BS) degrees with concentrations. All schools supported Accounting, Finance and Marketing programs in a concentration or business-discipline-specific major format. See Figure1.2 below for more details.

¹ Chronicle of Higher Education Survey (2012). “The Role of Higher Education in Career Development: Employer Perceptions.” Retrieved from <https://chronicle-assets.s3.amazonaws.com/5/items/biz/pdf/Employers%20Survey.pdf>

Association of American Colleges & Universities (2018). “Employers Agree: College Degrees are Worth It.” Retrieved from <https://www.aacu.org/aacu-news/newsletter/2018/september/facts-figures>.

Research indicated schools offering business-discipline-specific majors provided a much broader range of targeted learning options within selected business disciplines. These options included an emphasis on Global/International Business, Entrepreneurial Studies, and Leadership, as well as expanded Management offerings that included Health Care, Risk, Sports and Technology. See Figure 1.3 below for more details.

FIGURE 1.2: Competitive Profile of Degree Offerings

Institution	ACCOUNTING	BUS STUDIES	BUS ANALYTICS	FINANCE	FINANCIAL PLANNING	FINANCIAL MGMT	MANAGEMENT	MARKETING
Stockton	BS	BA	BS	BS	BS	BS	BS	BS
Monmouth	BS/BA			BS/BA		BS/BA		BS/BA
Montclair	BS		BS	BS		BS		BS
NJIT	BS	BS		BS				BS
Rider	BS/BA	BS/BA	BS/BA	BS/BA		BS/BA		BS/BA
TCNJ	BS			BS		BS		BS
Rutgers-Camden	BS	BA		BS		BS		BS
Rutgers-New Brunswick	BS		BS	BS		BS		BS
Ramapo	BS			BS		BS		BS
St. Joe's	BS	BA	BS	BS				BS
Rowan	BS			BS		BS		BS
William Paterson	BS			BS	BS	BS		BS
Fairleigh Dickinson	BS	BS		BS		BS		BS

BS - Bachelor of Science offering a concentration
BA – Bachelor of Arts offering a concentration

FACULTY SURVEY:

In January 2021, the Undergraduate Program Committee conducted a qualitative survey of all faculty in the Business Studies Program to gather their insights into whether moving to business-discipline-specific majors would be beneficial. The survey asked faculty to comment on the potential benefits and detriments of keeping the current program design with disciplines in concentrations or changing the design so that each discipline became a stand-alone major. Nineteen faculty, or approximately 45%, responded to the survey. The respondents provided overwhelming support for moving to business-discipline-specific majors. Some benefits of the current program design were identified, including faculty and student familiarity with the system and ease of moving to a new concentration if a student wants to change their focus. The only major concern voiced by faculty regarding the move to business-discipline-specific majors would be the strain it might place on faculty resources – new faculty will need to be hired to respond to the expected changes in curriculum.

However, faculty identified several significant benefits of business-discipline-specific majors. Faculty felt that discipline-specific majors would be more consistent with employer expectations and that more specialized degrees are in demand. Additionally, the move would align Stockton with peer institutions. Finally, moving to majors would allow for greater flexibility in curriculum design, including more specialized and rigorous courses. Ultimately, the survey confirmed that faculty strongly support moving to business-discipline-specific majors.

FIGURE 1.3: Degree Emphasis for Majors at Competitor Schools

Institution	FINANCIAL TECHNOLOGY	HEALTHCARE MGMT	RISK MGMT	SPORTS MGMT	TECHNOLOGY MGMT	HR MGMT	HOSPITAL MGMT	OPERATIONS MGMT	STRATEGY MGMT	G-SC MGMT	MIS	SC MGMT	ACTUARIAL SCIENCE	ORGANIZATIONAL PSYCHOLOGY	GLOBAL/INTL BUSINESS	LEADERSHIP	REAL ESTATE	SALES	INNOV & ENTREPRENEURIAL	FAMILY BUS & ENTREPRENEURIAL	ENTREPRENEURIAL STUDIES	
Stockton																						
Monmouth														BS/BA	BS/BA	BS/BA						
Montclair						BS					BS			BS								BS
NJIT	BS									BS									BS			
Rider	BS/BA		BS/BA		BS/BA					BS/BA			BS/BA	BS/BA	BS/BA							BS/BA
TCNJ	BS																					
Rutgers-Camden					BS		BS	BS		BS				BS								BS
Rutgers-New Brunswick										BS	BS			BS	BS	BS	BS					BS
Ramapo					BS	BS								BS								
St. Joe's			BS			BS								BS	BS						BS	
Rowan					BS					BS	BS											BS
William Paterson														BS				BS				
Fairleigh Dickinson																						BS

BUSINESS MAJOR APPROVAL PROCESS:

At Stockton University, the creation of new major programs is a multi-step, multi-tier process that begins with the faculty members at the program level. Therefore, the subcommittee presented its findings to the Business Studies Program Faculty during their March 4, 2021 meeting who voted to approve the creation of business-discipline-specific majors.

Following Program Faculty approval, a taskforce consisting of faculty from the disciplines within Business Studies was formed to prepare a formal proposal for new business-discipline-specific majors and manage the approval process. This lengthy process includes approvals from the Academic Programs and Planning Committee, the Faculty Senate, the Provost Council and Provost, and the Stockton Board of Trustee. It will also need to be submitted to the Academic Issues Committee of the New Jersey President’s Council for external review and approval. The goal is to complete both internal and external review by the start of fall 2022. While this approval is in process, the School of Business is committed to offering more courses in Atlantic City to enable degree completions entirely at that location.

MARKETING/BRANDING:

Objective: Promote business-discipline-specific majors

Timeline: TBD—Fall 2022 pending implementation

Est. Budget Request: \$35,000

Target Audience: Prospective students

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing (URM) to brainstorm ideas and discuss specific URM service needs where appropriate.

Promotional Plan

Phase 1

Once implemented, the School of Business will coordinate updating all relevant areas of Stockton’s website with new degree information. Enrollment management and URM will incorporate new degree information into annual recruitment collateral and messaging.

The School of Business will consider producing a targeted video to highlight each degree program and include students majoring in any/all majors into the “Choose Stockton” campaign.

Projected Timeline:

Summer 2021	Draft business-discipline-specific major program proposals.
September 2021	Present draft proposals to the Faculty Senate as FYI items.
October 2021	Present to Deans Council and Provost Council as FYI items.
November 2021	Present to Provost, Cabinet, and President’s Office; submit to the New Jersey President’s Council Academic Issues Committee (AIC); anticipated AIC approval in December 2021.
December 2021	Present to the Stockton Board of Trustees Academic Affairs and Planning Committee.
January 2022	Work with Enrollment Management and University Marketing & Relations to begin recruitment for fall 2022.

Section 2: Graduate Programs Subcommittee

GOAL #2: Develop a plan for new Graduate Programs that strategically leverage Stockton's triad between its MBA Programs, Hospitality, Tourism and Event Management Studies Program (HTMS), and the Lloyd D. Levenson Institute for Gaming, Hospitality, and Tourism (LIGHT) to grow the University's footprint in Atlantic City. This includes:

- MBA with a Concentration in Forensic Accounting and Fraud Examination
- MBA with Concentration in Finance
- MBA with Concentration in Marketing
- MBA with Concentration in Business Analytics
- MBA with Concentration in Hospitality Management

Explore additional degree options, including:

- Hospitality Certification Program
- Business Certification Program
- Executive MBA

Sub-Committee Chairperson: Jane Bokunewicz, Associate Professor of Hospitality, Tourism and Event Management Studies

Members: Donna Albano, Professor of Hospitality, Tourism and Event Management Studies
Andy Dolce, Founder and Chairman of Dolce Hotels and Resorts and Member, Stockton Board of Trustees
Phil Kening, Instructor of Business Studies, Marketing

EXECUTIVE SUMMARY:

Stockton's graduate business faculty had already begun exploring options to expand their appeal to new constituencies when this task force was formed. The result has been a range of new concentrations, described below.

Stockton currently offers two MBA options, a traditional MBA and a second degree focused on Healthcare Administration and Leadership (MBA HAL). The former has averaged between 85 and 100 enrolled students a year for the last five years, declining slightly to 80 students in fall 2020 as a result of COVID-19. The MBA HAL, which launched in fall 2020, began with 18 students, and was designed to blend the needs of those looking for a business background while engaged in the healthcare industry, one of south Jersey's leading employment sectors.

This sub-committee explored additional options for additional graduate degree modifications, both in terms of focus and modality. These included a standard MBA, which Stockton currently

offers, as well as new program possibilities, such as an executive MBA, an MS in Hospitality, an Executive MS in Hospitality, and an MBA with a Hospitality certificate--this last initiative already in development when the Task Force launched. The subcommittee also review options for both credit- and non-credit-bearing certificate programs, offered in conjunction with the Lloyd D. Levenson Institute for Gaming, Hospitality and Tourism (LIGHT) and Stockton's Office of Continuing Studies.

MBA CONCENTRATIONS:

During the 2020-21 academic year, the graduate faculty developed a range of new concentrations for the extant MBA program. These concentrations have been approved and will fully launch starting Fall 2021. They are described briefly below.

Concentration in Financial Forensic Investigations

The goals of the MBA-FFI Concentration are to prepare students to pursue careers in the area of forensic investigation and to pursue certifications in fraud examinations, financial crimes investigations, computer/digital forensics, anti-money laundering, business valuations, forensic accounting and public accounting (CPA).

Concentration in Business Analytics

An MBA with a concentration in Business Analytics (BUSA) provides students with the opportunity to learn a core data analytical skillset and business foundation needed to gain a competitive edge in one of the fastest-growing fields in the country. Students will learn practical skills such as SQL, R, advanced Excel, and Tableau. They will be exposed to coursework in predictive analytics, data mining, and machine learning.

Concentration in Marketing

Marketing is a critical function in any firm, and particularly for any industry where competition is high; and brand identity and customer relationships are important to growth and profitability. Today, practitioners in the field of marketing focus on individual and business consumers as much as the goods and services they are offered with the aim of developing effective marketing strategies, which make all the difference between overall success and failure of the firm.

Concentration in Finance

Offering the MBA with a concentration in Finance will provide students with an in-depth knowledge of corporate finance theories and practice, international financial management, financial markets, investment and portfolio analysis, and financial statement analysis. The demand for finance jobs is growing in the next 10 years. The solid training in the Finance field will prepare our MBA graduates pursuing their careers as financial specialists, budget analysts, loan officers, investment analysts, or financial managers.

GRADUATE DEGREE PROGRAMS:

Committee members augmented discussion with additional research, including a short survey of 22 gaming hospitality and tourism industry leaders (see [Appendix 2.1](#)). Results indicated that prospective employers felt that the MBA degree made applicants more promotable. When asked which degree they valued the most, the top choice was an MBA with a concentration in HTMS followed closely by MS in Hospitality. The general MBA was the least valued degree option among the respondents.

The sub-committee also conducted a review of the degree offerings at comparable universities as well as peer institutions in New Jersey (see Table 1 below). The review revealed that, while many universities offer a MS in Hospitality and a general MBA, fewer institutions have an MBA with an HTMS concentration.

Finally, sub-committee members reviewed data from the US Bureau of Labor Statistics to ensure that job growth was predicted in the fields under consideration. While the last year complicates employment projections, pre-COVID forecasts predicted job growth in Hospitality Management jobs through 2028. Hospitality and Tourism management positions are estimated to increase 9.5% in the U.S. and by 10.5% in New Jersey between 2018 to 2028.

TABLE 2.1: Comparison of Comparable Graduate Programs (PP is in progress P is proposed)²

University	MBA Hospitality Concentration	MS Hospitality	Gen MBA	Exec MBA	Hospitality Cert	Business Certif
Stockton University	X		X		P	P
East Carolina Univ	X		X		X	X
Florida Atlantic	X	X	X	X	X	X
Johnson and Wales	X	X	X		X	X
Monroe College	X		X		X	X
Louisiana State Univ	X		X	X		X
UNLV	X (Dual Degree)	X	X	X		X
Fairleigh Dickenson Univ		X	X			X
Florida International Univ		X		X		
Montclair			X			X
Cornell		X	X	X	X	X
Temple		X	X	X	X	X
University of Houston		X	X	X	X	X
New York Univ		X	X			X
Penn State		X	X			X
Rowan			X			X
Seton Hall			X			X
St Joes			X			X
Widener			X			X

² In Table 2.1, the final column, “Business Certif,” is a Business Certificate, offered by many schools as a standalone certificate apart from a full degree program.

RECOMMENDATION:

Based on the above, the sub-committee recommends promoting the HTMS Concentration in the MBA program which was approved in spring 2021. The target audience is mid-level managers in the Hospitality and Tourism industry in southern New Jersey. Such a program would capitalize on Stockton's proximity to Atlantic City, providing access to guest speakers, tours and industry partnership projects. No additional staff is needed for this concentration as requisite courses, two HTMS each year, can be taught by existing HTMS faculty. Adjuncts can be used to cover undergraduate classes as needed.

The Executive MBA (EMBA) is typically designed for seasoned business professionals with 10 plus years of work experience who have already risen to higher levels of management but wish to hone their skills. The classes are taught at a higher level than a traditional MBA. According to USNEWS & World Report, "the average executive MBA student is 38 years old and has about 14 years of work experience, including roughly nine years of management experience." EMBA's are more costly than traditional MBAs at an average cost of \$82,796 with some programs charging \$100,000 - \$200,000. Classes are typically held on weekends to accommodate the work schedules of participants.³

The Atlantic City campus would be an attractive location to host an EMBA with a gaming/hospitality focus that attracts business leaders from the Mid-Atlantic region, but it would require a significant investment in additional faculty skilled in teaching at this higher level, resources for weekend accommodations for attendees, and a marketing commitment. The committee felt this was a longer-term goal that may be reviewed in the future.

The MS in Hospitality was valued below the MBA with Hospitality concentration by industry leaders. The committee believed the best strategy was to focus on building the MBA with an HTMS concentration first and revisit the demand for an MS in Hospitality in the future when more HTMS courses are developed and being taught on a regular basis.

CERTIFICATE PROGRAMS:

In addition to traditional degree programs, this sub-committee considered several certificate options. A variety of factors informed this discussion, including: credit and non-credit-bearing options; graduate or undergraduate programming; Continuing Education Units (CEUs); and third-party partnerships, such as Lobster Ink.

The same industry leader surveys which informed analysis of graduate program options were illustrative here. Interviewees revealed an interest in graduate-level certificates both in perceived value of the certificates as well as an interest in the leaders teaching in the program.

³ See: <https://www.usnews.com/education/best-graduate-schools/top-business-schools/articles/what-an-executive-mba-is-and-how-it-compares-to-a-full-time-mba>

Subcommittee members met with Michelle McDonald, Chief Academic Officer, Stockton Atlantic City and Associate Vice President for Academic Affairs, and Bahiya Cabral-Johnson, Director, Stockton Office of Continuing Studies, to discuss the pros and cons of each type.

Academic credit-bearing certificates require state approval which would increase the time required to develop such programs. Additionally, credit-bearing certificates would be more costly and time-consuming, as they would be governed by state-mandated contact hour requirements and institutional tuition rates. Consequently, such programs may not be as appealing to industry professionals. Non-credit-bearing certificates, by contrast, could be developed quickly and offered through LIGHT and Continuing Studies. This improves LIGHT's visibility and reputation of value to the Gaming Hospitality and Tourism industry.



Figure 1: Sample Subjects for Proposed Digital Marketing Certificate.

Popular proposed topics, in addition to those suggestions in Figure 1 above, include:

- Digital Marketing,
- Leadership
- Hospitality Analytics
- Human Resources

RECOMMENDATION:

Based on expressed interest, the subcommittee recommends development of non-credit graduate level certificates through LIGHT and Continuing Studies. The program would be offered in short duration, hybrid modules that can be taken individually or bundled together for a certificate. Digital Marketing is proposed as the lead pilot program with 4 modules. Each module will include 9 hours of instruction including a 3-hour, face-to-face session in Atlantic City and 6 hours on-line for a cost of \$399 each or \$1,200 for the bundle. See [Appendix 2.2](#) for the certificate design and [Appendix 2.3](#) for a review of the cost model of similar programs. With 10 attendees the above pricing model would have a profit contribution of \$1,322. See Appendix V.

Certificate options also attend to the sub-committee's third objective, to strengthen relationships between LIGHT, the MBA program, and HTMS. HTMS and business faculty along with LIGHT advisory board members would teach some the classes and/or act as guest speakers. LIGHT advisory board members would also be asked to support the program by providing tuition reimbursement as well as promoting the programs to their employees. The newly launched *International Journal of Gaming Hospitality and Tourism* (IJGHT) would be used as a vehicle to inform industry and publish works of industry leaders, LIGHT advisory board members and HTMS and business faculty from around the world (a SWOT analysis appears as [Appendix 2.4](#)).

The target market of certificates would be small businesses in the region. A casino leader reported having resources in house for Digital Marketing so the Task Force should keep that in mind as the program develops. As AtlanticCare also expressed interest in a Digital Marketing certificate, however, the program should be designed to appeal to non-hospitality markets or tailored to meet the needs of different sectors.

MARKETING/BRANDING:

Objective: Promote Hospitality MBA concentration and graduate certificate programs.

Timeline: Fall 2021/Spring 2022

Est. Budget Request: \$50,000-75,000

Target Audience: Prospective graduate students

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing (URM) to brainstorm ideas and discuss specific URM service needs where appropriate.

Promotional Plan

Phase 1

Once implemented, the School of Business will coordinate updating all relevant areas of Stockton's website with new graduate degree and certificate information. Enrollment management and URM will incorporate new graduate degrees and certificate option information into annual recruitment collateral and messaging.

The School of Business, in partnership with Enrollment Management, will plan and host an Information Session in Atlantic City for prospective students. It will also develop an informational brochure and web content that describes the benefits and value of a non-credit-bearing graduate certificate for each discipline.

Phase 2

Targeted communications will be developed and sent to prospective graduate audiences (including businesses) to promote the new MBA HTMS concentration and graduate certificate programs, including direct mail, digital communications and social media posts to existing contacts and followers.

The School of Business will explore an integrated advertising campaign, including pr/publicity to promote the new MBA HTMS concentration and graduate certificate programs. This will require an investment of \$10-15k per concentration (or between \$50-75k in all).

Objective: Promote Enrollment for Stockton/LIGHT Certificate Program

Timeline: Fall 2021 and ongoing

Est. Budget Request: \$1,500 per certificate

Target Audience: Working adults looking to gain or improve skills

Work Plan

The School of Business will work with URM to develop a digital marketing campaign to promote enrollment for each certificate program. Typical support would include a dedicated website landing page, a paid search and social media campaign and communication with the Southern Ocean County, Atlantic City and Cape May Chambers of Commerce to promote to their members.

Section 3: Alumni, Signature Events & Programs Subcommittee

GOAL #3: Develop and implement a plan to strategically engage prominent Business School alumni through dedicated programs that support internships and job opportunities and develop a series of signature events and programs to grow the School's stature.

Sub-Committee Chairpersons: Tara Marsh, HTMS Internship Coordinator, and Jean Abbott, Associate Professor of Business Studies, Accounting

Members: George DeFeis, Assistant Professor of Business Studies, Management
Dayna DeFiore, Assistant Director, Career Education and Development
Sara Faurot, Director of Alumni Relations
Michael Salad, Partner, Cooper Levenson Attorneys at Law

EXECUTIVE SUMMARY:

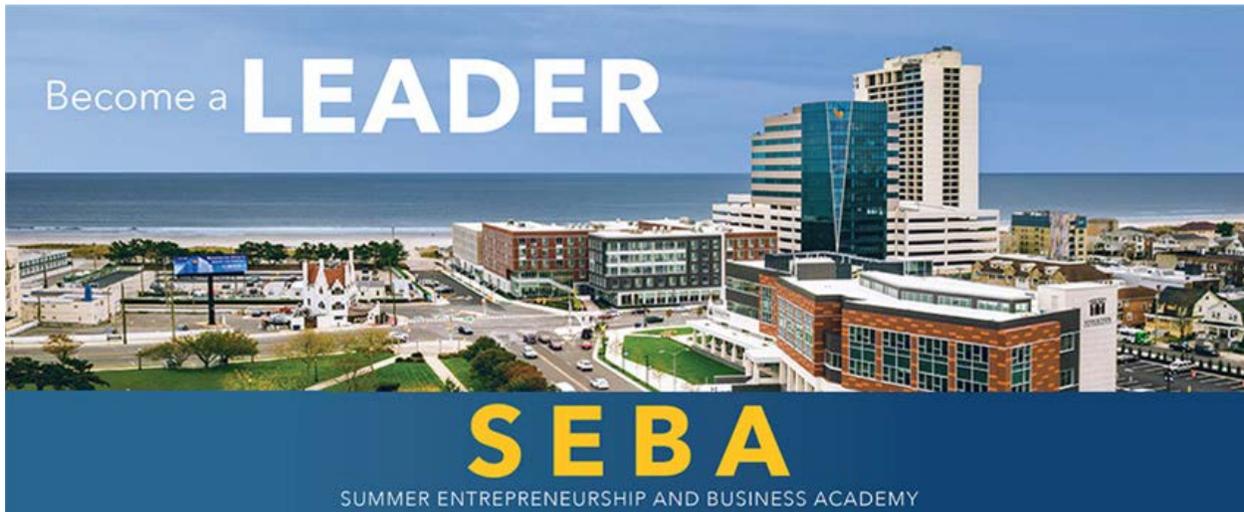
The Alumni, Signature Events & Programs Subcommittee is proposing a slate of activities and events to engage alumni and enhance the stature of the School of Business and appeal to a range of participants, alumni, current college and high school students, and businesspeople. They also unite different groups of participants, for example current students and alumni. All recommendations, with the exception of the Young Leaders Expo given its size, are proposed for the Stockton Atlantic City campus, which not only supports the academic enterprise, but also introduces participants to that location's excellent facilities and convenience. The School of Business and its faculty will continue to work closely with Office of Career Education and Development and Alumni Relations to coordinate these activities, maximize cross-over benefits and build a robust schedule that is both achievable and sustainable from year-to-year. Sample schedules for signature events appear on the following pages.

RECOMMENDATION (PROPOSED EVENT CALENDAR):

Academic Year 2021-22	EVENT	PROPOSED DATES
Summer 2021	SEBA Summer Camp	July 18-24, 2021
Fall 2021	Dean's Alumni Council	September 21, 2021
	Outstanding Alumni Award ⁴	October 6, 2021
	Dean's Distinguished Guest Lecture Series	October 28, 2021
Spring 2022	Dean's Alumni Council	February 2022
	Special Topic Networking Event	March 2022
Academic Year 2022-23	Repeat prior year's schedule	
	Young Leaders Expo (Y LX; new program)	May 2023

⁴ Scheduled during Stockton's Alumni Weekend.

SUMMER ENTREPRENEURSHIP AND BUSINESS ACADEMY (SEBA)



Objective: SEBA is a signature program aimed at engaging local rising high school juniors in an educational program, as well as introducing them to a collegiate environment and Stockton professors and professionals. Participants’ families, teachers, and counselors will learn more about the University and what it has to offer. Networking opportunities with businesspeople will help participants develop skills and confidence while affording the local professionals the chance to work with students. SEBA would cover its costs with 24 participants, each paying a fee of \$1,300. Fundraising for donations to offer scholarships is ongoing.

Program Lead: Tara Marsh, HTMS Internship Coordinator
Date(s)/Time: July 18 to 24, 2021 (virtual program)
Venue: Stockton Atlantic City campus

Target Audience: Rising high school juniors from local high schools, as well as students’ families, and high school counselors and teachers.

Cost Estimate: The program will run virtually in 2021. Starting in 2022, the cost estimate for the program is \$30,300 (refer to [Appendix 4.1](#) for details). The fee for the participants will be \$1,300 per participant and scholarships will be available for qualified students through the application process.

Format/Schedule:

1. SEBA is organized as a week-long residential camp, held on both Galloway and the Atlantic City campus, although primarily the latter.
2. Students will be provided breakfast, lunch, dinner, and snacks each day and attend various sessions each day related to all concentrations within the School of Business – Accounting, Business Analytics, Computer Information Systems, Computer Science,

Finance, Financial Planning, Management, Marketing, and Hospitality, Tourism and Event Management.

3. Students will work collaboratively to create a Business Plan for a business of their choice throughout the week, concluding with a presentation/competition on the final camp day.
4. Activities will also include two field trips, one to the Federal Reserve Bank in Philadelphia and one to a local casino and a lunch during the week with local business executives to learn the skill of networking with professionals.
5. Additional activities include an Etiquette Dinner with business executives to learn the proper way of dining in the business world.
6. The Business Plan Competition will take place the early afternoon of the last day with the students' presentations of their business plans to a panel of judges comprised of faculty, staff, Business Advisory Board members, and community members, and a celebratory lunch with their parents in attendance.
7. Students will receive different branded items throughout the week and will be provided with both camp t-shirts and masks, if still necessary.

MARKETING/BRANDING:

Objective: Promote SEBA

Timeline: Summer 2021/Summer 2022

Est. Budget Request: The inaugural program will be virtual in 2021. Starting in 2022, the in-person cost estimate for the program is \$30,300 (refer to [Appendix 4.1](#) for details). The fee will be \$1,300 per participant and scholarships are available for qualified students through the application process.

Target Audience: Rising high school juniors from local high schools, as well as students' families and high school counselors and teachers.

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing (URM) to brainstorm ideas and discuss specific URM service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will develop the SEBA website as well as a SEBA promotional video.

Phase 2

Targeted communication will be developed and sent to specific audiences to promote SEBA including direct mail, digital communications, and social media.

The School of Business will create promotional collateral to be distributed at area schools and locations to raise awareness about the program to prospective students/families, guidance counselors and area businesses.

Phase 3

The School of Business will coordinate with URM to develop publicity/public relations to raise awareness and promote success stories from SEBA.

BUSINESS DEAN'S ALUMNI COUNCIL

Objective: The Dean's Alumni Council is an alumni engagement program. One objective is to learn from School of Business alumni themselves about what engages them, and what they are looking for and what they want to give back in their continuing commitment Stockton's School of Business. Alumni are members the business community; another objective is to strengthen the connection with that community, particularly in the area of securing internship and full-time employment opportunities. The cost of this program is for refreshments served at the two meetings per year. Annual cost can be budgeted at \$800.

Program Lead: Dean's Office, School of Business
Date(s)/Time: Fall semester and spring semester (inaugural meeting September 21, 2021 at 6:00 pm)
Venue: Stockton Atlantic City campus

Target Audience: All Stockton School of Business alumni, undergraduate, MBA, and MBAHAL will be eligible for membership. Membership by invitation and capped at 30.

Cost Estimate: \$400 for light refreshments, twice per year.

Other Details:

Mission of Business Dean's Alumni Council:

- To engage School of Business alumni;
- To encourage a continuing commitment to Stockton University and the School of Business;
- To strengthen connections among students, alumni, and the business community.

Membership:

All Stockton University School of Business Alumni, undergraduate, MBA and MBAHAL, will be eligible for membership. Membership term will be for three years, with the option to renew for subsequent three-year periods. Members of the School of Business Student Advisory Council will be encouraged to transition to the Dean's Alumni Council upon graduation. Other members will be recruited by invitation based on recommendations from faculty, staff, and alumni. Membership will be capped at 30 with a goal of 10 to 12 members for the inaugural meeting.

Meeting Topics and Other Activities:

- Career and internship connections
- Outreach and activities for engaging alumni
 - Regional events
- Selection of alumni of the year and other honors
- Networking opportunities with other alumni, students

MARKETING/BRANDING:

Objective: Recruit members to the Dean's Alumni Council

Timeline: Fall 2021

Est. Budget Request: \$400 for light refreshments, twice a year.

Target Audience: All Stockton School of Business alumni, undergraduate, MBA and MBA HAL, will be eligible for membership. Membership is by invitation and capped at 30.

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing (URM) to brainstorm ideas and discuss specific URM service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will partner with the Alumni Relations office to raise awareness and recruit prospective members to the Dean's Alumni Council.

Communications will be developed and sent to targeted audiences to promote the Dean's Alumni Council via direct mail, digital communications and social media.

The School of Business will create a website that highlights the mission and actions of the Dean's Alumni Council including:

- Career and internship connections
- Outreach and activities for engaging alumni and regional events
- Selection of alumni of the year and other honors
- Networking opportunities with other alumni and students

Phase 2

The School of Business will coordinate with University Relations and Marketing to develop/publicity relations and feature stories to raise awareness about the membership and success of the work being done by the Dean's Alumni Council.

BUSINESS DEAN'S EXECUTIVE ADVISORY BOARD

Objective: The objective of the Dean's Executive Advisory Board (DEAB) is to draw upon the wisdom and experience of selected business and professional leaders, who will assist the Dean, faculty and students of the Stockton School of Business by developing and promoting programs within the School to a position of excellence.

Program Lead: Dean's Office, School of Business
Date(s)/Time: Meeting quarterly, throughout the calendar year
Venue: Zoom; Stockton Atlantic City campus when events shift back to in-person
Cost Estimate: \$4,000 for light refreshments, based on \$1,000/meeting.

Membership:

The Dean's Executive Advisory Board membership consists of businessmen and businesswomen from business organizations and the public at large with extraordinary accomplishments who have also attained the highest positions in their industries. Membership representation includes leaders from diverse sectors such as manufacturing, service, information, financial, health care, hospitality, government, not-for-profit, and entrepreneurial enterprises. Appointment will be by the President of the University upon recommendation from the Dean of the Stockton School of Business with input from the faculty, staff and current Board members.

Mission of Business Dean's Executive Advisory Board:

- To solicit advice from current and future business leaders about curriculum developments and future programs;
- To encourage a continuing commitment to Stockton University and the School of Business;
- To strengthen connections among students, alumni, and the business community.

Meeting Topics and Other Activities:

- The inaugural meeting was held on April 8, 2021
- Additional 2021 meetings are scheduled for July and October, respectively

Inaugural Membership:

Henry Glickel, DEAB Chair, *Sr. Recruiting Manager, Sales Recruiters, Inc., Stockton Alumnus, 1985*

Roxanne Passarella, DEAB Vice-Chair, *President and CEO, Business Administration and Operations FantaSea Resorts, Stockton Alumna, 2000*

Susan Adelizzi-Schmidt, *President, Suasion Communications Group, Stockton Alumna, 2005*

Carl Bagell, *Partner, Friedman LLP*

Michael "Shane" Cogossi, *Dual Degree BS/MBA Student, Stockton University*

Kofi Conduah, *Fonder and General Manager, Regal Software, A MineralTree Company*

Robert Curley, *President, TD Bank, South Jersey/Coastal New Jersey*

Vincent D'Allessandro, *Southern Region President, OceanFirst Bank*

Larry Dibor, *President, Adcon Consultants*

William R. Hagaman, Jr., *Managing Partner, Withum, Inc., Stockton Alumnus, 1979*

Gerald T. Hannah, Ph.D., *President/CEO, Gerald Hannah Group*

Mina Jafarijoo, *Assistant Professor of Computer Information Systems, Stockton University*

Pravin Khatiwala, *CEO, PND Properties*

Richard Lovering, *Senior Vice President for Administrative Services and Chief, Human Resources Officer, AtlantiCare*

Rifat Mahmud, *Dual Degree BS/MBA Student, Stockton University*

Joseph A. Maressa, Jr., *President & CEO, TitleAmerica*

Kyle Nolan, *Vice President, Innovation & Business Improvement, South Jersey Industries*

Naz Onel, *Assistant Professor of Business Studies, Marketing, Stockton University*

Robert Salad, Esq., *President, Cooper, Levenson*

Steven Silverstein, *President & CEO, Spencer Spirit Holdings, Inc.*

Jason M. Wolf, *Managing Principal, WCRE | CORFAC International*

Harvey Kesselman,* *President, Stockton University*

Alphonso Ogbuehi,* *Dean, School of Business, Stockton University*

Daniel Nugent,* *CDO & Executive Director, Stockton University Foundation, Stockton University*

Susan Wallace,* *Administrative Assistant to the Dean, School of Business - Stockton University Secretary, Dean's Executive Advisory Board*

* *Stockton Institutional members and staff.*

MARKETING/BRANDING:

Objective: Create awareness and increase affinity by current members and future members

Timeline: Fall 2021

Est. Budget Request: \$1,000 to acquire DEAB branded materials such as padfolios, recruitment travel, etc.; \$1,000 for light refreshments, quarterly for a total of \$4000/year; total budget for DEAB \$5,000/year

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing (URM) to brainstorm ideas and discuss specific URM service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will partner with URM develop collateral materials create awareness and recruit prospective members to the Dean's Executive Advisory Board.

The School of Business will create a website that highlights the mission and actions of the Dean's Executive Advisory Board, including:

- Profiles of Board members
- Events championed by the DEAB
- DEAB Networking opportunities with key AC business leaders

Phase 2

The School of Business will coordinate with University Relations and Marketing to develop/publicity relations and feature stories to raise awareness about the membership and success of the work being done by the Dean's Executive Advisory Board.

OUTSTANDING ALUMNI AWARD

Objective: The annual Outstanding Alumni Award is an engagement program designed to highlight the achievements of School of Business alumni by publicly honoring one outstanding alumnus or alumnae each year for exemplary leadership in their field, in service, and commitment to their community and/or to Stockton. With the exception of the inaugural award, the School of Business Dean's Executive Advisory Board and the Business Dean's Alumni Council would be responsible for recommending a recipient to the Dean. The involvement of these two groups in the selection process will enhance the award's reach and prestige, and presentation will take place in conjunction with Stockton's University Weekend, assuring good exposure to other alumni. The budget for the award event and cocktail reception is \$5,000.

Also included in this proposal is the School of Business Wall of Fame, a video display to be mounted outside the School of Business. The display will present the pictures and short stories of School of Business alumni to allow current students to see what Stockton graduates can achieve while also honoring alumni. The Dean's Alumni council will recommend alumni to present. The one-time cost for the display is budgeted at \$2,000.

Program Lead: Office of Alumni Relations
Date(s)/Time: Alumni weekend, October 7 to 10, 2021 (award presented on October 6, 2021, 6:00 pm to 8:00 pm)
Venue: Stockton Atlantic City campus

Target Audience: Alumni and their families, Stockton faculty and staff, and students.

Cost Estimate: \$5,000 per year for award presentation and reception; \$2,000 one-time cost for Wall of Fame equipment

Format/Schedule: In recognition of Stockton University School of Business alumni who have shown exemplary leadership in their field, in service, and commitment to their community and/or Stockton, one outstanding alumnus/a will be honored each year and recognized at an annual event as part of University Weekend. The event format is cocktail reception with passed hors d'oeuvre, buffet, beer, wine, and signature cocktail. Short program to begin at 6:30 pm.

Program:
6:30 pm: Welcome Remarks, Alumni Relations
6:32 pm: School of Business Updates: Dean, School of Business
6:37 pm: Introduction and Recognition of Honoree
6:40 pm: Honoree Remarks
6:50 pm: Program to Close

Other Details:

Award Criteria: School of Business alumni who has shown exemplary leadership in their field, and service and commitment to their community and/or Stockton.

Selection Process: First year the selection will be made by the Dean. Thereafter,

- Feb/March: Call for Nominations.
- April: School of Business Advisory Board and the Dean's Alumni Council will review and make recommendation to the Dean.
- May: Dean to approve and notify honoree. Begin securing sponsors.
- June: Announce honoree and save the date. Continue securing sponsors.
- July/August/Sept: Promote event. Continue securing sponsors.

School of Business Wall of Fame: Flat screen display at School of Business entrance. Display Outstanding Alumni and other alumni recognized for their contributions.

MARKETING/BRANDING:

Objective: Promote Outstanding Alumni Award

Timeline: Fall 2021 (University Weekend)

Est. Budget Request: \$5,000 per year for award presentation and reception; \$2,500 one-time cost for Wall of Fame installation.

Target Audience: Alumni and their families, Stockton faculty, staff, and students.

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing (URM) to brainstorm ideas and discuss specific URM service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will partner with the Alumni Relations office to develop the award criteria, programming, and collateral for the event during University Weekend. Communications will be developed and sent to targeted audiences to invite attendees.

Phase 2

The School of Business will coordinate with University Relations and Marketing to develop publicity/public relations and feature story about the awardee, whose profile should reside on the School of Business website to feature the winner and promote the annual award program.

Phase 3

Develop a Hall of Fame recognition wall or feature in the School of Business wing and create a digital version for the School of Business website.

Phase 4

The School of Business will work with the Office of Development to explore scholarships for the awards, Hall of Fame, and other recognition touchpoints for the Alumni Awards.

DEAN'S DISTINGUISHED GUEST LECTURE SERIES

Objective: The Dean's Distinguished Lecture Series is a signature event intended to showcase the School of Business by sponsoring expert analysis on an important and timely topic. The inaugural program will focus on the gaming and hospitality industry's response to the COVID-19 pandemic. The event is designed to appeal to a range of audiences, the business community, current Stockton students, Stockton alumni, and Stockton faculty and staff, thus providing networking opportunities. Ample time is built into the program for networking. The budget for this event is \$3,000/year.

Program Lead: Dean's Office, School of Business

Date(s)/Time: October 28, 2021, 4:30 pm

Venue: Stockton Atlantic City campus

Target Audience: Stockton School of Business students, alumni, faculty and staff, Board of Trustees, and Chamber of Commerce members and other businesspeople.

Cost Estimate: \$3,000 - based on food and drink for 100 participants at \$25 each, and \$500 promotional costs

Topic: Adopting a "World of Tomorrow" Attitude for Gaming, Hospitality and Tourism in Response to COVID-19

Format/Schedule:

Panel discussion with hospitality and gaming experts on the 'return to normalcy' of the gaming, hospitality, and tourism industries post-pandemic, followed by a distinguished lecture regarding Covid-19 Impacts on Gaming, Hospitality, and Tourism.

Reception Entertainment Stockton Choir: "Barber Shop Quartet"

Poster Displays - "Gaming, Hospitality, Tourism in Atlantic City through the Years"

Other details:

See Event Flyer – Appendix 4.2

MARKETING/BRANDING:

Objective: Promote Dean's Distinguished Lecture Series

Timeline: Fall 2021

Est. Budget Request: \$3,000 (based on food and drink for 100 participants at \$25/each and \$500 in promotional costs)

Target Audience: Stockton School of Business students, alumni, faculty, and staff, Board of Trustees members, and Chamber of Commerce members and other businesspeople.

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will develop the speaker series event to provide expert analysis on an important and timely topic impacting business in the region. The School of Business will recruit faculty and industry experts on selected topics to participate on a panel.

Phase 2

The School of Business will develop promotional messaging and collateral for the event. The messaging will appear on the School of Business website, social media, on campus and advertising targeting students, business leaders, and local community members.

Phase 3

The School of Business will coordinate with University Relations and Marketing to develop publicity/public relations to raise awareness/coverage of the speaker series.

Phase 4

The School of Business will consider livestreaming and/or providing a video recording of the event on the School of Business website.

SPECIAL TOPIC NETWORKING EVENT

Objective: The Special Topic Networking Event is an alumni engagement program. Alumni who work in either a selected field (for example, finance) or an industry (for example, casino/hotel) will be invited to participate in a career panel discussion and networking with students. The objective is threefold, to provide current students with career information and the chance to talk with those working in the field, to engage alumni, and to develop relationships for internships and fulltime jobs for students. The budget for this program is \$500.

Program Lead: Office of Career Education and Development
Date(s)/Time: Spring 2022, during a course module where 1-3 classes in topic are being offered or 4:30-6:00 time on Tuesday/Thursday
Venue: Stockton's Atlantic City campus – Fannie Lou Hamer Event Room

Target Audience: Current students majoring in topic and/or those with career interest in main topic. Participation from faculty in concentration areas is highly encouraged.

Cost Estimate: \$100 for marketing and \$400 for refreshments

Format/Schedule:

Arrival and Sign In – 5 minutes

Networking Mini Lesson – 10 minutes

Break students up into smaller groups around the room

Provide overview of networking strategies

Career Panel – 45 minutes (4-5 alumni share college to career stories and guidance/advice entering the field, moderated by Career Education & Development followed by Q&A)

Open Networking – 30 minutes (students engage in networking with panelist, faculty and peers)

Sample Panel Agenda/Questions

Welcome Remarks: Recognition of sponsors (CED, School of Business, and the Office of Alumni Affairs)

Introductions: Director of Alumni Relations; School of Business – faculty, staff, administration

Panel Overview:

4:30 to 5:00 pm – panelists will talk about their career paths, advice for students, etc.

5:00 to 5:30 pm – we will open it to questions from students, although you are welcome to ask questions before that

5:30 – 6:00 pm – the formal panel presentation ends; students can come up and chat with panelists, and those who have 6 pm classes can leave on time

Proposed Questions:

- Lead-off question-- Ask them to talk about their own career path
- Ask them what advice they have for students interested in their career
- What should students do now to help get these positions?
- Any other questions

MARKETING/BRANDING:

Objective: Promote Special Topic Networking Event

Timeline: Spring 2022

Est. Budget Request: \$100 for marketing materials and \$400 for refreshments

Target Audience: Current students majoring in topic and/or those with a career interest in main topic. Participation from faculty in concentration areas is highly encouraged.

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing (URM) to brainstorm ideas and discuss specific URM service needs where appropriate.

Promotional Plan

Phase 1

The School of Business, in partnership with Career Education and Development and Alumni Affairs will develop a Special Topic Networking Event to provide current students with career information and the chance to talk to those working in the field, to engage alumni, and to develop relationships for internships and fulltime jobs for students. The School of Business will recruit faculty and industry experts on selected topics to participate on a panel.

Phase 2

The School of Business will develop promotional messaging and collateral for the event. The messaging will appear on the School of Business website, social media, on campus, and in advertising (ARGO) targeting students.

Phase 3

The School of Business will coordinate with Student Affairs to include the Networking Event in OspreyHub.

Phase 4

The School of Business will consider livestreaming and/or providing a video recording of the event on the School of Business website.

YOUNG LEADERS EXPO (YLX)

Objective: Young Leaders Expo (“YLX”) is a signature event intended to showcase the School of Business by providing a regional, multi-day, conference geared to the career interests of young and emerging leaders. The plan is to involve HTMS students in the detailed planning for YLX, once the concept is approved. Stockton will provide the venue and shuttle bus transportation. The venue is on Stockton’s Galloway campus due to the number of participants expected. As noted below in the Cost Estimate section, a detailed budget is dependent on detailed planning. However, costs, except for venue and transportation, are expected to be covered by sponsors and registration fees.

Program Lead(s): Committee

Date(s)/Time: May 2023 after Stockton’s commencement ceremony – likely need to reserve venues and promote event one year prior to event date. The inaugural event is scheduled for spring 2023 in order to provide adequate lead time and allow the HTMS Event Design and HTMS Event Experience classes to participate in planning.

Venue: This program will be piloted in Stockton’s Atlantic City campus (the Fannie Lou Hamer Event Room capacity is 120 to 160 people, depending on set-up). Room block will be reserved at nearby hotels with preferred rates and transportation shuttles to and from campus (possibly Tropicana).

Target Audience: Recent college graduates or soon-to-be graduates, people entering the work force, young people in the work force seeking to advance their careers and employers seeking to hire young talent. 250-300 participants is the goal.

Cost Estimate: \$30,000; Stockton will provide venue and shuttle bus transportation. Other costs are expected to be subsidized by sponsors and/or offset by registration fees. With the possible exception of the keynote speaker or evening motivational speaker, no payment or transportation costs will be offered to panelists, just publicity, press release, names on pamphlets outlining panelists and brief bio, and free admission to the event.

Registration Fees: Free or small cost to students (\$50 to project attendance and be able to plan accordingly), small fee to those in the work force (\$150) and slightly higher fee to employers (\$250) (potentially early-bird \$50 discount if attendees sign up by February 1, 2023).

Format/Schedule (dates tentative):

Thursday, May 18, 2023:

Registration 4:00-8:00 pm

Booths set up from 4:00-8:00 pm

Light appetizers and beverages/meet and greet from 6:30-8:00 pm

Friday, May 19, 2023:

7:30-8:30am – Registration and continental breakfast

8:30-8:50am – Opening Remarks (potentially Atlantic City Mayor and/or President of Stockton)

9:00-10:00 am – How to Communicate Effectively (inter-personal and effective communication) – 4-5 panelists and one moderator. May start with a self-assessment quiz to determine strengths and weaknesses – panelist considerations include NJ Governor’s Director of Communications, Lisa Johnson and Eddie Davis

10:00-10:15am – break/light refreshments

10:15-11:15am – Business Development and Growth –how to find new clients/customers, develop business and finding new employees – 4-5-person panel – potentially someone from a recruiting firm (possibly Alyse Bodine), an entrepreneur (possibly Chris Aker from Linode), another professional or two in different industries. Topics to include non-profit involvement – boards, foundations, committees – giving back and also connecting with people to build a network – identifying organizations which you are passionate about.

11:15-11:30am – break

11:30-noon – speed networking (possibly called “networking with sharks” or “Contacts and Coffee”) – practice elevator speech – 1-minute speech to people – have panelists involved in speed networking then have those panelists appear in panel later in day to discuss what they witnessed (which is why the “shark” reference is included in the title. The panelists would be the “sharks” – the experts) and they would discuss what was effective and how to improve an “elevator speech” and communication skills.

noon-1:00 pm – keynote speaker and lunch – possibly Corey Booker (concern about polarizing audience by featuring a politician) or Lisa Ling.

1:00-2:00 pm – Social Media and Technology – how to use social media to better market yourself and a portion devoted to crisis management – again 4-5-person panel plus moderator – several ideas for topics of discussion. Possibly feature a technology reviewer or someone in technology sales discussing the latest technology innovations and tools that benefit a wide array of young professionals or implement in the 3:45-4:45pm panel.

2:00-2:15 pm – coffee break

2:30-3:30 pm – Time Management - effectively manage schedules, proper use of resources, returning e-mails –possibly panel title, “Ten Things I Would Tell My Younger Self” - executive-level panelists reflect on what they should have focused on when they began their professional careers. Ideally find someone without formal education, someone highly educated, someone working for a large employer, and someone who started their own business.

** potentially remove or combine one panel and during the next time slot, do a breakout of two panels potentially town hall style for people to ask questions – one panel discussing finances, disability, insurance, student debt—the other discussing tips for buying first house and other “top 5 things all millennials should do” type of broad panel and all attendees may select which panel to attend

Also, “starting a new business” and “business succession planning” for those who are the next generation and taking over a business are potential topics or breakout session topics – may also consider a career planning session or how to improve a resume, proper job interview etiquette or how to stand out when applying for a job and feature human resources executives at AC casinos and beyond

3:30-3:45 pm – break

3:45-4:45 pm – Common Trends Amongst Entrepreneurs and Successful Businesspeople – this will hopefully be a little lighter, particularly since it is the last panel of the day – start by discussing commonalities amongst most successful “connectors” and businesspeople, from work ethic to embracing and using technology to exercise and fashion – dressing the part. Include a technology expert on the latest and greatest technology – to keep it light, have panelists share their ‘biggest blunder’ and what they learned from the blunder.

Incorporate innovation and end on a motivating note so that attendees will return the following year.

4:45-5:00 pm – closing remarks – potentially from committee/board member of YLX or a motivational speaker, depending on who speaks during lunch

5:00-6:30 pm – cocktail reception heavier appetizers –consider a property on the Boardwalk but if it is off-campus, transportation will be provided.

Dinner on own for those who want to do so

9:00-11:00 pm – Night Club – lights on so it is not too dark in the beginning – have liquor sponsor – provide drink tickets then as club starts to open, people will be permitted to stay at the club for free – this will be optional and only for those 21 years of age or older (target audience is mostly 21 years of age or older)

Saturday, May 20, 2023:

Optional at additional expense – not part of standard fee package:

- Potentially offer two to three activities – golf, paint ball and art/wine
- Juice bar and light brunch at a hotel/casino

Other Details:

Continuing Education (“CE”):

Likely not advertised but if we are able to obtain authority to issue CE credit after the topics are established, it will be an added bonus to those who are eligible to receive it – at least for the first year then revise potentially in the future. Possibly for accountants, lawyers and other professionals who require CE credits. In so doing, employers may pay to send employees to YLX.

Theme/Mission:

How to become a leader in your industry within the next five years – how to take the next step professionally regardless of where you are now. Heavy emphasis on sales, marketing and management with lots of networking and job opportunities.

Family-focused component:

Offer something for spouses and significant others of attendees. Potentially offer a lunch at venue or anyone with families can stay at one of the hotels and we offer something at the hotel pool or spa – may be additional fee. The primary goal when YPXs attend a function like this is to career plan and make meaningful connections. It should stress how relationship building is equally as important as skills in today’s world. Research authors of business books, offering them an opportunity for sales during the intersessions.

Stockton HTMS Program:

- Stockton students who are seeking to pursue careers in events and hospitality management will have large part in organizing the event and hosting the event.
- Possibly offer partial credits as an elective course.
- Discuss with HTMS Coordinator about this event becoming part of the curriculum.
- Likely need a separate committee to report to Committee.
- Stockton event planning club likely to participate.
- Coordinate with Dayna DeFiore for tie-in, or separation, from career fairs.

MARKETING/BRANDING:

Objective: Promote Youth Leaders Expo (YLX)

Timeline: Spring 2023

Est. Budget Request: \$30,000

Target Audience: Recent college graduates or soon-to-be graduates, people entering the work force, young people in the work force seeking to advance their careers and employers seeking to hire young talent. 250-300 participants is the goal.

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will develop a regional, multi-day, conference geared to the career interests of young and emerging leaders. The School of Business will recruit faculty and industry experts on selected topics to participate on a panel.

Phase 2

The School of Business will develop promotional messaging and collateral for the event. The messaging will appear on the School of Business website, social media, on campus and possible advertising targeting recent graduates, local businesses and students

Phase 3

The School of Business will coordinate with Student Affairs to include the event in OspreyHub.

Phase 4

The School of Business will coordinate with University Relations and Marketing to develop publicity/public relations to raise awareness/coverage of the expo.

Phase 5

The School of Business will consider live streaming portions of the event and/or providing a video recording of the event on the School of Business website.

Section 4: Atlantic City Partnerships Subcommittee

GOAL #4: Explore avenues to create a durable partnership between the School of Business and the Greater Atlantic City Chamber of Commerce through impactful collaborations to facilitate engagement between students, faculty, and members of the business community utilizing the Chamber’s existing regional business networks.

Sub-Committee Chairperson: Brian Jackson, Chief Operating Officer, Stockton AC Campus

Members: Michael Chait, President, Greater Atlantic City Chamber
George DeFeis, Assistant Professor of Business Studies, Management
Jennifer Kosakowski, Executive Director of Development
Elizabeth Terenik, Senior Project Manager, ACDEVCO and President, Chelsea EDC
Carol Waties, Director, Small Business Development Center

EXECUTIVE SUMMARY:

The Greater Atlantic City Chamber of Commerce engages in public policy and economic development to address key issues which impact economic stability of the area business community and enhances the quality of life in the region. The AC Chamber can serve as an important partner for the School of Business in facilitating engagement between faculty, students and business professionals, while also leveraging relations to enhance the Schools presence and prominence among business leaders in greater Atlantic City and the community. By working together, the School of Business and AC Chamber will be better positioned to structure a partnership which provides programs and initiatives that have lasting impact for students, add value for AC Chamber members, and enhance Stockton’s credibility and reputation.⁵

RECOMMENDATIONS:

In response to the charge of the Presidential Task Force, this subcommittee submits the following recommendations for consideration between the School of Business and the Greater Atlantic City Chamber:

⁵ Sources referenced:

https://www.researchgate.net/publication/283346615_The_Importance_of_Mentoring_Programs_in_Business;
https://www.colorado.edu/business/sites/default/files/attached-files/13_final_mentor_handbook.pdf;
https://www.mentoring.org/wp-content/uploads/2019/11/Full_Toolkit.pdf;
<https://ilitchbusiness.wayne.edu/resources/mentors.php>; <https://www.sjindustries.com/careers/diversity>

Greater AC Chamber and the Stockton Entrepreneurship and Business Academy (SEBA)⁶

The following recommendations build on existing programming planned for SEBA by collaborating with the AC Chamber to expose students to local business leadership, strengthen the program, and enhance the overall experience for the students:

- Solicit chamber members to participate as guest speakers.
- Solicit a chamber member to host an on-site “behind the scenes” tour of the business and meet with representatives from management.
- SEBA and AC Chamber co-host “breakfast/luncheon-learn” with SEBA students, company executives and small business owners. Hold round-table conversations on topics centered on entrepreneurship.
- Solicit chamber members to sponsor SEBA registration fees for students. Consider an option to include a “SEBA Visionary Package” which includes registration fees and a 4-week, 20hr/week paid internship (\$1,200 is recommended).
- Invite a member from AC Chamber’s Executive Board to serve as a “judge” for the business plan competition.
- School of Business should engage a graduate-level business student as an intern/fellow to assist with the coordination of SEBA.

MARKETING/BRANDING:

Objective: Promote chamber participation in SEBA

Timeline: Phased in beginning Summer 2021

Est. Budget Request: \$1,500 (breakfast/luncheon learn event for up to 50 guests)

Target Audience: AC Chamber members

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will develop the AC Chamber focused components for SEBA including:

- Behind the scenes business tour
- Breakfast/lunch and learn
- Registration fee sponsorship
- Judges for business plan competition
- Development of internships for grad-level students

⁶ Source referenced: <https://stockton.edu/business/seba.html>

Phase 2

In spring 2021, the School of Business, in partnership with the Greater AC Chamber of Commerce, will develop and send a series of e-communications that promote SEBA and the value-added component of having a collaboration with the AC Chamber. Timely, co-branded communications will be sent to AC Chamber membership to recruit participant businesses for the partnership aspects outlined in Phase 1. Arrange for the Dean of the School of Business to be a featured speaker to pitch the SEBA program, participation and benefits to AC Chamber members in spring/summer 2021.

Phase 3

When the roster of AC Chamber businesses in SEBA 2021 is established, the School of Business will create marketing and communications assets and promotional content for the SEBA website and social media to boost interest and attract prospective students. Additionally, the “hands-on” collaboration with the AC Chamber and/or local businesses should be promoted on the SEBA website and future collateral for 2022 and beyond.

The School of Business will coordinate with University Relations and Marketing and the AC Chamber to develop publicity/public relations to raise awareness for the partnership and SEBA.

Phase 4

During SEBA 2021, capture photography and video of all activities and request URM to cover the camp and invite media to camp to showcase the partnership and highlight students engaging with local businesses.

Greater AC Chamber and School of Business speaker/leadership series

The AC Chamber will solicit Stockton faculty for insight into topics central to advancing business and economic issues central to the Atlantic City region. The AC Chamber currently collaborates with LIGHT to host virtual programming, including a program held as recently as January 2021 and featuring Dr. Oliver Cooke. It is recommended that the speaker/leadership series be expanded to include timely business topics beyond the scope of Gaming and Hospitality and that the University's Atlantic City and Galloway campuses play host to three within the series, in addition to utilizing the virtual format. Such work could be tied into other speaker/lecture series proposed in chapter 3, above.

MARKETING/BRANDING:

Objective: Recruit faculty and promote leadership series/workshops to AC Chamber members

Timeline: Fall 2021

Est. Budget Request: \$3,000 (co-sponsorship fee to sponsor a series of 6 workshops per year); \$2,000 (refreshments following each program hosted on campus)

Target Audiences: Stockton Faculty and AC Chamber members

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will develop a title for the speaker/leadership series. Example: Stockton University School of Business Leadership Speaker Series or similar title. The School of Business should consult with Stockton's Chief Development Officer to explore a donor naming opportunity for the series.

Phase 2

The School of Business and AC Chamber to develop list of topics/trends for leadership/workshop series. The School of Business will recruit Stockton faculty experts on selected topics and develop content for in-person and/or virtual presentations for fall 2021 launch. The focus should be on industry and business that has an Atlantic City region focus for today and into the future. Follow model established by the Lloyd D. Levenson Institute.

Phase 3

The School of Business will develop promotional messaging to distribute to AC Chamber membership and promote on School of Business website for fall 2021. In addition, the School of Business should develop promotional collateral, content and messaging to promote in-person

and/or virtual leadership series/workshops to other area Chambers/businesses in southern New Jersey via web, email and social media.

Phase 4

The School of Business will coordinate with University Relations and Marketing to develop publicity/public relations to raise awareness of the leadership/workshop series.

Establishment of The Osprey Mentorship Program (Pilot)

Mentoring supports student development and demonstrates a business' commitment to community engagement and serves as a bridge between business and academia. Businesses often utilize mentoring programs for recruitment and staff development.

The Osprey Mentorship Program pairs undergraduate (entering, matriculated sophomores and juniors) enrolled in programs in the University's School of Business, with experienced professionals at area businesses and organizations. The program is designed to help students:

- Achieve goals, develop professional relations, explore different business tracks and experience professional opportunities which may be available to them upon graduation.
- Gain valuable career development, assistance on academic questions, greater understanding and awareness of available opportunities within local business and area industries, access to professional networking opportunities, hands on learning and access to professional resources, life-long learning lessons and experiences, and a friend and mentor connection in the corporate/business world beyond college.
- Become more self-confident, feel prepared to work as part of a team and to contribute to the community, be open to receiving practical advice and expanding their scope of interests, have a better understanding of the mentor's profession and learn to respect it, open to a variety of learning experiences and more focused on their own academic success, stronger belief in their own abilities to succeed, develop positive values and principles and social competencies, and enhanced knowledge of how to create career opportunities for themselves.
- Complete this experience with an affinity for professional opportunities in Atlantic City and surrounding south jersey communities, and a desire to become a contributing citizen to the social and economic vitality of the Atlantic City region.

As part of their role in the Osprey Program, mentors from the host business/organization will commit to the following:

- Will be paired with a student eager to gain professional development and advancement beyond Stockton. Students may range in disciplines and class years.
- Reflect on their real-world experience to provide students with advice and counsel, assist them in considering career choices, help develop professional protocols, social skills, and other "soft skills," help students brainstorm and develop a plan of action for considering career options, and encourage self-evaluation.
- Serve as sounding boards for their student mentees and provide practical feedback, share ideas, communicate knowledge, identify useful resources, and help clarify and enhance educational and professional goals.
- Share their first-hand experience and knowledge of their specific roles within their companies/business and industry and offer advice on developing time-management strategies, preparing effective résumés, handling interviews, and dressing for success.
- Be positioned to inspire students, share their knowledge and experience, and serve as a professional resource to students.

South Jersey Industries, under the leadership of Dave Robbins, Jr., President, has agreed to collaborate and serve as the pilot partner for the mentorship program. As part of the pilot, up to 8 Stockton students will be identified for mentoring with South Jersey Industries, a member of the AC Chamber. The following are recommended criteria for students applying to the program:

- Must be an incoming, matriculated sophomore or junior, in good academic standing with a 3.0 cumulative/major index (GPA) and enrolled in a degree program within the School of Business.
- Complete a basic application, including a resume and 2 letters of professional recommendation (from faculty, professional, and/or employer).
- Submit a two-minute video explaining why the mentor experience is important to the applicant.
- Must commit to fulfilling all mentorship responsibilities, including attending auxiliary programs or events associated with the mentorship and representing the University in a professional manner through the entire academic year.

Advertisement for applicants and the selection process should be completed in late September, with mentor assignments beginning in October. School of Business will determine who serves on the committee to review applications. The mentor host organization shall be invited to have a representative participate in the review and selection of applications.

Mentors should plan to spend 8-10 hours per semester with their student mentees per semester (Fall and Spring) through phone calls, e-mail, social media contact, and in-person/ on-site meetings at the mentor's business location. The formal mentoring will conclude at the end of the academic year; however, mentors and student mentees are encouraged to maintain their relationships more informally, subsequent to the conclusion of the mentorship.

Up to two students will be assigned to a mentor from one of four of SJI's Employee Resource Groups (Women's Leadership Initiative, Veterans, Emerging Leaders, American Association of Black Engineers [AABE], and Hispanic Organization of Latino Awareness). ERGs were established at SJI to create a sense of community through networking, development and shared purpose of collaboration, inclusion, and advancement of SJI's mission and values. Student mentees will be rotated to each of the ERGs to gain different perspectives, to broaden their experience, and understanding of the culture of the workplace and SJI's leadership.

The following leadership from SJI will serve as the Business School's primary contacts: Mike Baron (Talent Acquisition Leader, SJI), Shaun Abrea-Purnell (Director, Talent Management), and Bubba Schumber (VP of Operations, South Jersey Gas). Similarly, members of the Dean's Executive Advisory Board will also serve as mentors for the program.

At the conclusion of the pilot, it is recommended that all participants be surveyed to determine effectiveness of the experience prior to rolling the program out to additional Chamber members and other small businesses/organizations.

MARKETING/BRANDING:

Objective: Recruit undergraduate students (entering, matriculated sophomores and juniors) enrolled in programs in the University's School of Business to pair with experienced professionals at area businesses and organizations affiliated with the AC Chamber.

Timeline: Fall 2021

Est. Budget Request: (pilot year): \$2,000 (School of Business-hosted orientation & breakfast); \$3,000 (Mentor/Mentee End of Year reception or dinner); \$1,000 (thank you gifts for mentors and portfolios for mentees)

Target Audiences: Current Stockton students and local businesses

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will develop key selling points for Osprey Mentorship Program to be included on the School of Business website and promotional collateral. It is recommended that similar content be developed to promote to AC Chamber membership to attract business participation.

Phase 2

The School of Business will seek a presence at the fall Get Involved Fair and Open Houses to promote the Osprey Mentorship Program and coordinate with Student Affairs to list any events/info sessions within OspreyHub. Additionally, the School of Business will partner with Career and Education Services to promote the program within the Career Center and its communications. The School of Business will explore advertising in the ARGO and will curate promotional content for its social media channels.

Phase 3

The School of Business will coordinate with University Relations and Marketing to develop publicity/public relations to raise awareness of the new mentorship program featuring testimonials from the Dean, AC Chamber and student/business participants.

Phase 4

Year two promotional collateral and the School of Business website will include profiles and/or success stories from the pilot program participants. Additionally, participants in the Osprey Mentorship Program will be considered as featured students in Stockton's academic recruitment

“Choose Stockton” campaign.

AC Chamber assistance in connecting Stockton to corporate foundations

School of Business should seek corporate and corporate foundation grant support for various programs and initiatives hosted by the School. We propose the AC Chamber invite the Stockton Development Office and School of Business to give a presentation to the AC Chamber Board at its September meeting to solicit help in identifying corporations or foundations that might be inclined to partner with the University. The AC Chamber’s relationships with regional bank foundations, corporations in the business sectors, community foundations, and family foundations would be advantageous to partnerships with the University’s Development Office and School of Business and could also lead to co-sponsored grant projects and other collaborative work with area businesses.

MARKETING/BRANDING:

Objective: School of Business should seek corporate and corporate foundation grant support for various programs and initiatives hosted by the School

Timeline: Fall 2021

Est. Budget Request: \$2,000

Target Audiences: Regional Bank Foundations, corporations, community foundations and family foundations

The School of Business, in partnership with the Greater AC Chamber of Commerce, will develop and send a series of e-communications to promote Stockton’s interest in corporate and corporate foundation grant support for various programs and initiatives hosted by the School. and the value-added component of having a collaboration with the AC Chamber. Arrange for the Stockton’s Dean of the School of Business and Chief Development Officer or designee to present this interest at a future AC Chamber Board meeting.

Co-Host “Doing Business in AC” Town Hall Event

The School of Business, in partnership with the AC Chamber, co-host an annual “Doing Business in AC” Town Hall as a listening session. The City of Atlantic City, CRDA, and others could participate and serve as co-sponsors. Invite local business leaders, city and county agency leaders, small business owners, and neighborhood association officers to also serve on panels. Stockton Business School Faculty should be invited to moderate the panels. Faculty should strongly encourage or provide credit to students to attend. The AC Chamber will be tasked with soliciting its members to attend and also serve as panelists. Include tabling opportunities for state and local agencies (i.e.: SBDC, WorkFirst NJ, Chelsea, Ducktown and Midtown Economic Development Corporations, EDA, School of Business/Admissions), local businesses and agencies who assist in job placement, and/or seeking to hire local residents for job openings.

MARKETING/BRANDING:

Objective: Promote “Doing Business in AC” Town Hall

Timeline: Fall 2021/Spring 2022

Est. Budget Request: \$1,000 (co-sponsorship fee); \$1,500 (reception local AC caterer)

Target Audiences: City of Atlantic City, CRDA, local business leaders, city and county agency leaders, small business owners, and neighborhood association officers, students

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

The School of Business and AC Chamber will develop a town hall event to listen and respond to the needs of the regional business community. The School of Business will recruit Stockton faculty experts on selected topics to participate on a panel.

Phase 2

The School of Business and AC Chamber will develop promotional messaging for the event. The messaging will appear on the School of Business website, social media and advertising targeting businesses seeking an interest in doing business in Atlantic City.

Phase 3

The School of Business will coordinate with University Relations and Marketing to develop publicity/public relations to raise awareness of the town hall.

Phase 4

The School of Business will consider live streaming and/or providing a video recording of the event on the School of Business website.

Develop a Business Resource Center Collaboration

The Business Resource Center will provide a physical presence (storefront) in the heart of the Chelsea business district to cultivate, retain, expand, and support small, minority, and women owned businesses in Atlantic City.⁷ Specifically, the Center is envisioned to:

- Serve as a “one stop shop” experience for existing small businesses and for those seeking to open small businesses in the Chelsea Neighborhood and throughout Atlantic City
- Help increase the number and variety of small businesses and housing opportunities through collaborative marketing and promotional initiatives
- Facilitate access and technical assistance to information, services and funding available to small businesses
- Promote and support the revitalization of Atlantic City
- Engage in research, training, and other initiatives to attract, retain and grow businesses and encourage commercial and residential redevelopment

The Center is expected to initially house the Chelsea Economic Development Corporation offices with additional shared office space available for other non-profit organizations working to support the business community, including the AC Chamber and newly formed Chelsea District Association. With plans for a location near Stockton’s AC Campus in the Chelsea neighborhood, the Center will include offices, a conference room, technology lab/resource room, kitchen, and restrooms. The Chelsea EDC is taking the lead in the planning of this initiative. Initial buildout and leasing costs for between 2,500-3,000 SF (\$10-15 per square foot) will be funded by ACDEVCO. The Chelsea EDC, AC Chamber, and Chelsea District Assoc. are expected to be the first tenants, with room availability for other tenants as they commit to the space.

The Chelsea EDC and the AC Chamber seek to collaborate with the School of Business in this Center in the following ways:

- Interns to assist in conducting intake and referrals, problem solving for business owners, drafting business grants and applications for permitting, marketing/web development, translation services, and other services that will be provided by the AC Center, and faculty and students conducting research and data analysis. Chelsea EDC is prepared to fund up to 10 paid internships as soon as summer 2021 at \$15/hr.
- Partner in co-hosting Informational/Networking Events
- Faculty and graduate students facilitate workshops and trainings for local business owners on a variety of topics
- Furnishings (unused by the University – as an in-kind donation)
- Relocation of Stockton SBDC as a possible future tenant (long term goal, which would require rental charge and specific space requirements)

⁷ Sources Referenced: <https://www.chelseaedc.org/>

Long-term, the Center could seek to expand to accommodate an Incubator and/or other business services. Primary contact for the Center is Elizabeth Terenik, President, Chelsea EDC.

MARKETING/BRANDING:

Objective: Promote Business Resource Center (once location is determined)

Timeline: Spring 2022

Est. Budget Request: 0 (note: If School of Business chooses to relocate SBDC to the Center in the future, there will be rental charges est. from \$10-15/per SF)

Target Audiences: Regional Business Community and students

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

The School of Business will develop the key selling points for The Business Resource Center (BRC), a “one stop shop” experience for existing small businesses and for those seeking to open small businesses in the Chelsea Neighborhood and throughout Atlantic City. Information about the BRC will highlighted on the School of Business website and promotional collateral.

Additionally, a presentation and video will be developed to showcase how the center will benefit the surrounding community and enhance student learning at Stockton. This video will appear on the School of Business website and social media.

Phase 2

The School of Business will plan and promote a grand opening event to formally open the BDC. University leadership, community and political leaders and friends of Stockton will be invited to attend.

Phase 3

Once opened, The School of Business will develop and send a series of e-communications that promote the BRC and the value-added component of having a hands-on learning experience for students. The School of Business will also seek to promote opportunities through Stockton’s Student Affairs, Career Center, SBDC and partners. Information about the BDC will be included in recruitment materials and featured in PR/publicity from URM.

Support Establishment of a Career Exploration Program

The AC Chamber is actively engaged in creating a Career Exploration Program. The program is designed to facilitate job exploration and career development for young people (middle school through college) in Atlantic County. The objective of the program is for members of the AC Chamber to serve as a source of knowledge and support to enhance opportunities for students' personal development, workforce exploration, and to prepare them for a career or advanced education upon graduation from high school.

The youth, composed primarily of high school students, will learn the importance of education and experience an inclusive supportive environment. Personal contacts with local industry leaders will put students on a path to success, as well as developing a future workforce pipeline for local employers.

Goals of the program are to retain a robust talent pool for our regional businesses, elevate the competitiveness of the region's ability to attract and retain talent and management, and effectively market Atlantic City and the region in a consistent and powerful way, particularly with available and/or new recruitment tools.

Stockton would be solicited to provide students to serve as "Osprey" mentors to the students. The AC Chamber also seeks to have a representative of the School of Business serve on the implementation committee for the program. AC Chamber may also invite Stockton to be a sponsor; however, it is too early in the planning stages for the AC Chamber to determine what the request will be.

AC Chamber is currently researching fiscal and operational needs for this program, which will include staffing, dedicated website, social media, and marketing materials. Primary contact for the program is Michael Chait, President, AC Chamber.

MARKETING/BRANDING:

Objective: Recruit undergraduate students (entering, matriculated sophomores and juniors) enrolled in programs in the University's School of Business to participate in the AC Chamber's Career Exploration Program

Timeline: Summer/Fall 2022

Est. Budget Request: \$2,500 (annual sponsorship for the program)

Target Audiences: Middle/HS students (learners), Chamber businesses (teachers), Stockton students (mentors)

Work Plan

The School of Business is responsible for developing content and programs. They may choose to consult with University Relations and Marketing to brainstorm ideas and discuss specific University Relations and Marketing service needs where appropriate.

Promotional Plan

Phase 1

As part of its sponsorship, The School of Business will develop promotional messaging for its website, social media and e-communications to promote the Career Exploration Program to prospective and current students

Phase 2

The School of Business will partner with the AC Chamber to explore hosting an Information Session for students to learn more about this program and its benefits.

Phase 3

The School of Business will coordinate with University Relations and Marketing to develop publicity/public relations to raise awareness of the mentorship program.

Prioritize *United Nations' 17 Sustainable Development Goals (SDGs)* as part of strategic partnership between School of Businesses, The Greater Atlantic City Chamber and other Atlantic City groups.⁸

The *United Nations' 17 Sustainable Development Goals* are a blueprint to achieving a more sustainable future and addressing global challenges such as poverty, inequality, climate change, environmental degradation, social justice.⁹ The School of Business and the AC Chamber should commit to using these goals as benchmarks for success in its collaborations and engagement in the community. Pursuing partnership opportunities with private sector institutions would help the School of Business, as well as the AC Chamber, realize these goals and make them more actionable and community impact focused.

From among the *seventeen Sustainable Development Goals (SDGs)*, it is recommended that the following five goals we believe, align best with the strategic goals of the School of Business and the AC Chamber:

- GOAL 5: QUALITY EDUCATION
- GOAL 8: DECENT WORK AND ECONOMIC GROWTH
- GOAL 9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- GOAL 10: REDUCE INEQUALITIES
- GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS

Michael Chait, AC Chamber President, has agreed to present the goals for adoption consideration to the Chamber Board on October 21, 2021 at 8:30 am. Dr. George DeFeis, Assistant Professor of Business Studies/Management, will provide a presentation to the AC Chamber Board on the UN's Sustainability Goals and those proposed for adoption by Stockton School of Business and the AC Chamber.

MARKETING/BRANDING:

Objective: Prioritize United Nations' 17 Sustainable Development Goals (SDGs) as part of strategic partnership between School of Businesses, The Greater Atlantic City Chamber and other Atlantic City groups.

Timeline: Fall 2021

Est. Budget Request: \$0

Targeted Audiences: Private sector institutions and regional community

⁸ Sources Referenced: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁹ For more information about the United Nations goals, see: <https://sdgs.un.org/goals>

Michael Chait, AC Chamber President, has agreed to present the goals for adoption consideration to the Chamber Board on October 21, 2021 at 8:30 am. Dr. George DeFeis, Assistant Professor of Business Studies/Management, will provide a presentation to the AC Chamber Board on the UN's Sustainability Goals and those proposed for adoption by Stockton School of Business and the AC Chamber.

Section 5: Marketing and Branding Subcommittee

GOAL #5: Develop and implement an effective and impactful branding and marketing effort to enhance visibility and recognition of business school programs throughout the region.

Sub-Committee Chairperson: Geoff Pettifer, Executive Director of University Marketing and Relations, Stockton University

Members: Donna Albano, Professor of Hospitality, Tourism and Event Management Studies
Lori Herndon, President and Chief Executive Officer, AtlantiCare
Phil Kening, Instructor of Business Studies, Marketing
Naz Onel, Assistant Professor of Business Studies, Marketing
Tara Williams, Director of Graduate Studies

ASSESSMENT:

The Marketing and Branding Subcommittee recommend that the School of Business assess the impact of the Task Force-recommended activities once they are implemented. The main objective for the Task Force is stated as “Driving Business and Hospitality Excellence in Atlantic City”-which includes changes in enrollment; changes in “reputation” and increased levels of engagement for the Business and Hospitality Programs.

Enrollment data is currently collected and reported, and easily can be drilled down to the school and campus levels and trended over time. Reputational measures generally require longitudinal surveys to capture and report attitudinal data. Studies would need to be designed and implemented to assess the impact on the school’s reputation. Engagement can be measured several ways including surveys, interaction, and participation.

COMMUNICATIONS:

Developing, producing, sharing and pushing out digital content should become a communications priority for the School of Business. In order to do this effectively, the school should develop an annual communications plan. The communications plan should include key performance indicators (KPIs) in order to understand the how visitors are engaging on the site. This will allow for strategic adjustments in the future.

Website: The School of Business should maximize its homepage carousel and feature news and promotional stories and/or videos that showcase academic programs, faculty, alumni, current student success, events, research and other engaging content for visitors and prospective students. The carousel images can link to events, articles, and/or web pages.

Social Media: The School of Business should strengthen its social media communications on all platforms, including Facebook, Twitter, Instagram, YouTube and other relevant social media channels.

Publications: The School of Business should explore transitioning traditional print publications into web-based publications. Traditional print is costly and cannot be easily parsed into shareable content for the web and social media. Web-based content allows for periodic digital newsletters, emails and other platforms for sharing content and promoting engagement among viewers. Web-based content can be shared on social media and across campus partners' social networks.

Video: The School of Business should work with URM and Production Services to produce videos for high-profile academic programs or initiatives to be used for recruitment messaging, website and social media.

Assessment: For all forms of communications, data analytics will help identify what content followers/readers are most interested in receiving. Finally, digital distribution will widen the awareness and recognition footprint for the School of Business.

Section 6: Task Force Timeline

September 2020:	President establishes the Task Force “Reinventing the School of Business: Task Force on a Strategic Pathway to Achieve Stockton University’s Goal for Business and Hospitality Excellence in Atlantic City”
March 2021:	School of Business Faculty surveyed regrading disaggregation of undergraduate business major into multiple discipline-specific majors.
April 2021:	Presentation and endorsement of MBA 4+1 (B.S. in Hospitality +MBA) and MBA Concentrations by Faculty Senate.
May 2021:	Launch Dean’s Executive Advisory Board
July 2021:	Launch Summer Entrepreneurship and Business Academy (SEBA)
July 2021:	Task Force submits final report to the Office of the President and presents to the Board of Trustees
Summer 2021:	Draft business-discipline-specific major program proposals.
Fall 2021:	Develop Greater AC Chamber and School of Business speaker/leadership series
Fall 2021:	Launch Pilot Osprey Mentorship Program
September 2021:	Present draft undergraduate proposals to the Faculty Senate as FYI items.
September 2021:	Launch new MBA 4+1 and MBA Concentrations.
September 2021:	Launch Business Dean’s Alumni Council
October 2021	Present undergraduate proposals to Deans Council and Provost Council as FYI items.
October 2021:	Launch Outstanding Alumni Award as part of University Weekend.
October 2021:	Launch Dean’s Distinguished Guest Lecture Series.
October 2021:	Present United Nations Goals Implementation to the AC Chamber
October/ November 2021:	Launch Digital Marketing Certificate

November 2021	Present undergraduate draft proposals to Provost, Cabinet, and President's Office; submit to the New Jersey President's Council Academic Issues Committee (AIC); anticipated AIC approval in December 2021.
Fall 2021/ Spring 2022:	Doing Business in AC Town Hall
December 2021	Present to the Stockton Board of Trustees Academic Affairs and Planning Committee; work with Enrollment Management and University Marketing & Relations to begin recruitment for fall 2022.
Spring 2022:	Launch Special Topic Networking Event.
Spring 2022:	Develop key selling points for The Business Resource Center (BRC), a "one stop shop" experience for existing small businesses and for those seeking to open small businesses in the Chelsea Neighborhood and throughout Atlantic City.
Summer/Fall 2022:	Pilot Career Exploration Program
May 2023:	Launch Young Leaders Expo (YLX)

Appendix 2.1: HTMS Leader Interview Summary

**Hospitality and Tourism Industry
Executive Interviews**

Topline Report

December 2020

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1

Background and Purpose

- Obtain information from senior regional HTMS executives:
 - Interest in MBA/M.S. concepts
 - UG Degree Completion
 - Post-grad Certificates

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Results

- 22 completed 15-minute interviews:
 - Casino Hotels: GM's, CFO's, HR, Hotel OPS, Security (10)
 - Restaurants / Chamber of Comm. / Cons. Entertainment (8)
 - Not Identified (4)

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MBA's w/o significant industry experience:

- 14 of 22 hire them (occasionally)
 - More promotable (10 of 14)
 - Require less training (10 of 14)
 - Outperform (7 of 14)

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MBA / MBA Concentrations/ M.S. HTMS

- Rank order to favor candidates:
 1. MBA w/ HTMS Concentration
 2. M.S. HTMS
 3. General MBA

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Reasons for #1 Ranking

- "Best of both worlds"
- "More well-rounded"
- "Specialists don't make the best leaders"

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Reasons for #1 Ranking

- “Best of both worlds”
- “More well-rounded”
- “Specialists don’t make the best leaders”

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UG Degree Completion

“It would benefit our business/organization if our employees were able to complete their degrees by taking online or evening classes offered by Stockton (Agreement Scale)”

- 82% Agree:
 - ❖ “Strong believer...shows initiative”
 - ❖ “Don’t want strong employees held back from promotion if circumstances prevented them from finishing their degree”
 - ❖ “Higher level of educ. would result in better customer experience”

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Post-Grad Certificates

- 19 of 22 see benefit
 - ❖ Early and mid-level managers
 - ❖ 14/22 believe there would be interest among the managers
 - ❖ 17/21 believe company would support managers
- Topic Rankings
 1. Digital and Social Media Marketing for Hospitality
 2. Organizational Leadership
 3. Hospitality Industry Analytics
 4. Hospitality HR

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Next Steps

- Get recent jobs data (PK/IR) Reviewed and Recommended Changes
- Finish interviews and issue an exec summary report (PK/JB)
- Determine feasibility of certificates
- Obtain final approvals for MBA/Concentration
- Develop marketing plan

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Appendix 2.2: Proposed Certificate Pricing Models

Proposed per class certificate pricing models:

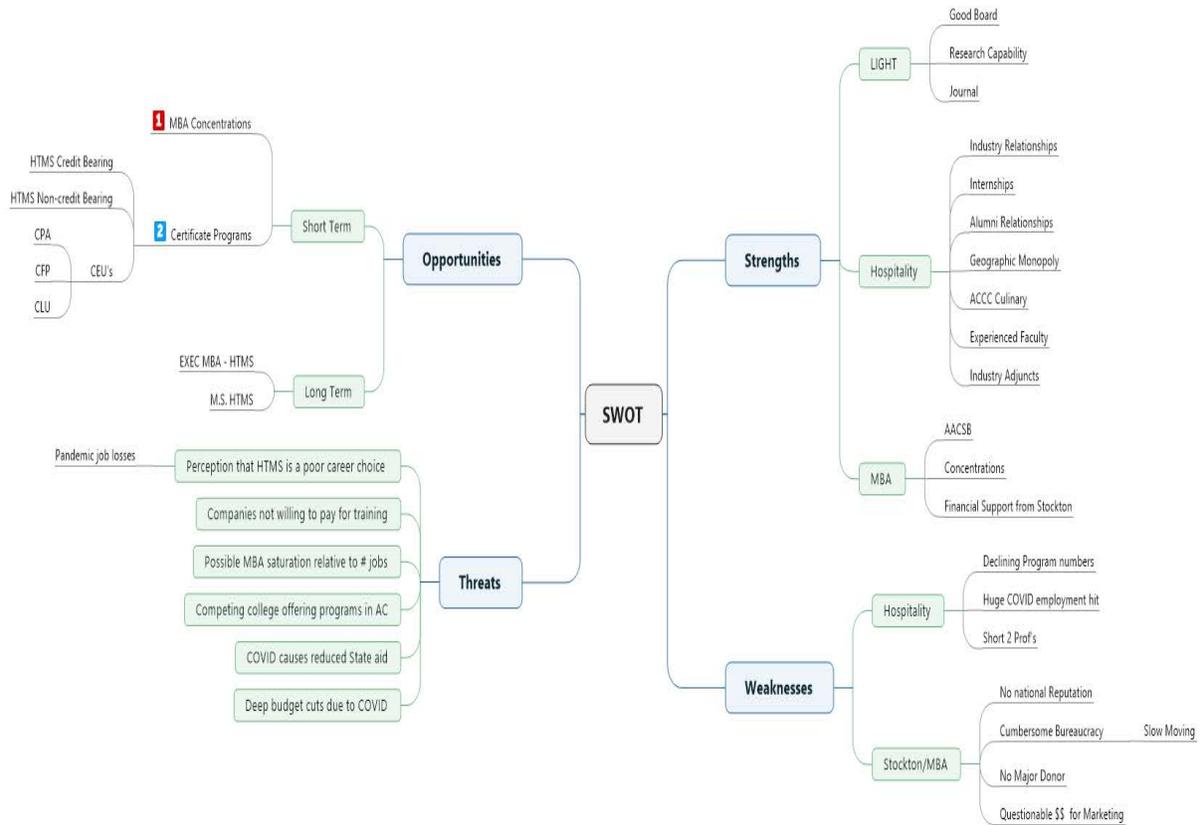
		Per Class Pricing		
Price		\$ 399	\$ 299	\$ 199
Revenue	10	\$ 3,990	\$ 2,990	\$ 1,990
Fixed				
Teaching	\$90/hr	\$ 270.00		
Facility (No Cost)				
Speaker Fee		500		
Total Fixed		\$ 770.00		
Variable (per student)				
Admin	20%	\$ 79.80		
Refresh.		\$ 10.00		
Education Materials		\$ 100.00		
TVC Per Student		\$ 189.80		
# Students	10	\$ 3,990.00	\$ 2,990.00	\$ 1,990.00
VC		\$ 1,898.00	\$ 1,898.00	\$ 1,898.00
FC		\$ 770.00	\$ 770.00	\$ 770.00
Costs		\$ 2,668.00	\$ 2,668.00	\$ 2,668.00
Profit contr.		\$ 1,322.00	\$ 322.00	\$ (678.00)

Appendix 2.3: Certificate Pricing Comparison

Comparison of certificate pricing to provide some indication of peer models.

University	Description	Total Hours	Cost
Cornell Digital Marketing Cert	4 Courses 3-5 hours per week 2 weeks each course 2 month certificate	32	\$ 2,520
Florida Atlantic - Event Management Certificate	7 sessions, 35 hours 3.5 CEUs	35	\$ 998
Wharton - Business Analytics	6-8 hours per week - 12 weeks	84	\$ 2,600
Wharton - HR Analytics	4-6 hours per week, 8 weeks	56	\$ 2,800
UNLV - Digital Marketing Boot Camp	400 Hours		
UNLV	Special Introductory Course for 30 hours	30	\$ 500
UNLV HR Management	3-6 months, no hours specified. Assuming 6 hours per week		
	3 months at \$2,035	72	\$ 2,035
	6 months at \$3,769	144	\$ 3,768
Stockton Cannabis Certificate	6 Courses - 8 months		\$1,995
	\$499 per course or \$1,995 total		

Appendix 2.4: Graduate Program SWOT Analysis



Appendix 3.1: Proposed SEBA Budget*

- *Based on in-person program*

Expense Item	Description	Estimate
	SEBA - July 19-23, 2021 (based on 24 students)	
Lodging & Boarding	Includes 6 breakfasts, 7 lunches, and 6 dinners Also includes linen service for rooms	\$ 7,728
Etiquette Dinner	40 people incl. students, speakers, staff \$35/person)	\$ 1,400
Transportation	Includes 5 trips; AC, Philly, Etiquette dinner venue, etc.	\$ 3,504
TES	Staff Support	\$ 8,000
RAs, student leaders, etc.	Stockton student team leaders	\$ 3,500
Stockton EMT Staff	Medical support	\$ 700.00
Program Materials	Polo Shirts	\$ 1,200
	Academic Handouts/Materials	\$ 750
Snacks and Beverages	Snacks and beverages	\$ 300
Insurance		\$ 300
Facilities		\$ 500
Marketing and Promotion	Brochure	\$ 500
	Mailing	\$ 400
	Contingency	\$ 1,500
Total		\$ 30,282

Appendix 4.2: Draft Distinguished Lecture Agenda

Dean's Distinguished Guest Lecture Series

October 28, 2021
4:30-6:30pm

The 'New Normal' to the Next Normal:

Adopting a "World of Tomorrow" Attitude for Gaming, Hospitality and Tourism in Response to COVID-19

Schedule

4:00 p.m. – Doors Open and Registration

4:30 p.m. – Welcoming Remarks

Dr. Alphonso Ogbuehi, Dean, School of Business

Raymond Ciccone, Chair, Presidential Taskforce

4:40 p.m. – School of Business – *Panel Presentation: **Returning to a 'New Normal'***

Moderator: Dr. George De Feis, Assistant Professor of Business Studies

Panelists: Casino/Hotel Representatives, Stockton Faculty

Panelists will speak on the 'return to normalcy' of the gaming, hospitality, and tourism industries post-pandemic: 'What we did right'; 'What we did wrong'; and 'How to move forward.'

5:40 p.m. – **DISTINGUISHED LECTURE** – *"Covid-19 Impacts on Gaming, Hospitality and Tourism"* by Recipient (TBD) (Atlantic City Industry Leader)

6:00 p.m. – Closing by Dr. Ogbuehi and Reception

Reception Entertainment

Stockton Choir: "Barber Shop Quartet"

Poster Displays

"Gaming, Hospitality, Tourism in Atlantic City through the Years"