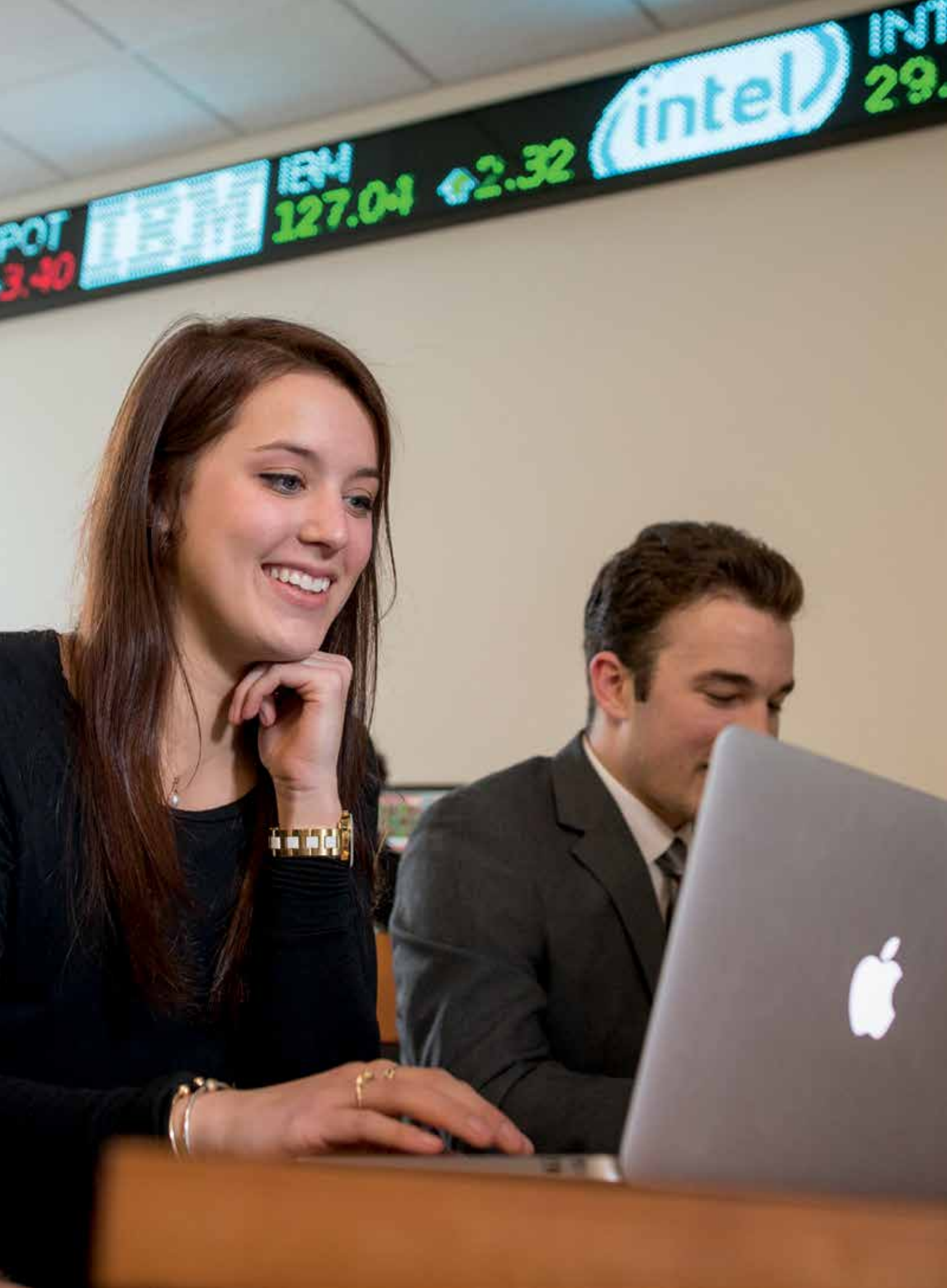




#PAULPRIDE

How your philanthropy
inspires innovation at UNH



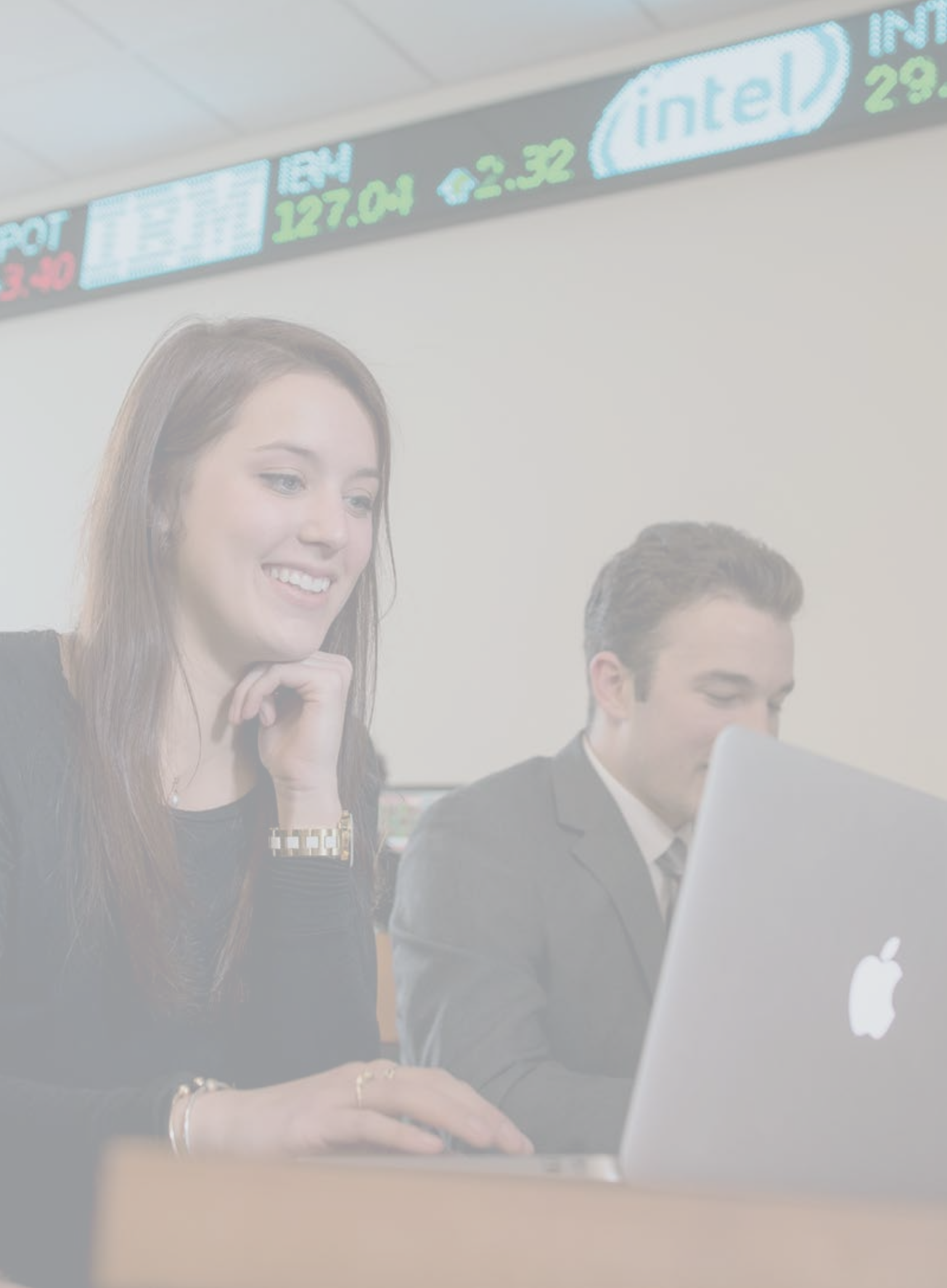
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DEAR PETER,

I AM PLEASED to submit this report for your review. It is our intention to share something that will chronicle the academic successes at Paul College but also will serve as a testimonial of what you have helped us accomplish. Your support and influence go far beyond the financial, and I appreciate how much of a strategic partner you have become to me.

Thank you for your focused commitment to Paul College and our Advisory Board and for your consistent interaction with Paul College students. In addition to your transformational gift to support the new building and name the college, your Peter T. Paul Fund for innovation has provided critical seed money to experiment and launch many of the innovations highlighted in the following pages. I am proud of what we all have accomplished at Peter T. Paul College in just two years, and I thank you for bringing your knowledge and perspective to our work.

With the help of your scholarship challenge, we are raising the profile of our incoming freshmen students. The average SAT scores of incoming freshmen have increased 8 percent in the two years since the Paul Scholars program was established. Our undergraduate career placement rate has risen to 95 percent. Since our 2016 Bloomberg Businessweek top-100 ranking, our hospitality management program was ranked 26th in the country, and our online and part-time MBA programs are ranked among the top 100 in the country by U.S. News and World Report. In addition, our marketing department ranked in the top 5 percent nationally for its research. Overall, the percentage of our faculty publications accepted into top scholarly journals increased from 47 to 63 percent in the past five years. Since the opening of the building in 2013, undergraduate enrollment has grown by 25 percent.

This external recognition is important, but it does not tell the whole story of what you have helped us accomplish. Your philanthropy allows us to build a community of students who will stay connected and help keep Paul

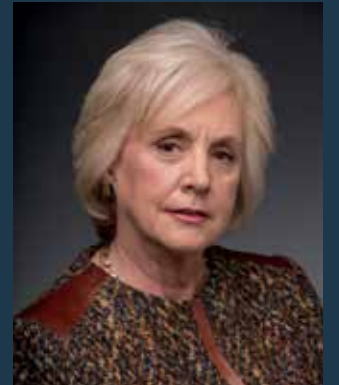
College and the University of New Hampshire strong. Paul Pride continues to flourish — and has even spawned its own hashtag (#Paulpride) that our students, faculty and alumni are using in their social media. In four years, Paul students work hard, both in and out of the classroom, and I couldn't think of a more fitting way to celebrate that hard work than by celebrating their accomplishments with you at the Senior Toast in the spring.

You are integral to our efforts to further enhance the reputation of Paul College and further deepen the Paul College experience for all of our students. Thank you for being involved at every level!

Sincerely,

Deborah Merrill-Sands

Dean, Peter T. Paul College of Business and Economics



SENSE OF COMMUNITY

Paul Scholars program offers unique experience to college's best and brightest

ASK PARKER ARMSTRONG to name the top benefits of being a Paul Scholar and he'll tell you it's the access to faculty mentors and alumni engagement opportunities, the motivation to do better and accomplish more and, of course, the fact that he started college with a built-in group of friends that seemed to always want to order takeout at the same time.

That pizza or waffle fries come to mind for Armstrong shouldn't come as a surprise — he is, after all, a 19-year-old college student. But what those meals really represent to Armstrong is much more meaningful: a camaraderie among the first class of Paul Scholars and a shared purpose and drive to succeed.

In addition to shared meals and socializing with his fellow Paul Scholars in the common rooms and lounges at Sawyer Hall, Armstrong knows that being a scholar means being held to a higher standard — and living up to those expectations.

"This program has made me do a lot better than I thought I would my freshman year. Being a Paul Scholar has given me the confidence to do a little more than I thought I could handle...to push my limits," says Armstrong, who came to UNH from Exeter High School and is pursuing a Bachelor of Science degree in economics.

Armstrong was part of the first cohort of 26 students who were named Paul Scholars in 2016, each receiving \$5,000 to offset tuition and each given the opportunity to take advantage of a long list of student perks.

The impact of the Paul Scholars program on Paul College has been enormous, even in its first year, according to Sean Stewart, program coordinator in the Undergraduate Programs and Advising Office at Paul.

"This program allows the college to strengthen its reputation by recruiting and retaining students with higher SATs and GPAs," explains Stewart. "These are students who are all so smart and dominant in class, they really work off each other in a friendly way that serves as a great motivator to each of them."

The most obvious benefit of the program is the financial support students receive as freshmen, which is renewable as long as they maintain a high academic performance.

The other benefits of being a Paul Scholar include development of networking and leadership skills beginning their first year, increased access to academic and career advisors, more collaborative research opportunities with faculty and career preparation that starts as soon as they arrive on campus.

Perhaps the most unique benefit of the program is the opportunity to be part of the living/learning community in Sawyer Hall, directly across the street from Paul College.

"Being a Paul Scholar means you are surrounded by other exceptional students who are all invited to move into Sawyer early. That means you are connected immediately with the much larger community of Paul College; the network a student develops as a Paul Scholar is really quite exceptional," says Dean Deborah Merrill-Sands.

Armstrong is extremely grateful for the financial support and the fact that this scholarship has made his college experience more affordable, but in a way, he's even more grateful for some of his fellow scholars.

"For some of us, scholarships make the difference in going to college or not going at all. For some people, it's truly make or break, and so I'm so happy that other people received this scholarship, too, because that's given me the chance to get to meet them and become friends with them," Armstrong explains. "These experiences we have together are advancing my life and advancing their lives too."

Armstrong has just completed his freshman year but can already envision a career that involves research — maybe at a nonprofit, or the IMF or maybe working as a professor, where he can connect undergrads with research opportunities like the ones he is hoping to take advantage of at UNH.

For now, he's got his sights set on a spring semester in London, where he'll study post-Brexit economics and policy.

"I know being a Paul Scholar has been the defining experience of my freshman year, and I think that will remain true during the rest of my UNH experience," he says. "I can't say enough how grateful I am for this experience."

Your Impact:

The Paul Scholars program will benefit 35 new students this year, in addition to the 26 scholars who will continue in Paul College as sophomores this fall.

The mission is to give extraordinary students a unique and diversified experience to develop them into leaders within the UNH community and to equip them with the rigorous academic education and career skills needed to succeed upon graduation.

This year, three Paul Scholars landed internships for the summer — a significant accomplishment for students who just completed their freshman year.

POSITIVE CHANGE

Social Innovation Summer Interns help nonprofits and companies around the state do well by doing good



Jit Banerjee and Ilona Drew (who graduated from Paul College), both master's students in the Carsey School of Public Policy, chat with associate professor and Rosenberg Chair in Franchising Hachemi Aliouche after the Social Innovation Showcase in July.

RILEY GILMORE '18 is majoring in political science and minoring in education and business administration. "Basically, I didn't really know what I wanted to do for a career," she jokingly told a crowd of people gathered in Paul College this summer.

But what she learned through her summer internship, she said, has helped her focus on what's important to her.

"I now know I'm going to be doing work that is helping people and enacting change," Gilmore said during the Social Innovation Internship Showcase, where this summer's 12 interns gave presentations on the internship experiences to a crowd of faculty, employers, parents and fellow students.

For the 12 social innovation interns, this summer included several weeks of hard work and a chance to be part of real-world social change. The Center for Social Innovation and Enterprise (CSIE), a joint venture between Paul College and the Carsey School of Public Policy, has hosted the internship program since 2011. More than 81 students have been placed in leading businesses and nonprofits for rigorous paid summer internships "at the intersection of money and mission," according to the CSIE.

This year, 10 employers hosted the UNH students, who represent not just Paul College and the Carsey School but also the College of Liberal Arts, College of Engineering and Physical Science and the College of Health and Human Services. Organizers noted that this year, applications for the program increased by 30 percent.

Fiona Wilson, the center's executive director, told the audience on July 26 that the companies who host interns each summer aren't just employers but truly partners with UNH in students' education. She notes that this internship program is especially important as the university aims to "relink our academic programs to professional success" for students.

And it was clear through all 12 presentations that students were inspired, engaged and having a positive effect on their workplaces. The program is also a winning opportunity for employers, many of whom were in the audience cheering on their interns.

Rachel Vaz '18 and Chloe Greene '19 interned at ROC NH, the only statewide program in New Hampshire that provides loans, training and technical assistance to convert manufactured home parks into cooperatives owned and governed by their residents.

Both were commended by their supervisors for hitting the ground running by interviewing residents and creating an information video. "Chloe and Rachel came in with high energy and a fearlessness — we sent them out into the field within one or two days of their arrival," said Tara Reardon, director of ROC NH. "We do difficult, challenging work, and Chloe and Rachel helped us see the qualities we need in our employees; we couldn't be happier."

Meet the Social Innovators

JESSE AUSTIN '19

James W. Foley Legacy Foundation

Austin served as coordinator for the virtual Freedom Run/Walk fundraiser. "To know that from such a tragic event, something so positive could come. This experience will be the benchmark for how I look at any future internship or job."

JIT BANERJEE

Master's in public policy candidate

Community Development Finance Authority

Banerjee's work helped residents at Maple Manor, a housing complex for low-income elderly and disabled persons, see a \$27,000 savings in energy costs. "It was so meaningful to me to see the faces of the residents who would benefit from the Finance Authority's work."

ALEX DUFFY '18

Coca-Cola of Northern New England

Duffy was lauded by one of his bosses for doing both the "down and dirty legwork" as well as the higher-level analysis to help the plant use water more efficiently. The plant is taking his findings to heart and will be swapping out technology to bottle more efficiently starting in January.

TIA FLOYD '19

ReVision Energy

Floyd, once a solar skeptic, is now a solar believer. "Germany is the world leader in solar power, but New England has 30 percent more capacity to use solar power." And she noted that solar energy is an industry that grew 17 times faster in job creation than any other industry here.

RILEY GILMORE '18 and

ANDREW GRONDIN '18

ROC USA

Both enjoyed their work so much that they will be working at ROC USA on a part-time basis during the school year. "All of us care about creating change, and we all got to build off each other as Social Innovation interns this summer ... it felt like I got to experience more than just my own internship," said Grondin.

KATE BENNETT '19

Thornton Tomasetti

Bennett said her internship gave her the best of both worlds — working with a small team in Maine while also traveling to headquarters in Manhattan and speaking with colleagues in Mumbai and London. "It made me realize

CONTINUES ON NEXT PAGE



Rachel Vaz '18 (front left) and Chloe Greene '19 (front right) pose with their managers and colleagues from ROC NH, with the face signs that ROC NH staffers were waving during the students' presentation at the Social Innovation Showcase in July.

PROFILES, CONTINUED

when I graduate, I will be able to stay here in New England, where I'm comfortable and where it feels like home, but also have interactions internationally."

RACHEL VAZ '18 and CHLOE GREENE '19 ROC NH

Greene said she learned an important lesson this summer: "You can make such a big change even in a small state. It doesn't matter where you are, it matters who you are and what your values are."

ILONA DREW Master's in public policy candidate Pax World Management

Drew got her undergraduate degree from Paul College, and she said her internship helped her bring her undergraduate knowledge together with her meaningful work as a Carsey School student.

BRIAN ELLIS '18 Northern Forest Center

Ellis's work focused on promoting the Forest Center as a hub of expertise and resources. He introduced the organization to Google AdWords and how they can promote their work. He reported that the center's website got 3,459 new clicks after implementing the program.

JAMES RICE '18 Veris Wealth Partners

Rice worked on a carbon footprint analysis for Veris. Before this internship, he said, "I was blind to the ways that mainstream investing could be tied to my passion for environmental and social justice issues."

More News from the Center for Social Innovation and Enterprise

Semester in the City

Seventeen students took part in the spring semester of the program in Boston, with the hope of increasing the cohort to 20 to 25 students for the fall semester. Outreach among students continues, and a new focus on even more outreach with academic department chairs and other faculty were also significant efforts this past year.

Social Venture Innovation Challenge

The Center is busy preparing for the fifth anniversary of the SVIC this fall. This spring, the Emeriti Council Student International Service Initiative confirmed a contribution to create a new prize for the upcoming SVIC with an international focus, which allowed CSIE to partner with the university's Center for International Education and Global Engagement. In April, the Center hosted a forum for high school superintendents, principals and elected officials with Ashoka, the leading international nonprofit for social entrepreneurs.

Social Franchise

The Social Franchise Innovation Roundtable, held in September 2016, brought together a cross-section of 50 commercial and social sector franchisors, including staff from the Bill and Melinda Gates Foundation, USAID and the Susan Thompson Buffett Foundation, as well as academics from UNH, NYU and Tufts and international NGO representatives. New this year were the student delegates, who took part in discussions with the health, clean water and agricultural franchisors, impact investors and donor representatives.

A highlight of the program this year was the Living Case Study Accelerator, which featured three social sector franchises, all of which were winners of the International Franchise Association's NextGen Competition and were subjects of a daylong accelerator process that results in action plans to be implemented over several months. Two students travelled as research fellows to visit "mentee" projects. Civil engineering major Abraham DeMaio '18 and Ilona Drew '14, master's candidate in the Carsey School, are working with Ziweto Agrovets Shops in Malawi and Jibu Clean Drinking Water franchises in Uganda, Rwanda and Kenya, respectively.

Workshops and Events

The CSIE co-sponsored a workshop focused on the legal aspects of setting up a new venture in partnership with the ECenter. The March 2017 Business as Agents for Change event featured speakers from Patagonia, Timberland, Eileen Fisher and more. CSIE also hosted a panel with Boston-based social entrepreneurs to encourage students who are interested in activism to explore using tools of business and entrepreneurs as levers for change. More than 60 students attended.

Funded by the Peter T. Paul Fund for Innovation

PROBLEM SOLVERS

Real-world solutions, brought to you by Paul College, are part of annual DataJam

SERINA BRENNER '17, Colin Rose '18, Erin Frost '18 and Jenna Bachrach '18 want to make your insurance experience much like your academic one — complete with meetings with a personal advisor.

The winning team broke down insurance into bundles for different periods of life and tied these bundles to one-on-one meetings with an advisor.

The four business administration students were members of the winning team from this year's UNH DataJam with Liberty Mutual — a daylong competition that pairs teams of UNH Paul College students studying information systems and business analytics with a Liberty Mutual employee mentor and real sets of data.

The winning students presented sample bundles including the college graduate bundle, the new family bundle and the retirement bundle. The idea is that an insurance advisor would help consumers choose which insurance to include. The team also introduced a new type of insurance for millennials, electronic insurance, which would cover the cost of replacing items like phones, computers, smartwatches and gaming systems.

This was the second year for the annual competition. With the help of their mentors, the teams compete to solve problems using these data sets to produce visual data, analytics and practical application of their findings. This year, the teams also were challenged to create a new insurance product aimed at millennials.

Thirteen teams of between three and five students each participated in this year's competition. After spending four hours working with data sets and coming up with their products, the teams pitched their products and findings to a panel of industry judges.

During the event's opening, Dean Deborah Merrill-Sands stressed the importance of providing students with opportunities to apply what they are learning in the classroom to real-world problems.

"The DataJam is a perfect example of what we are emphasizing for our students at Paul College. We are engaging with businesses to provide a rich array of real-world experiential learning opportunities that reinforce classroom academics. This type of hands-on learning is powerful, and it helps to prepare our students to compete successfully for great jobs upon graduation," she said.

Brenner, Rose, Frost and Bachrach's hard work earned them each \$50 Amazon gift cards. Caley Prunier '18, Sam Werman '18 and Thomas Grant '19 each received \$25 Amazon gift cards for their second-place team finish. Third-place team members Lauren Donahue '19, Emily Grone '18, Joseph Leahy '18, Krysten Provencal '19 and Peter Shellenberger '17 each received \$10 Aroma Joe's gift cards.

The event serves as a hands-on way for students to get a glimpse of how what they're learning in the classroom translates to a real-world career setting. DataJam was a part of the investment the college has made, drawing on your Innovation Fund, to strengthen business analytics at Paul College.

"If students can enter the workforce with these skills, versus learning these skills on day one in the workforce, it kind of gives them a sense of what's expected in a Fortune-100 company," says Matt Keane, director of enterprise technology at Liberty Mutual and coordinator of the DataJam for the last two years. "For us at Liberty, the ability to work with institutions to help spread that is invaluable."

PICTURED BELOW, Front row, l-r: Dean Deborah Merrill-Sands, Lai Lai Jenkins '08, Natalie Landry '13, Hallory Haley '06 '16G. Back row, l-r: Anthony Savani '12, Michele Elliott '98, Decision Sciences Chair Roger Grinde, and Decision Sciences faculty member Jing Wang.



SEEDS OF SUCCESS

Peter T. Paul Entrepreneurship Center encourages students to think big

SINCE its opening in January 2016, the Entrepreneurship Center, or “ECenter” as it is called, has increased its visibility on campus and its outreach to not only Paul College students but to students studying philosophy, engineering, equine therapy and more.

In the first semester it was opened, according to director Ian Grant, 1,100 students interacted with the ECenter in some way — by the fall, that number had jumped to 3,000.

Grant calls your initial funding “amazingly generous” and a real boost to UNH. “It’s almost a must-have these days on a college campus to have an entrepreneurship center,” he says.

For students Sam Warach ’17 and Max Miller ’20, the ECenter turned out to be a critical part of their Holloway Prize-winning idea.

“The ECenter has been one of the best additions to UNH in my opinion,” says Warach, who graduated in May from Paul College (see sidebar). One of the best things about it, he says, is that it’s not just for Paul College students, although many of them are involved with the ECenter. “You don’t have to be in the business school; you can be an excellent computer science major with an idea for a business, and you can flourish here, just like anyone else.”

The pair’s winning app, Droppn, combines location services and augmented reality to put users’ posts in the real world. Using map-interface, users can select any location, leave a message, activity, image or gift drop and send it to any of their friends.

Warach says he and business partner Miller “met randomly” at the ECenter — they were each working on individual ideas, and then realized they should team up and work together.

“The layout of the whole center is extremely conducive to collaboration. It makes me feel like I’m in a real office rather than just sitting at my desk in my dorm room,” says Miller, a physics major.

Miller agrees with Warach that a business background isn’t necessary to take full advantage of the ECenter: “You really just need to have the drive” to be successful.



Max Miller '20, left, and Sam Warach '17, right, talk with ECenter Director Ian Grant as they prepared for the Holloway Prize Competition earlier this year.

The ECenter is a resource throughout the academic year for students, with boot camps, speaker series, student organizations, internship opportunities, one-on-one mentoring from entrepreneurs and even a makerspace.

For Grant, the mission of the ECenter is to expand the ideas, innovation and entrepreneurship culture at the university. “Our goal is to bring our programming and resources to all students at UNH, as well as alumni, faculty and staff — we aim to expose them to idea creation and problem solving.”

And, he says, if students catch the entrepreneurship bug as undergrads, then the ECenter has been effective.

“If we’re successful, we’re planting these seeds with students now, and then in five or 10 years, they’re going to have that ‘Aha!’ idea, and hopefully remember some of the early seeds we planted with them, they’ll be come back to us, and we’ll support them,” he explains. “And then we’ll have a new group of students who want to learn about startups... the two groups can really start to mesh together.”

One to watch

Paul College student Sam Warach ’17 tests his entrepreneurial skills

When Sam Warach ’17 was 12 years old, he would order bulk amounts of Silly Putty online and sell it to his school friends for a small markup. When he went home at night, he would study famous entrepreneurs that he idolized — people like Richard Branson, Steve Jobs, Phil Knight, Nelson Mandela, Jack Ma and Ben Franklin — to absorb as much as he could about the path to entrepreneurial success. “I knew I was never going to have a desk job,” he says.

A member of both the winning team and also a runner-up finalist team at this year’s Paul J. Holloway Prize Innovation to Market competition, Warach is beginning the nontraditional career of his dreams this summer as he tries to make his two business ideas — a social app called Droppn and NextStep, a drug addiction recovery resource — into successful, income-generating businesses under the newly created company Redigo LLC.

Warach, who graduated from Oyster River High School in Durham, at first wasn’t especially excited about attending college in his hometown’s backyard. Everything changed in 2014 when Warach met assistant professor of strategic management and entrepreneurship Andrew Earle at UNH’s Sophomore Conference. Earle had an idea to start an entrepreneurship club at UNH, a venture Warach happily agreed to help with.

Earle’s nontraditional path to becoming a professor of entrepreneurship — after serving in the military and working on startups while pursuing a nonlinear path to his doctorate in management — was an inspiration to Warach.

“He was the most influential faculty member at UNH for me,” says Warach. “He didn’t have it that easy himself. He knows there’s a cliff you need to work toward until you become successful, and he cares about helping other people get there.”

Under the guidance of Earle and other faculty members in Paul College, Warach took advantage of every entrepreneurial opportunity that UNH offered, entering business ideas in the New Hampshire Social Venture Innovation Challenge and the Holloway Prize competition and becoming a regular fixture at the Peter T. Paul Entrepreneurship Center, where he met his business partners, fellow students Max Miller and Tristan Evarts.

“NextStep and Droppn are the culmination of everything I’ve been working toward since I was 12 years old,” he says. “I’ve long aspired to be at this point, working on what I really believe in, as a driver of social innovation.”

A night photograph of a modern university building with large glass windows and a courtyard with a sculpture and benches. The building is illuminated from within, and the courtyard features a large, abstract sculpture made of dark, angular blocks. In the foreground, there is a long, low concrete wall with several circular lights embedded in it. The ground is paved with bricks, and there are some plants and trees in the courtyard.

INVESTING IN THE FUTURE

The sign at the entrance of Paul College says it all. "Hire a UNH grad," says Jim Baldini '72, who credits you with his career success for giving him his first job out of college. The plaque that bears that phrase is not just a tribute to Jim but a tribute to you and your investment in UNH and in its students.

ON FIRE

First-year program uses gaming mentality for serious learning



Paul College student Devin MacMahon '19, left, and Charles Andes '19, work on their networking skills at a FIRE event.

IT'S THE TYPICAL business networking reception. Food and drinks. High-top tables. Entrepreneurs and executives, dressed in business casual for an after-work gathering, signing in and writing out their nametags.

However, these are not the leaders of corporations and nonprofits — at least not yet. They're first-year students at Peter T. Paul College of Business and Economics learning skills that go beyond the textbook but will be essential to their success in the business world.

The “mocktail” networking event was just one example of the types of activities students take part in through FIRE,

the First-year Innovation and Research Experience. This new program, which builds upon the college's long-standing peer-advising program, is already exceeding expectations.

FIRE's mission is “to build a community of engaged student learners who value academic excellence, intellectual, personal and professional development, inclusion and ethical conduct.” As Neil Niman, associate dean of academic programs, explains, FIRE does that by helping first-year students successfully transition to college and experience what Paul College and UNH have to offer.

In FIRE, Paul College's first-year class is divided into teams of about 20 to 25 students each embarking on a game-like experience with alumni and peer mentors from the junior and senior classes as their guides. Their goal, in addition to creating a business plan aimed at solving a complex real-world problem, is to develop habits that will set them up for success during their years at Paul College and in the paths they follow after graduation, Niman says.

FIRE students work with UNH and Paul College alumni volunteers from the classes of 1971 through 2014 from such varied corporations and organization as GE, Salesforce, Liberty Mutual, Direct Capital, Fidelity and the Portsmouth Music Hall, just to name a few. In addition to the many alumni volunteers, Niman says he is grateful to Peter T. Paul '67: “Without his help and generosity, I'm not sure it would have gotten off the ground.”

Sean Stewart '13, FIRE's program coordinator, knows he would have benefited from the program as a student. “It helps students get involved right from the start,” he says. FIRE has an interdisciplinary component, Stewart adds, “because a successful Paul College graduate needs to be well-rounded, with a broader perspective, looking beyond their courses in business and economics to understand problems and positively affect change.”

Alumni advisors also praised the caliber of Paul College's students.

Two of those students, Kate Aiken '19 and Ryan Anastasi '19, are among FIRE's “Igniters,” first-year students nominated by their peers to serve as a student advisory group.

“FIRE is an outstanding program that has really made me feel at home at UNH,” Aiken says. “The Great Hall is my living room, and I always see a familiar face passing through. It's that community that is unique within Paul and especially supported by this first-year program.”

“My peer advisor and I have bonded, and he is definitely more like a friend to me than a teacher. I enjoy getting to talk with him, and he is a great mentor,” Anastasi adds.

“Mentorship is huge,” Brian Finney '16, head peer advisor, says of success in college and in the business world. “It is bigger than you realize. I think the first-year students are building a stronger network with each other through FIRE, and the benefits will just continue from there.”

FIRE “meets a need that no classroom can,” Rob Drouin '07 says of his alumni advisor perspective. “Academics is one piece of what makes a student successful. These programs are necessary to complement the academic aspect of a student's growth with a lesson in professionalism and career-oriented teachings.”

Thanks to being FIRE's first class, Aiken predicts that “the Class of 2019 will be the most collectively engaged and intelligent group the college has seen.”

“Motivating students to see that what their professors and career professionals are telling them is very real and applicable is a worthwhile venture for both parties . . . These students will one day be my colleagues and potentially even a boss.”

— ROB DROUIN '07, ALUMNI ADVISOR TO THE FIRE PROGRAM

FIRE at a glance

The FIRE program has had an enormous impact on the success of freshmen in Paul College. The improvement in GPAs is impressive and represent a marked increase from the freshmen in 2014 and those who entered Paul College in 2016:

Year	Average Freshman GPA
2014	2.99 (before FIRE)
2015	3.04
2016	3.16

- More than 20 percent of freshmen who participate in the FIRE program have a GPA above 3.5, up from eight percent before FIRE.
- Number of students: 643
- In 2017, 80 percent of students reported that FIRE has helped them succeed academically.

RESEARCH SPOTLIGHT:

Jing Wang and Khole Gwebu

KHOLEKILE GWEBU AND JING WANG, associate professors of decision sciences in the Peter T. Paul College of Business and Economics, noticed something interesting when they were studying best practices for companies dealing with cybersecurity issues.

“Cybersecurity is often neglected,” says Gwebu. “New Hampshire is full of small businesses, so we saw a gap there.”

Gwebu and Wang are connecting their research to help businesses better plan for information security risks. They are learning about the cybersecurity practices and needs of small businesses and offering resources to help businesses meet those needs.

With financial support from the Peter T. Paul Fund for Innovation, Gwebu and Wang offered a free symposium for small business owners last fall on UNH’s Durham campus. The symposium was designed to raise awareness about cybersecurity risks to small businesses and provide best practices for companies to mitigate these risks.

Recent studies show that reports of data security breach incidents have skyrocketed from 774 in 2007 to 1,474 in 2015. High-profile examples of such breaches include T.J. Maxx’s breach of 45.6 million customer credit cards in 2007, Sony’s loss of 70 million records in 2011 and Yahoo’s breathtaking breach of one billion user accounts in 2016.

“There are so many vulnerabilities in data security, there is a good chance you’ll be breached,” says Wang. “We discovered that smaller firms felt they were too busy to focus on cybersecurity. The problem is, hackers don’t distinguish between large and small firms,” says Gwebu. Gwebu and Wang plan to use participant feedback to direct future research aimed at smaller businesses.

“Participants kept asking, ‘Where do we start? How can we take best practices designed for larger companies and scale them down in a low-cost way that doesn’t take lots of time or require vast resources?’” Gwebu says. The good news is that any of the solutions that are eventually proposed, if adopted, are likely to have a profound impact on the state of New Hampshire, given that SMEs constitute a significant portion of the state’s economy.

Recent selected publications:

Dutta, D. K., Gwebu, K. L., & Wang, J. (2015). *Personal innovativeness in technology, related knowledge and experience, and entrepreneurial intentions in emerging technology industries: A process of causation or effectuation?* *International Entrepreneurship and Management Journal* 11 (3).

Gwebu, K., Wang, J., Associate Professor of Decision Sciences & Wenjuan, X. (2014). *Understanding the cost associated with data security breaches*. PACIS 2014 Proceedings. 386. <http://aisel.aisnet.org/pacis2014/386>.

Gwebu, K. L., Wang, J., & Guo, L. (2014). *Continued usage intention of multifunctional friend networking services: A test of a dual-process model using Facebook*. *Decision Support Systems*, 67.

Gwebu, K., Wang, J., & Wang, L. (2013). *Data security breach impact and disclosure*. Working paper presented at the American Accounting Association Annual Meeting.

COMING OUT ON TOP

National rankings boost Paul's reputation

DURING the past two years, Paul College has earned high praise from national organizations, media outlets and professional societies, earning its place among the top business schools and programs in the nation. Some of the kudos include:

Paul College was ranked among the top 100 best undergraduate business schools in the U.S. by Bloomberg Businessweek. Overall, it ranked 57 among business schools in student satisfaction. Paul placed 81st among all ranked business schools and 38 among public universities.

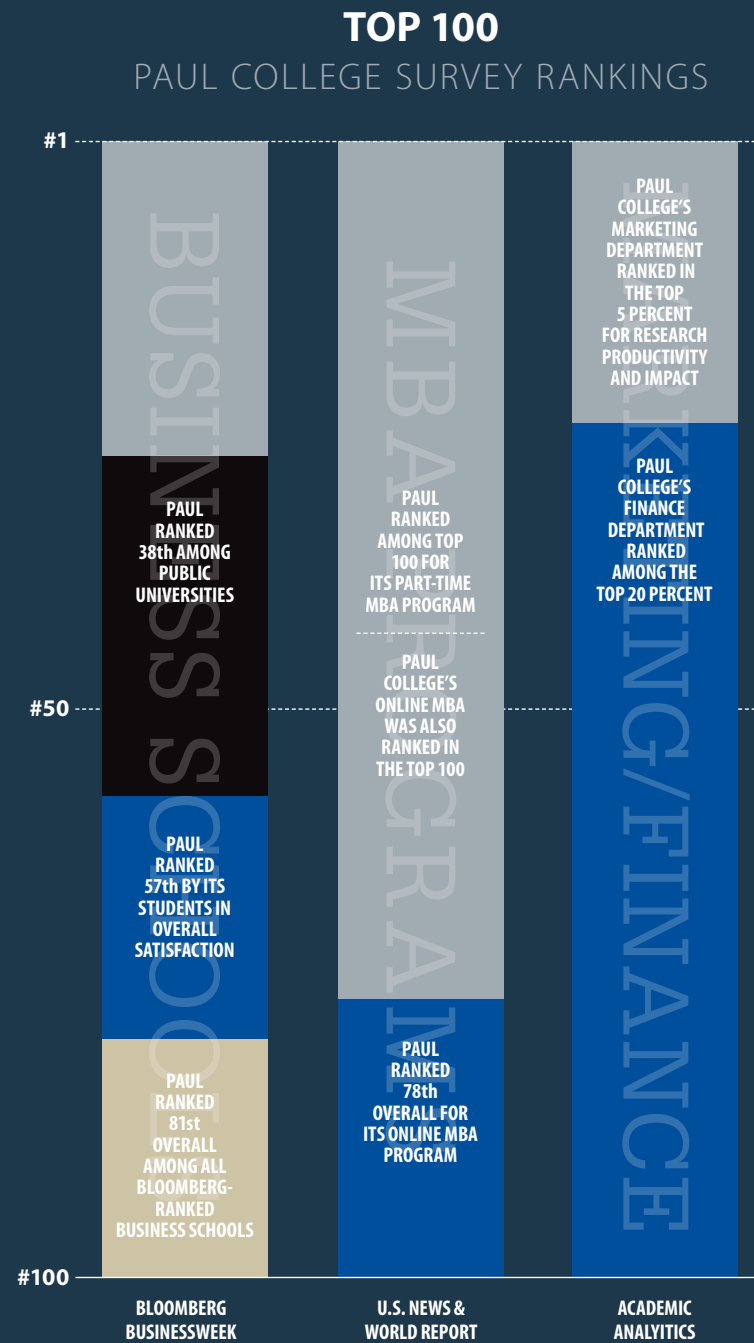
U.S News and World Report listed the part-time MBA program here among the top 100 — making Paul the only business school in northern New England to make the short list. According to Peter Lane, associate dean of faculty and graduate programs in Paul College, the ranking reflects innovations the university has made to update its MBA curriculum with the introduction of six new specializations, including business analytics, global business and growth and innovation, plus increased flexibility — students have the option to attend classes on campus or online. Paul College's online MBA was also ranked in the top 100.

The Hospitality Program is now ranked among the top 30 hospitality programs by Best Schools. Academic Analytics ranked Paul's marketing department in the top five percent for research productivity and impact, and ranked the finance department among the top 20 percent.

"These rankings are a testament to the hard work and excellent performance of our students and our

faculty and staff," says Deborah Merrill-Sands, dean of Paul College. "Our academic programs are stellar, and we have been growing our experiential and career preparation programs, which really makes us stand out. The ability to put what is

learned in the classroom to practice in real-world settings is what students desire and what sets them apart with employers. We are particularly proud of our high marks in student satisfaction as part of the Bloomberg ranking."



Funded by the Peter T. Paul Fund for Innovation

THE DETAILS ON DIGITAL MARKETING

Paul College's annual Digital Marketing Symposium expands

WE TYPICALLY spend seven hours a day consuming digital content — 4.7 hours of that time from our mobile devices — from news stories to advertisements to cute kitten videos.

That was just one of the interesting statistics shared at the Digital Marketing Symposium, hosted by Paul College in October 2016.

This annual event is growing in popularity among both digital marketing practitioners and students, evolving from a small gathering of managers and faculty members to a large-scale event that brought in more than 225 attendees this past fall.

This year's symposium featured eight different director-level speakers from a variety of leading firms including L.L. Bean, Silvertech, Affective and PixelMEDIA.

Response to the event, says assistant professor of marketing Matt O'Hern, has been overwhelmingly positive.

"We now see this flagship event as a critically important vehicle for exposing our students to the opportunities and challenges related to digital marketing," O'Hern says. "At the same time, it plays a vital role in increasing our engagement with marketing practitioners and UNH alumni."

And it helps other Paul programs, as well. O'Hern notes that the MBA program hosted a table at the symposium, and that the annual event can be an important part of marketing the program to young digital marketing professionals seeking to further their education.

The symposium kicked off a busy year in digital marketing at Paul College, with students and faculty engaged in research that investigated the diverse behaviors that consumers engage in across different digital platforms — specifically crowdsourcing, which O'Hern calls "one of the hottest areas in innovation research."

"Using advanced web-scraping techniques, we have successfully acquired (and continue to acquire) large-scale panel data sets from two different crowdsourcing communities," O'Hern notes, thanks in large part to your financial support.

"The progress we have made thus far will serve as an excellent foundation for achieving our primary goals of enhancing students' career opportunities, fostering closer relationships between Paul College and area business leaders and helping our department become one of the most respected centers of digital marketing research," says O'Hern.

The Digital Marketing Symposium hosted by the Paul College department of marketing brought an interesting mix of industry experts to campus to speak about topics in digital marketing. Here are six takeaways:

Most digital display ads are not seen. Digital advertising is different than its predecessors, TV and radio advertising, because you're paying for the opportunity to have consumers view your ad instead of the guarantee of it, said Jeff Greenfield, chief operating officer and cofounder of Boston-area firm C3 Metrics. While TV viewers or radio listeners of the past were mostly a captive audience for advertising, now consumers have many types of content competing for their attention.

TV advertising measurement hasn't changed much since the 1980s. While digital marketing is moving at a quick pace, TV advertising has not advanced much, said Greenfield. It's still not very easy to gauge the effectiveness of a TV commercial.

Customers visit websites six times during a purchase. Marketing doesn't end when you get a potential customer to visit your website, said Sean Waters, digital marketing strategist for PixelMEDIA. Customers visit a company's website multiple times before making the decision to buy a product.

Millennials don't use social media to shop. But don't think that it's not important to market your products to them there, said members of L.L. Bean's marketing team, Chuck Gannon, Alison Crowley and Doug Kolmar. Millennials are still being influenced on social media, and those influencers play a big part in the products they choose to buy.

360 video makes users the video editor. Storytelling through 360 video is difficult because the viewer, not the creator, makes the decisions about what they see, said UNH alumnus Adam Flaherty '05, co-owner and executive producer at video production firm Anchor Line.

Emotional intelligence will be a big part of marketing's future. Emotional intelligence is being used in new technology to gauge customer reaction and respond to customer emotions, said Paula David, director of business operations, sales and human resources for the emotion-recognition software company Affectiva. The uses for this technology could be endless, ranging from more thorough market research data to products that can interact with consumers.

AMBASSADORS

Student Voice: Ahed (Eddie) Alhamdan '17
How one trip to the West Coast opened up opportunities

AHED (EDDIE) ALHAMDAN '17 was chosen to serve in the Dean's Ambassador Program at Paul College, to represent Peter T. Paul College at high-level alumni and business events and serve on the student advisory board to the dean. He and his fellow ambassadors took a trip to San Francisco during the 2016-17 academic year, where they met with numerous Bay Area alumni, visited headquarters for Silicon Valley Bank, Google, Bridge Bank, Sailingstone Capital Partners and GoPro and took a side trip to Napa Valley.

Eddie shared his top take-aways from the experience:

Alumni insight is eye-opening. I am thankful to the alumni for their insight into the pros/cons of going back to business school, pros/cons of working in the West Coast versus the East Coast, differences between working in a big company versus a small company, successful traits of an entrepreneur, challenges that startups face and how to overcome them, different stages in which a start-up can raise funds and

ethics and compliance issues in the fields of venture capital, asset management and entrepreneurship.

Networks are key. I learned to build a robust network before I need it and always give more than I receive, because ultimately the more I give, the more I will get! I learned to never be shy or afraid of reaching out to any connection I made, even if it's been a while since we met or spoke with each other.

So is self-confidence — and not being afraid to fail. I learned to always voice my opinion and never be afraid to own it, even if everyone else has a different opinion. I also learned to take risks and be open to broadening my horizons and exploring other opportunities, whether it was an opportunity in a different state, different country or even if it's in a different field. The worst thing that might happen is I fail. There is no shame in failing, as I will learn from it, and I will make sure that whatever went wrong in the first



Paul College Ambassadors and Dean Merrill-Sands snap a lively photo at GoPro headquarters in San Mateo, California.



time won't happen again. Failure will only make me come back stronger. Thomas Edison failed 10,000 times before inventing the lightbulb, but he is one of the most famous and successful inventors of all time.

Knowledge truly is power. I learned about the importance of having a core competency, while at the same time I should know enough in other areas to be dangerous. Having a core competency will help me in attaining the career I want and love to do. Ultimately, that's how I make myself stand out. I also learned that leadership and communication are very valuable skills in any career, and these skills can't be taught; you have to develop them through experience.

Opportunities — and challenges — will abound. I learned that not getting my dream job is not the end of the world and that I might have a better opportunity in pursuing another job. After all, things happen for a reason, and at the end of the day, it may be better for you. I learned that things happen because they can!

Paul College experiences like this make a lasting impact. Coming back from this trip, I feel like I am a better person. Thanks to all our alumni for their insight and the great advice. All the lessons I learned from this trip helped me to achieve personal and professional development. Now, I am going to carry forward everything I learned from our alumni to further better myself and attain my goals.

Thank you to our alumni, to Professor Roger Grinde for nominating me for this wonderful program, to our dean and to my fellow ambassadors: the brightest at Peter T. Paul College.

Finally, a big thank-you to you, Mr. Peter T. Paul, for making this trip possible.

PAUL COLLEGE MILESTONES

JUNE 2008

Generous gift of \$25 million from Peter T. Paul is announced, which President Mark W. Huddleston says represents “a critical step forward for UNH, our students and the economy here in New Hampshire and far beyond.”

MAY 2011

Ground is broken at the 10 Garrison Avenue site, and construction begins.

JANUARY 2013

The Peter T. Paul College of Business and Economics building officially opens, and faculty and staff move in.

APRIL 2013

First classes in the new building begin to finish out the 2013-14 school year.

MAY 2017

Some 690 Paul College seniors graduate as the first class to have spent all four years in the new college.

AUGUST 2017

After four years of growth, Paul College welcomes new freshman class of 655 and now features six academic departments and 123 faculty and lecturers. The overall enrollment of Paul College is its largest ever at 2,770 students.

INNOVATION FUND IMPACT

23
STIPENDS
AWARDED

Internships Abound

For the spring and summer of 2017, the college made 23 stipend awards from the Internship Opportunity Fund. This program helps us improve career readiness and outcomes for our graduates and also enhances the reputation of Paul College among prospective employers. Each student receives a \$2,500 stipend to a secure high-quality internship in expensive metropolitan areas or with startups/social ventures that cannot afford to pay interns.

10
ASSISTANT
PROFESSORS
ADDED

Research Support

Over the past year, 10 new assistant professors and one new professor for the McKerley Chair in Health Economics have been hired. The percentage of papers published in top scholarship journals increased over the last year — 29 percent were published in the top 10 percent of journals, compared to 17 percent last year. Paul College faculty research was, on average, cited 66 percent more frequently than other papers in their disciplines. The third and most recent edition of Paul Perspectives, highlighting faculty research, was sent to more than 300 business school deans around the country.

66%
MORE
FREQUENT
CITINGS

The dean has also launched a new program for Summer Grants for Research Excellence. These prestigious awards are for \$15,000. A faculty committee reviews proposals and submits recommendations to the dean. Two awards were granted this year: Tevfik Aktekin and Linda Ragland. Awardees are expected to submit a paper to a high-level peer-reviewed journal within one year. Aktekin, an associate professor of decision sciences, specializes in Bayesian inference, state space time series analysis and Bayesian queuing theory. Ragland is an assistant professor of accounting and specializes in financial measures and pricing in the municipal bond market and governmental reporting and disclosure regulation.

TWO
\$15K
GRANTS
AWARDED

Business Analytics

As a priority for Paul College, this area continues to develop. Key moments this year include the one-day DataJam with Liberty Mutual, an expanded and successful Business Analytics Symposium, which brought industry leaders to campus to interact with students and faculty, and continued support for the Business Analytics Student Club.

1-DAY
DATA JAM
SYMPOSIUM

Entrepreneurship

In its second year, the Entrepreneurship Student Club met all of its goals: Membership has grown to 70, and the club leadership has built close ties with the ECenter. Club president Sam Warach '17 was among four students to be the first to train as University Innovation Fellows and was funded by an NSF grant to travel to Silicon Valley to visit Stanford University, Google and Microsoft.

70
CLUB
MEMBERS

CURRICULAR INNOVATION ON TAP

Overhaul of MBA places students on leading-edge of business education

AS HE PREPARES to return to his former life as professor of strategic management and technology at Paul College, Peter Lane looks back at his tenure as associate dean of faculty and administration knowing he has made a difference: In particular, leading the faculty in a complete overhaul of the MBA program.

The full-time, online and part-time MBA programs have been updated and strengthened. All are synced with eUNH and each other to work seamlessly with the university calendar. And best of all, says Lane, “We took a program that was disjointed in places and rather bland and turned it into something our faculty and alumni are excited about!”

Students should be excited, too.

Today’s working graduate student wants maximum flexibility to design their programs and access specializations letting them go deep on areas that interest them. “People get an MBA because they want a better job,” Lane says. “Everything about your program — even the names of your classes — must offer this promise of preparation.”

This fall, the college is rolling out a new slate of specializations including global business, digital marketing, analytics and hospitality management. “Paul College is now one of a handful of universities in the country offering specialization in hospitality management,” Lane says.

In fall 2018, the redesigned core curriculum will launch. It preserves fundamentals such as finance, marketing and management but shifts course content and titles to reflect cutting-edge skillsets. In this way, Organizational Behavior becomes Managing Yourself and Leading Others; Marketing becomes Understanding Customers & Markets, and so on.

MBA enrollments may be declining nationally, but Paul College has seen growth in its total MBA enrollment and is well positioned for the future. Says Lane, “I’m very proud of how our faculty and staff have been willing to embrace change. It speaks to their commitment to keep improving and growing.”

GRATITUDE

Below are excerpts from the letters students wrote you this summer to express their gratitude for your scholarship support. These quotes typify the strong sense of appreciation that the university feels for all that you've made possible:

This scholarship is undoubtedly some of the best help I've ever received. You haven't just given me a scholarship, you've given me a home, friends, goals, comfort, validation, experience and life. You made it possible for me to do something with myself, and I am infinitely grateful for that.

— DANIEL DIXON '20, ALTON, N.H.

I want to say how much I appreciate the opportunity you have given me. If possible, I want to assure you that your investment in me, as well as the other Paul Scholars, was worth it. Moreover, I'm confident that this group of students is going to achieve amazing things in their four years here and after we graduate.

— JILL CONRY '20, BOLTON, MASS.

This scholarship has allowed me to establish myself in college and connect with a core group of students who share my same goals. I know donors usually donate with a purpose in mind, and I believe one of the purposes in this case is to better the reputation of Paul College. I am committed to producing results and to being the best student I can possibly be.

— NICHOLAS LA CRETA '20, SALEM, N.H.

This scholarship has given me all the power to succeed during and after college. Your generosity is one of the main reasons that I chose to attend UNH, and I am forever grateful that you led me to making such a great decision...I will make every cent that you have invested in me count. The only way I could ever repay such a generous donation is to show you that your belief in students like me was well-placed and to continue to make you proud the best that I can every day.

— TIMOTHY LARKIN '20, STRATHAM, N.H.



Contributing writers:

Michelle Morrissey '97
Whitney Gould
Jennifer Saunders

Photographers:

Jeremy Gasowski
Tom Kates

Designer:

Kim Foss / Ampers&® Studio

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