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FORDHAM BUSINESS MAGAZINE

In September of 2013, Fordham University's Marketing Communications department engaged SJV|NY Design to design and produce the Fall 2013 issue of the Fordham Business Magazine.

Since then, we have collaborated on 3 additional issues of the magazine and are now beginning work on the Fall 2015 issue.



FORDHAM BUSINESS MAGAZINE

Maintaining the brand. And raising the bar.

When we began work on the Fall 2013 issue, we were careful to be respectful of the “baseline” visual expression that had been established for previous issues of the Fordham Business Magazine while striving to raise the bar, and provide thoughtful, well-crafted and engaging editorial solutions that resonate with the magazine’s readership.

Through the development of intelligent visual concepts for the feature stories, and refinement of the general design formatting of the publication’s various departments, the magazine continues to inform and engage, providing its readers with content of both relevance and substance.

FALL 2013



FALL 2013 — COVER



ILLUSTRATION DETAIL

FALL 2013

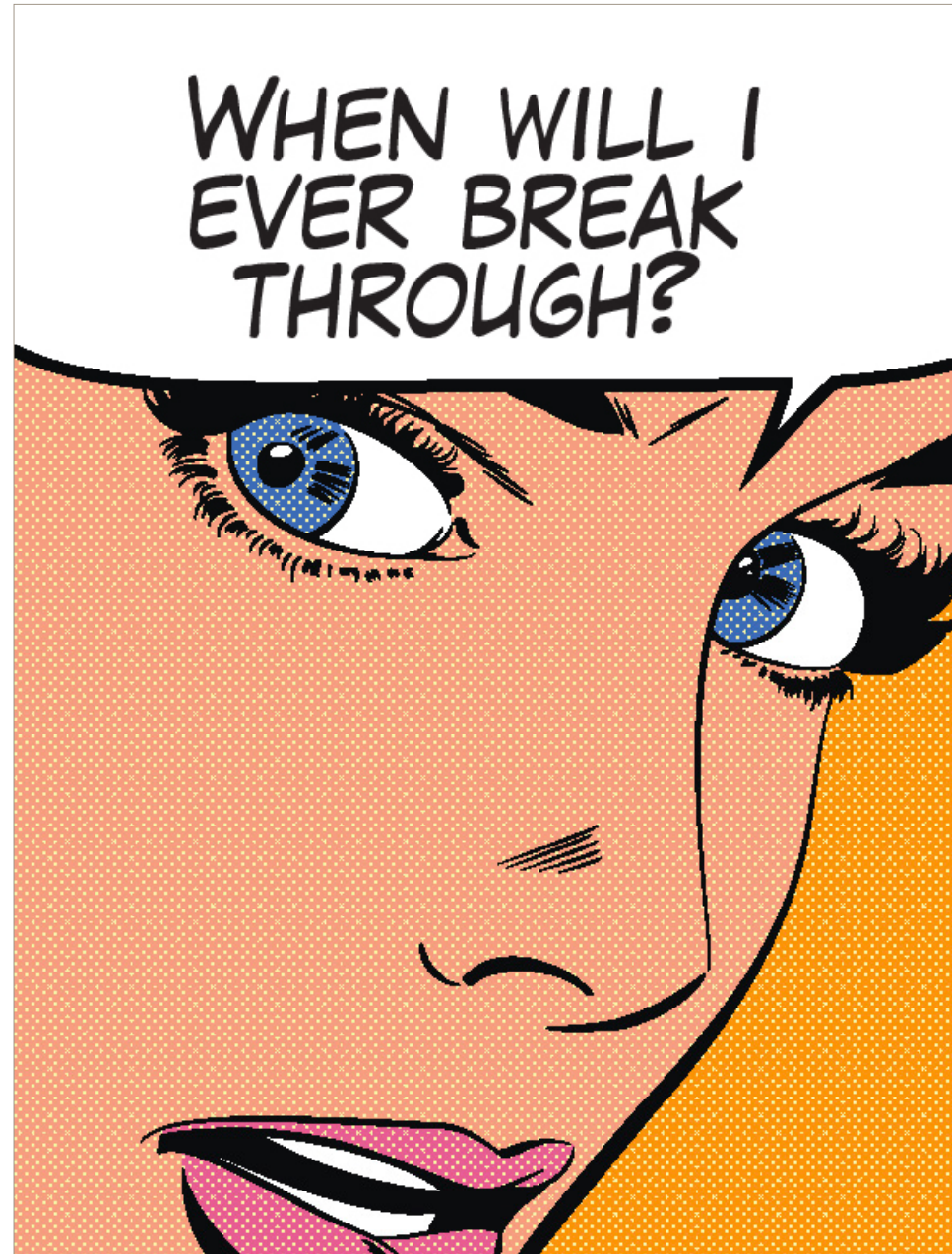


Illustration by J. J. Moore for the author's book

By Leslie Limon & Orlene Curry

Glass Ceilings and C-Suites

Where are the female business leaders?

While the number of women continues to rise in nearly every profession and universities around the world turn out more female graduates, the percentage of women in the highest echelons of business remains disproportionately low.

This fact has sparked intense debate on why there's a drought of female CEOs and what is stopping more women from rising to the top.

Corporate diversity initiatives and targeted recruitment and mentoring programs have driven an increase of women in the workforce. Today, half of the employees in mid-level management are women, a number that has doubled over the past three decades, according to the research and advocacy group Catalyst. Nationally, more women are enrolling in college business programs, too. They represent roughly 56 percent of today's MBA candidates.

Despite these promising trends, *Forbes* reports that women hold only 21 percent of senior leadership positions in North American C-suites. Worldwide, less than one quarter of business leaders are women. Fewer than two dozen of the Fortune 500 CEOs are female and, even in these corporations, the number of women on their leadership teams is startlingly low: six of PepsiCo's 22 top executives, for example, and only two of Hewlett-Packard's 13 executive VPs.

FALL 2013

Glass Ceilings and C-Suites

So what happens between business school and the C-suite?

When are we being qualified female hires? And what can be done to effect corporate culture change?

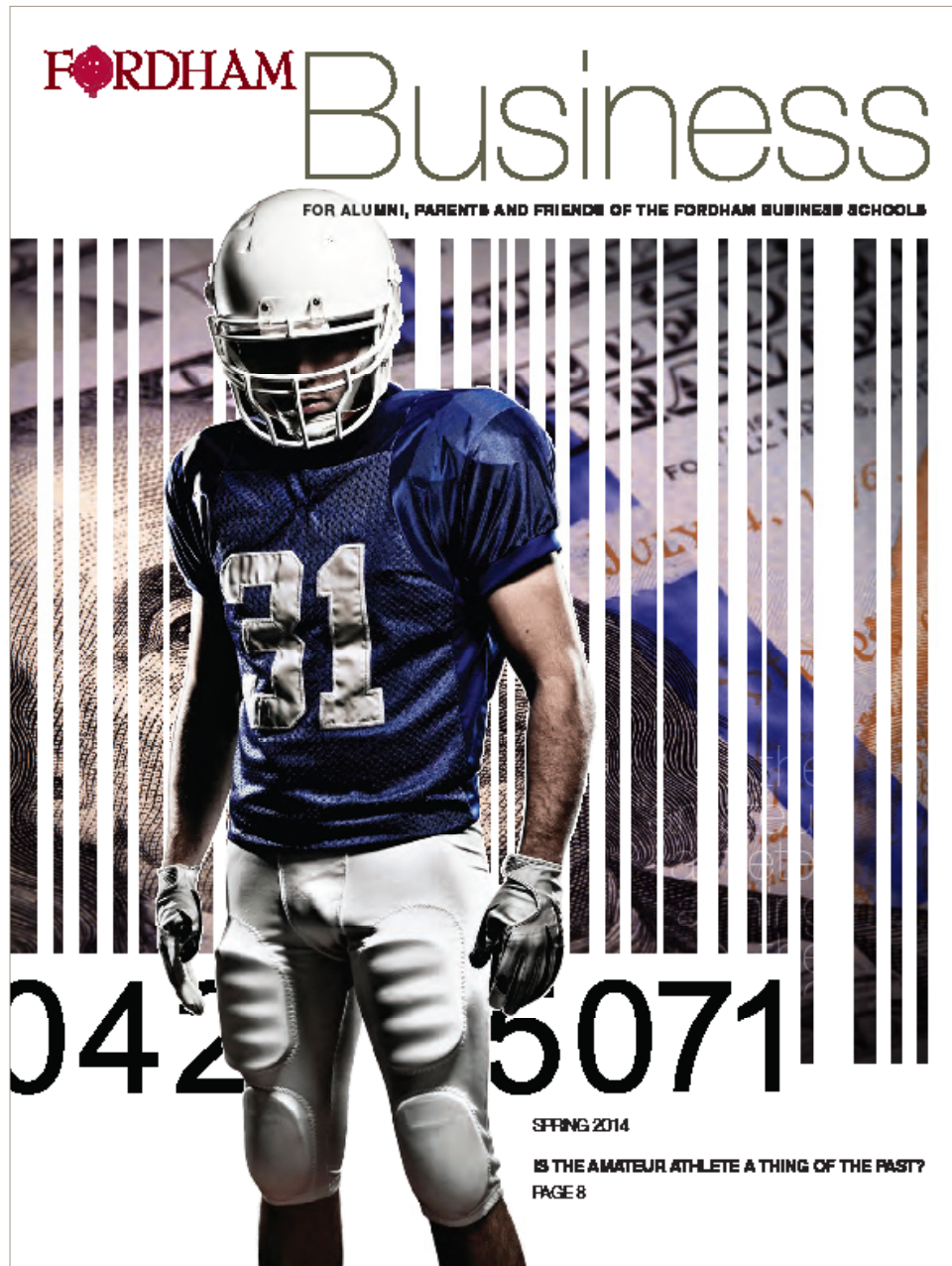
Over time, the phenomenon known as the "leaky pipeline" of talent has become a reality. Many women who enter the workforce and pursue their education are not on the list of candidates for the highest echelons of business. The key difference between the two is the pipeline. The pipeline is the path that leads from the classroom to the C-suite. It is the path that leads from the classroom to the C-suite. It is the path that leads from the classroom to the C-suite.

Have you noticed the increased number of women in the C-suite? It's not a coincidence. It's the result of a pipeline that has been built to support the growth of women in business. The pipeline is the path that leads from the classroom to the C-suite. It is the path that leads from the classroom to the C-suite. It is the path that leads from the classroom to the C-suite.

CAN I OVERCOME THE OBSTACLES AND BECOME A LEADER?



SPRING 2014



FALL 2013 — COVER



ILLUSTRATION DETAIL

SPRING 2014

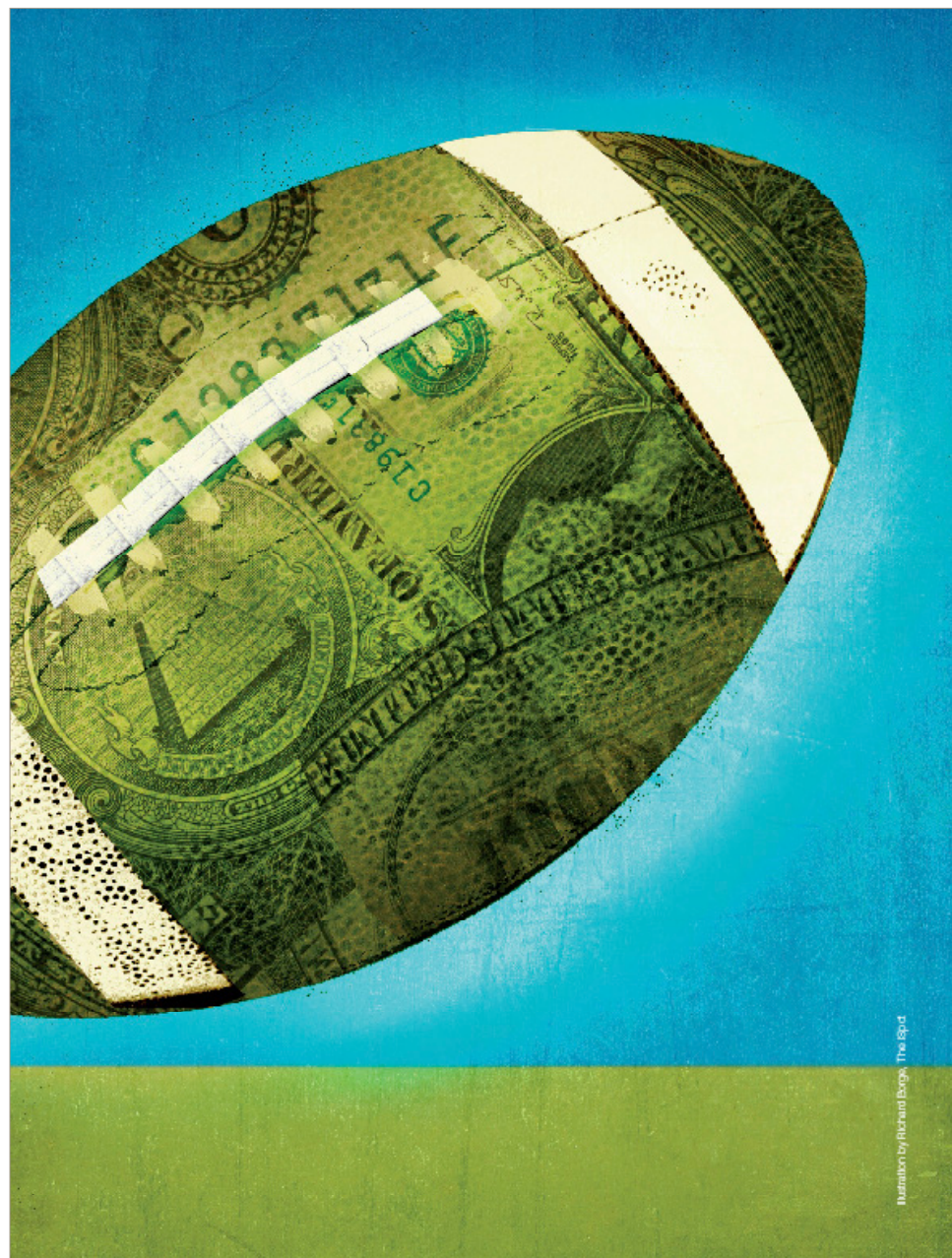


Illustration by Richard Egan, The Spot

By Eleventh Eleventh

Is the "amateur athlete" a thing of the past?

A sound mind in a sound body: This ancient adage sums up the ideal of the student-athlete, balancing the lessons learned in the classroom with the physical achievements of sports. But it's a balance whose importance is becoming obscured, especially in the two biggest college sports, football and basketball. The staggering revenues that sports generate for colleges and universities—nearly \$13 billion in 2011, according to U.S. Department of Education statistics—have transformed college athletics from a once-amateur endeavor into what many observers call a big business that exploits its unpaid workers: the players.

Lately, those players have been growing increasingly restless about their status. A former UCLA basketball star is at the center of a lawsuit that questions the right of colleges and universities to profit from the use of athletes' names and likenesses. And in February, the National Labor Relations Board held hearings to consider whether Northwestern University football players could form a union.

Is the "amateur athlete" a thing of the past?

Professor Conrad, who calls the O'Baron case a "seismic" to intercollegiate sports, said it reminds her of the past of several generations in the last two decades.

One is the growing popularity of college sports, something she noted may change soon. "When I was a young woman, before college basketball, we court really knew the power of college sports and their ability to make New York a professional sports town," said Conrad, whose most recent book is *The Business of Sports—A Primer for Accountants*. "In other parts of the country, college sports are huge. They have become a cash-cow. There's no other way to put it."

In addition, there are now many more ways for students to study—and pay for—college sports. They include not only the video games that students play for fun, but also research, multiple media sports events, YouTube and the Internet in general.

"With the popularity of college sports and the multitude of platforms to disseminate the games, the athletes are more aware of what they're not getting," said Conrad, who recently became president of the Sport and Recreation Law Association, a nonprofit group of accountants and lawyers.

It says when rules that athletes have a right to compensation for the use of their names and likenesses, athletes should choose carefully. "I see that most students are being things in balance and do not place an emphasis on high sports student athletes," he said. "The fact is, the business that even creates but not to change their understanding and marketing strategies to make sure they do not use an athlete's name or image."

Are college athletes employees?

If compensating a college player for the use of his or her identity is a starting concept, the notion that players would form a union to seek more pay seems far-fetched. But that's what the National Labor Relations Board and others are saying for. O'Baron and through a lawsuit, president of the College Athletes Players Association, which wants to represent the students, began that college football programs place such heavy demands on athletes' abilities that they need an organization to stand up for them. For instance, universities cover players' medical expenses while they are in school, but sports-related physical conditions that develop after graduation become the player's athletic responsibility.

"College football players receive no music," said Professor Felt, who also used to coach Division I soccer. "It's not even a full-time job. Their sport is outside their line. While they may be considered amateurs, their commitment level throughout is all an all-time high."

Labor law, however, isn't as simple as it seems. It's not just a matter of a company or institution. And Felt has the right to challenge. The player argues that they are not employees, while the NLRB says they are not.

"O'Baron's lawsuit says that 'employee' definition as going too far—indeed, the contract between a player and a university should be clearly about something other than performance or a quality association."

"A new theorem of football education might need more than \$10,000 a year," he said. "What begins getting for using a student-athlete for that university goes well beyond that."

A corresponding letter in the next second NCAA-University player reaches in the meeting between and possible removal of the NCAA. The association is seeing its primary challenge, for example, by a group of

"In so many aspects of sports, the amateur athlete in the classic sense is extinct. College athletics are probably the final frontier."

FORDHAM BUSINESS

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ILLUSTRATION DETAIL

FALL 2014



By Sarah Teitelman

COLLEGE WRITES ITS NEXT CHAPTER

A half-century ago, a four-year college degree distinguished you from your peers. No longer. Undergraduate education has become the standard, but at the same time, it is facing resistance from parents and students who are finding it expensive and perhaps not entirely suited to modern needs. While the traditional college experience is not going away, these pressures have led universities to think more creatively, evolving to teach new things in new ways.

This fall, according to U.S. Department of Education estimates, 21 million students showed up to class at American colleges and universities. Among them, 1.8 million are expected to earn bachelor's degrees by the end of the academic year, while 821,000 are expected to complete master's degrees and 177,600 should finish doctorates.

More people are pursuing higher education than ever before. The bachelor's degree has replaced the high school diploma as the minimum credential for most professional jobs, and American workers need deeper knowledge and skills to compete with others around the world for high-tech positions. Because today's employees rarely stay in one job, or even one industry, for their entire careers, schools are seeing increased demand for training and education from people in their 80s, 40s, 50s and beyond.

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COLLEGE WRITES ITS NEXT CHAPTER

college education correlates with real economic success. In 2012, young adults with a bachelor's degree earned 57 percent more than those who stopped their education at high school and more than twice as much as high school dropouts, according to the U.S. Department of Education. But at a time when education is increasingly necessary, it can seem increasingly unattainable. For the 2013-2014 academic year, the average annual cost for undergraduate tuition, room and board was \$40,917 at private colleges and universities and \$18,391 at in-state public institutions, according to the College Board's Annual Survey of Colleges.

Three out of four American adults think college is the separate for most Americans to succeed, according to a survey by the Pew Research Center. More than half said U.S. higher education fails to provide students with good value for the money they and their families spend. Online also questions the current value of a college diploma. Jeremy J. Welton, a journalist who writes the higher-education industry, argues that the American college education system is broken.

“Just the entire shopping cart I put back-and-forth items out of business, can the education ever be considered a functional, practical component?” Welton writes in a blog post. “Shoppers need and use both forms of financing, and college should be the best form of secure delivery when they offer flexibility.”

Across the higher-education spectrum, schools are turning to employers, who have a vested interest in the education of future workers, to supplement resources with real-world opportunities. For instance, Cornell University plans to be competitive with students at its top-to-be built knowledge graduate school on Facebook named in New York City by putting on flexible office space on campus.

Entrepreneurship skills are increasingly in demand in the modern economy. In nearly 10 percent of the U.S. working-age population was in the process of starting or starting a new business in 2013, according to data compiled by researchers at Eastern College. Schools are working to prepare students for career opportunities in 2014. For instance, the Center for Entrepreneurship and Innovation at New York City's Department of Social Services recently launched the “Entrepreneurship 101” course. The course-based business incubator helps business students, women and teens’ students to develop and launch companies that will spur economic growth and job creation in the economy.

“We need to come up with new models of higher education,” says Dr. Margaret M. O’Connell, a professor of information systems at the University of Wisconsin. “We need to be a pioneer and we have to get away from the status-quo part of it to begin—that I need an expensive degree education” as opposed to ready learning through “how I can become an expert in a skill that is going to enable me for life with a secure career path.”

That shift is already underway. In coming years, universities will shift their mission through a mix of online and in-person courses, tailored to students at various stages of their lives and careers, with a heavy focus on training and experience that will ensure student employability.

WHAT DOES COLLEGE COST?

\$18,391 FOR IN-STATE TUITION, ROOM & BOARD AT PUBLIC INSTITUTIONS

\$31,701 FOR OUT-OF-STATE TUITION, ROOM & BOARD AT PUBLIC INSTITUTIONS

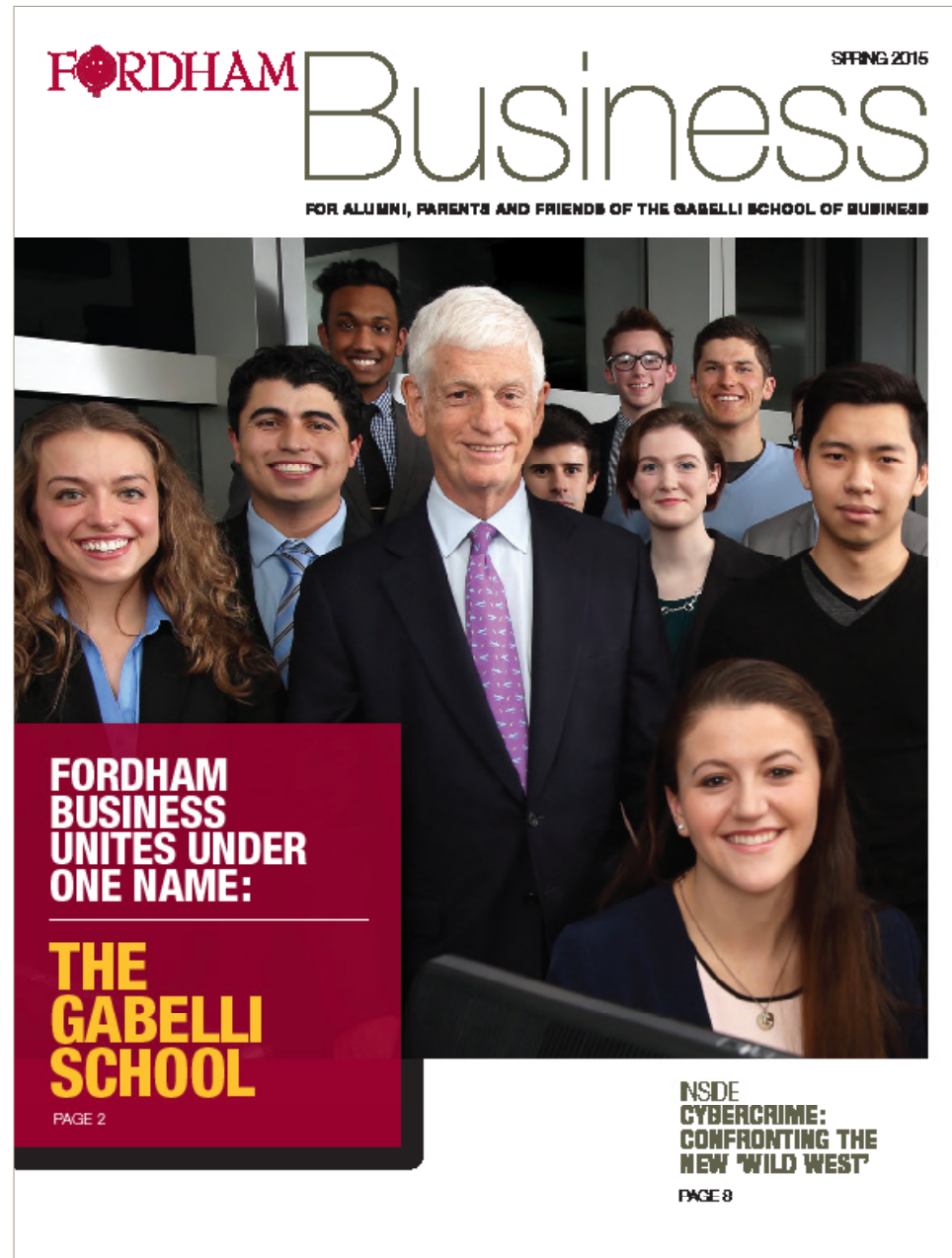
\$40,917 FOR TUITION, ROOM & BOARD AT PRIVATE NONPROFIT INSTITUTIONS

Source: The College Board, Institute of Higher Education

Illustration by PureEducation, Shutterstock

FEATURE STORY — INTERIOR SPREADS

SPRING 2014



FALL 2013 — COVER

SPRING 2014



By Eivensson Ewanon

CYBERCRIME: CONFRONTING THE NEW

Wild West

Addressing a Silicon Valley conference on cybersecurity in February, President Barack Obama called cyberspace the "new Wild West." After more than a year of high-profile data breaches in which outlaw hackers exposed the sensitive personal or financial data of tens of millions of Americans, the President's analogy seemed especially apt.

SPRING 2014



FEATURE STORY — INTERIOR SPREADS

An independent design and brand consultancy led by creative director and principal, Stephen Visconti, SJV|NY Design blends classic design elegance with equal parts strategic insight and compelling storytelling, helping to build and shape brands for significant clients such as Ameriprise, Clarion Partners, CBRE, Mack-Cali Properties, Merrill Lynch, Morgan Stanley and UBS.

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