This past year the Peter T. Paul College of Business and Economics, like virtually all other colleges, faced a challenge unprecedented in our lifetimes. The COVID-19 pandemic forced us to rapidly rethink both how we teach our students and keep scholarly activity moving forward in a new hybrid learning and working environment. We could not state more emphatically how proud we are of our faculty, who pivoted and learned new technologies and methods of teaching to assure their students had the best, most engaging experience possible. You can learn more about how teaching and learning changed in this UNH Magazine article featuring a Paul faculty member. They continued to collaborate with their colleagues, attend conferences virtually, and publish their research in top-level journals, while balancing additional responsibilities in their personal lives. What they accomplished has been remarkable and exemplifies the tenacity and innovative spirit that has become a hallmark of Paul College. In this year’s Paul Perspectives, we illustrate how some of our most research-active faculty members are pushing the boundaries of knowledge to advance their fields, policy, and practice both locally and globally. We invite you to keep reading and learn more.

While 2020-21 tested us in new ways, we worked together to achieve several things of which we are most proud and wanted to share with you.

• **Top Tier Journals**—Efforts in support of faculty publication have increasingly focused on quality over quantity. This year our faculty published 34 articles in A* and A-level peer reviewed journals.

• **Editorships and Associate Editorships**—Our faculty provide intellectual leadership in their fields by serving as editors and associate editors of scholarly journals including the International Journal of Hospitality and Tourism Administration, Journal of Produce Innovation Management, Journal of Business Ethics, Journal of Organizational Behavior, and Advances in Accounting Behavioral Research.

• **New Business Analytics Initiative**—We launched a new Business Analytics Initiative at Paul College to meet growing student and employer demand. A $6 million gift from alumnus Peter T. Paul ‘67 will grow our capacity to build on our strong foundation in this area and accelerate educational offerings, research and industry engagement in this critical field. You can read more about the initiative on page 20.

• **Highest National Ranking**—We achieved our highest national ranking to date, coming in at #55 in the Poets&Quants for Undergrad Best Undergraduate Business Schools 2021 rankings. The college also ranked #34 for academic experience and #49 in career outcomes. In the sub-rankings that look at how 2018 alumni rate their business school experience, Paul College rated #20 overall for alumni satisfaction and received “A” ratings for the quality and availability of faculty and for opportunities to nurture and improve soft skills in business.

• **Online MBA Ranked Highest in northern New England**—U.S. News & World Report ranked our online MBA program #40 in the nation for the second consecutive year, and #29 among public universities. It is the highest ranked online MBA program in northern New England.
A Firm’s Success Can Depend on Its CEO’s Mindset
FOCUSING ON R&D AND HUMAN CAPITAL PAYING OFF IN THE LONG RUN

For Assistant Professor of Finance ZhaoZhao He, earning Paul College’s Outstanding Researcher of the Year Award in 2020 was all about hard work. “I didn’t have much of a social life,” she jokes. But after seeing her paper in a renowned research journal and earning this prestigious award just six years after earning her Ph.D., she knows it was worth it.

He holds the Virginia Paul Dee Professorship of Finance at Paul College, and her current research focuses on empirical corporate finance with specializations in corporate cash policy, innovation, labor mobility, and product market interactions.

One of He’s most recent studies, The Exploratory Mindset and Corporate Innovation, appeared in the Journal of Financial and Quantitative Analysis after six years researching the long- and short-term financial success of firms alongside various traits of their CEO. Characteristics such as whether or not the CEO had a Ph.D., invested in human capital and research and development (R&D), and if she or he prioritized immediate stock value or long-term expenditure were explored.

He and her research partner, David Hirshleifer, professor of finance at University of California-Irvine, focused on traits that suggest managerial “short-termism”—a more astute way of referring to CEOs who prioritize short-term success over long-term success.

The key variables in the study included “innovation variables” such as the number of patents, citation counts, generality, originality, patent value, and R&D within a company. “Firm performance variables” focused on return on assets, number of alliances, and market-adjusted returns. CEO characteristics also included whether someone had an MBA degree, law degree, tenure, what their age was, stock ownership, total pay, salary, and equity pay. He also made sure to include control variables: assets, age, tangibility, Tobin’s Q (the ratio between a physical asset’s market value and its replacement value), sales growth, leverage, stock return, and institutional ownership.

The researchers discovered that, on average, CEOs who invested primarily in R&D saw less immediate profit but had more long-term financial success than CEOs who invested little in R&D. Investing in human capital was also determined as critical to a firm’s long-term success.

A finding from He’s research revealed that, on average, CEOs who invested primarily in R&D saw less immediate profit but had more long-term financial success than CEOs who invested little in R&D. Investing in human capital was also determined as critical to a firm’s long-term success.

Solutions to new or struggling firms—especially during this unprecedented pandemic—“I’m super honored, and so thankful, especially to the chair of my department and the dean of Paul College. They really care about everyone’s success,” He says. “I don’t have words to express how appreciative I am, so I’ll express it through my achievements.”

He is already generating buzz for her next project: research on the effect Gen-X directors have on a firm’s success.

Over her career He has presented her research at prestigious conferences such as the Western Finance Association annual meetings, where she received a Ph.D. Candidate Award for Outstanding Research. He also was invited for a presentation by the Federal Reserve Bank of St. Louis on current developments and issues in community banking. Her work has been published in leading academic journals including the Journal of Financial and Quantitative Analysis, Journal of Corporate Finance and Review of Industrial Organization.

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Her research has received numerous awards such as the McGraw-Hill/Irwin Distinguished Paper Award and the Outstanding Doctoral Student Paper Award at the 2014 Southwestern Finance Association annual meetings, the Best Doctoral Student Paper Award at the 2015 Southern Finance Association annual meetings, and the best paper by a young scholar in the 2015 issues of Review of Industrial Organization.
Artificial Intelligence Disrupting Industries

A LOOK AT THE ETHICAL IMPLICATIONS FOR INDIVIDUALS, COMPANIES, AND SOCIETY

Artificial intelligence (AI), now found in everyday products such as smart watches and cloud-based virtual assistants like Alexa and Siri, continues to transform the economy and our daily life. While advances in computer processing, algorithms, and access to technology have all allowed AI to disrupt a variety of industries, few have looked at the ethical implications of this recent transformation.

Although privacy is one of the most frequently mentioned ethical challenges related to AI, programming biases, cybersecurity, displacement of workers due to automation, and stakeholder wellbeing are also emerging as major concerns. **Shuili Du**, associate professor of marketing at Paul College, along with colleague Chunyan Xie, professor of marketing at Western Norway University of Applied Sciences, explore the intersection of AI and ethics in their article, Paradoxes of Artificial Intelligence in Consumer Markets: Ethical Challenges and Opportunities, published in The Journal of Business Research in 2020.

"AI is sweeping every aspect of our lives, both as consumers and in business. We haven’t talked that much about the ethical and social implications of AI," Du says. "There are great challenges and opportunities for businesses as they use AI technologies properly to cultivate competitive advantage."

In their paper, Du and Xie first classify consumer-facing AI products according to their levels of interaction, multifunctionality, and AI intelligence. According to the study, different types of AI products implicate different ethical challenges. While products with higher multifunctionality (smart watches, for example) seem to better mitigate AI biases, they also draw from much wider data sets and sources to train and fine tune their algorithms—and therefore have higher privacy concerns. AI-enabled products that exhibit both high interactivity and high intelligence—for example, personal digital assistants like Siri or a robot nurse in a health care setting—face ethical issues related to privacy, cybersecurity, and autonomy.

Furthermore, multifunctional AI products (such as the digital assistant, Alexa) might lead to consumers’ over reliance and excessive product usage, creating issues such as consumer addiction and potentially exerting a negative effect on consumer welfare," the study finds.

Du’s research specifically reviews corporate AI challenges and opportunities at the product, consumer, and societal levels. For example, at the product level, companies could improve their corporate social responsibility by offering greater transparency related to their AI training data and algorithms; while at the consumer level they might offer benefits to consumers for sharing their data and, in turn, give them more control over data collection and data usage. Finally, at the societal level, companies ought to raise awareness of digital addiction and provide reskilling and learning opportunities to employees whose jobs might be lost due to automation, Du says.

"AI is sweeping every aspect of our lives, both as consumers and in business. We haven’t talked that much about the ethical and social implications of AI," Du says. "There are great challenges and opportunities for businesses as they use AI technologies properly to cultivate competitive advantage."

**Shuili Du**, Associate Professor of Marketing

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**RECENT SELECTED PUBLICATIONS**


Detecting Dissatisfaction with Family Firms

NEW INSIGHTS SHOW OUTSIDE SHAREHOLDERS WITHHOLD VOTES AT DIRECTOR ELECTIONS

Family-controlled public firms often include members from the founding family serving as directors on the board. With the common practice of plurality voting at public companies, the winning candidate only needs to get more votes than a competing candidate. While outside shareholders do not have the option to vote against nominees to show their dissatisfaction with nominated directors, they do have the option to show their dissatisfaction by withholding their votes. In 2006, for example, more than 25% of the shareholders of the Ochi-Subberge family-controlled New York Times Company registered their dissatisfaction with company performance by withholding their votes from directors at the annual meeting.

Huimin Li, an assistant professor of finance at Paul College, sought to better understand the attitudes of outside shareholders and the positive and negative influences of founding family members. To do so, she analyzed outside shareholder perspectives in family-controlled firms compared to nonfamily firms by digging into S&P 1500 firms’ voting records. Her study, Dual agency problems in family firms: Evidence from director elections, was recently published in the highly regarded Journal of Corporate Finance with co-authors Rasha Ashraf and Harley E. Ryan, Jr., both with the J. Mack Robinson College of Business at Georgia State University.

“We wanted to study the information conveyed in shareholder voting to provide direct evidence on nonfamily outside shareholders’ views of the potentially costly founding family’s exploit of private benefits,” Li says. “Focusing on these votes allows researchers to better understand the preferences of shareholders who are not related to interest groups.” Evidence from research to date has largely been limited to founding families’ aggregate influence—such as overall firm performance. Looking specifically at nonfamily shareholder votes reveals the reactions shareholders register toward founding families’ board influence, Li says. In her study, she looked at a large sample of public firms’ board of directors’ election records, jointly with the firms’ financial data, corporate governance data, and institutional investors’ stock ownership data.

In both family-controlled and nonfamily firms, directors proposed typically receive a large majority of votes cast by general shareholders. However, once Li and her co-authors focused on the voting decisions of nonfamily shareholders only, they saw a wide discrepancy in votes cast.

“For example, they cast on average 94.03% for votes for directors in nonfamily firms, but only 90.46% for votes for directors in family firms with dual class shares,” Li says. “The approximate 4% difference is substantial given the distribution of the percentage of ‘for’ votes. For example, the range from the 25th percentile to the 75th percentile is only 5.7%, highlighting the difference in voting preferences—and therefore level of dissatisfaction—for family director candidates versus nonfamily director candidates.”

She also notes that some family-controlled firms offer dual class shares, or more than one class of stock. The traded class is what the general shareholders can trade in the stock market, usually at a rate of one vote per share. However, a special class of stock is often reserved for family members, who receive more than one vote per share. When additional family members are voted onto a board, the influence of nonfamily shareholders is further reduced.

“This creates a big problem—it enables them (family directors) to exert greater influence without being controlled by outside shareholders,” Li says. There are both positive and negative influences associated with founding family control of public firms. On the positive side, family control mitigates manager-shareholder conflicts. However, family control also creates conflicts between family shareholders, who can exploit private benefits of control, and shareholders who are not part of the founding family.

The study is important because it examines nonfamily shareholders’ views of the founding family’s influence on the firm directly through their voting behavior. Furthermore, the study shows that shareholder voting behaviors alone are not powerful enough to protect nonfamily shareholder rights, Li says.

“Therefore, a closer scrutiny of shareholder rights may be needed in order to achieve more effective corporate governance,” she says.

RECENT SELECTED PUBLICATIONS


Breaching Information Security Policies

**HOW A COMPANY’S ETHICAL CLIMATE IMPACTS INDIVIDUALS’ NONCOMPLIANCE**

Data breaches continue to surge worldwide, exposing customer data and individuals’ social security and bank account numbers. Not only do they pose a major privacy concern, but the average cost of a data breach in 2020 was $3.86 million, according to the Ponemon Institute. A large number of breaches occur at the user level, some stemming from noncompliance with corporate information security policies. To better help organizations understand why their users choose not to follow these policies, Khole Gwebu and Jing Wang, associate professors of decision sciences at Paul College, looked at what prompts employees to neutralize their guilt and violate such policies in the first place.

"This research seeks to understand how organizations can create the right conditions to prevent employees from prioritizing other work demands over information security policies," Wang says. "Specifically, we focus on ethical work climate, employees’ beliefs towards their organizations’ information security policies, and neutralization/justification for deviant behaviors to investigate how these factors interact to jointly explain employees’ noncompliance behaviors towards information security policies."

An important conclusion that Wang and Gwebu draw from their study is that an ethical work climate provides the basis upon which individuals construct their beliefs and neutralization reasoning, and organizations that put ethics in the forefront should experience better ISP compliance.

"An ethical work climate needs to be transformed and internalized with individuals’ cognitive system before it can exert influence on behavior," the study reveals.

Gwebu and Wang surveyed a panel of more than 400 people representing diverse organizations nationwide, probing their understanding of information security policies and their responses to them. They determined that neutralization (or justification for noncompliance), perceived cost of compliance, and perceived cost of noncompliance were all found to significantly impact noncompliance.

The researchers then divided respondents’ work environments into three distinct categories: egoistic, benevolent, or principled. Egoistic work environments hold organizational and individual interests in higher esteem, whereas principled ones prioritize laws and policies—proving to be the most compliant workplaces when it comes to following information security policies. Benevolent organizations that favor organizational cooperation can have both positive and negative impacts on information security compliance, Gwebu says.

For example, an employee may feel torn about sharing her printer password with a colleague who might ask for it in order to quickly print a document. In benevolent work environments, workers are interested in taking care of their colleagues and might make a choice to violate a policy to do so.

"A benevolent climate could have unintended negative consequences on the perceived cost of compliance and neutralization," he says.

In other words, the culture might find it more costly to impact an employee’s performance rather than follow security policies aimed to protect data security.

Although Gwebu and Wang are not suggesting that organizations refrain from nurturing a benevolent climate—given that such a climate’s positive impacts likely far outweigh any potential negative consequences—managers do need to be aware of any unintended behaviors such a climate might foster.

Wang says the study has practical implications because it uncovers some of the frameworks that may predict noncompliance before it occurs. This can help organizations rethink their own enforcement of ISPs and what they can do to reinforce compliance. For example, fostering an ethical climate that prevents employees from justifying their behaviors and implementing consistent training programs are two measures companies can take to develop a more ISP compliant culture.

**RECENT SELECTED PUBLICATIONS**


Stimulating Economic Development in Emerging Countries

**Optimal Mix of Monetary and Fiscal Policies Balance Economic Growth and Income Inequality**

Public infrastructure investments in emerging countries—in bridges, roads, highways, and public education system—rely on large increases in government spending. In emerging countries, policymakers face major constraints due to limited economic resources. For example, tax revenues generated are much lower compared to what more developed countries are able to collect. Also, emerging countries face higher interest rates premiums when they borrow from abroad, due to higher default risks.

Which economic stabilization policy should be used to best maintain price stability while improving citizens’ welfare? This question led Yin Germaschewski, assistant professor of economics at UNH Paul College, to look at what mixture of policies helps support infrastructure investment in emerging market economies.

In her paper, Stabilization Policy, Infrastructure Investment, and Welfare in a Small Open Economy, recently published in Economic Modelling, she looked at data from 25 emerging market countries to investigate how they funded their infrastructure investments and what effects their monetary and fiscal policies had on the welfare of their citizens. Her research led her to discover that an optimal combination of these policies achieved two goals: an improvement in the welfare of households and long-term economic growth.

One key finding: wealthy households benefit the most from using monetary expansion and an issuance of additional government bonds jointly to pay for infrastructure, since they could earn more interest from the purchase of government bonds. However, households with little or no savings enjoy sizeable welfare gains when infrastructure investments are financed by a combination of monetary expansion and a small reduction of lump-sum transfer payments. This is because the economic boom generated by the infrastructure investment increases their wages and makes them less dependent on transfer payment programs, Germaschewski says.

“This is especially important in today’s economy when income inequality widens in many emerging market economies,” she says. Germaschewski also found that using monetary expansion and taxes jointly can be sufficient to pay for infrastructure investments without increasing the risk of inflation.

“It is not always the case that higher public infrastructure investments must be paid for by higher future taxes. A moderate increase in inflation—together with a small reduction of government transfer payments—can be used to finance public investments. Also, public-private partnerships can be used to build more infrastructure without higher taxes.”

Germaschewski’s work builds upon other studies that primarily have analyzed the stimulus effects of infrastructure investment in emerging market economies financed by higher future taxes. These measures weaken the expansionary effects of higher infrastructure investment on output growth, she says, making the government less likely to spend more on public infrastructure.

“The joint policy action does not necessarily lead to future tax hikes, thereby weakening the positive effects of infrastructure on productivity growth,” she says. “What surprised me is that monetary expansion is not always inflationary, depending on how much expansion is done and what it is used for.”

While each combination of policies results in a different outcome for wealthy, middle-class, and lower-class groups, governments can pursue economic policies in ways that improve social welfare overall.

**Recent Selected Publications**


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**YIN GERMASCHEWSKI, ASSISTANT PROFESSOR OF ECONOMICS**
The Impact of Fake News on Spending

HOW EXPOSURE INFLUENCES CONSUMER BEHAVIOR IN THE PANDEMIC

When Justin Pomerance, assistant professor of marketing at Paul College, and his colleagues Lawrence Williams and Nicholas Light, both then at the University of Colorado Boulder, first began looking at how fake news might influence consumer spending habits, the COVID-19 pandemic had yet to begin. COVID-19 then devastated the global economy and transformed daily life into a mass of uncertainty, disrupting supply chains, slashing incomes, and creating job and food insecurity for millions. As if this were not enough, the outbreak did not occur in a vacuum. Instead, it came on the heels of another unresolved crisis—fake news.

Pomerance and his co-authors, having begun researching fake news itself, shifted their focus to how the presence of fake news might alter consumers’ responses to the COVID-19 pandemic. In their paper, In These Uncertain Times: Fake News Amplifies the Desire to Save and Spend in Response to COVID-19, the authors note that while existing research shed some light on how fake news might change that equation, their work produced two surprises. First, fake news amplified the uncertainty that COVID-19 caused in consumers. When participants were exposed to fake news, it was as if the effects of COVID-19 were being passed through a megaphone. Second, rather than leading consumers to stash money under their mattresses, this uncertainty made people want to both save and splurge simultaneously.

The research team conducted three studies with online subjects. They randomly exposed some participants to fake news, and then measured how uncertain COVID-19 made them feel, and their spending preferences. They found that for consumers exposed to fake news, COVID-19 created far more uncertainty. This uncertainty produced a stronger desire to both spend more money to treat themselves, and to save money. One study, for instance, found that more uncertain consumers were more interested in both economy-priced and premium-priced meals from a home meal kit delivery service.

The paper builds upon past work that reveals that consumers can sometimes hold competing goals—such as saving and spending—at the same time. Pomerance, Light and Williams’s paper shows that exposure to fake news can amplify the uncertainty that sometimes causes people to hold these competing goals. They plan to build upon this work by further investigating what drives these competing desires to spend and save and how people resolve them.

The research informs practice by alerting marketers that consumers may pursue competing goals to save and spend simultaneously—and that they should be aware of how customers perceive their brand, product, or service to craft communications that elicit the proper buying responses.

“It’s important for businesses to understand how consumers will respond in the face of the pandemic and how fake news changes that equation,” Pomerance said. “It’s not easy, especially because people (as we found) may want to do two completely different things at the same time.”

“Marketing communications may fall on deaf ears if they advance opportunities to splurge when consumers are looking to save,” Pomerance said. “Additionally, practitioners may be able to speak to these goals by changing how consumers see them—positioning their offerings as either opportunities to splurge or save depending on their target market.”

RECENT SELECTED PUBLICATION


JUSTIN POMERANCE, ASSISTANT PROFESSOR OF MARKETING
Building Loyalty to the Brand

EMOTIONALLY-ATTACHED GUESTS ARE MORE LIKELY TO PROMOTE BRAND

As hotels compete globally for market share in a $600 billion industry, they aim to delight their customers with unique and exceptional services. To drill down on which aspects of a guest’s stay are most important, Anupama Sukhu, assistant professor of hospitality management at Paul College, suggests that hoteliers evaluate elements of a hotel’s “servicescape” to better determine which combination of factors are likely to produce satisfied and loyal customers.

A hotel’s servicescape includes the combination of elements that create a guest’s hotel experience and can include physical attributes (such as the appearance of the hotel lobby or guest rooms) or social attributes (such as the friendliness of hotel staff). The question she sought to answer: Are satisfied and loyal customers more likely to result in positive word of mouth? Sukhu’s study looks at several factors that prompt customers to speak positively about a hotel stay. She created a research-based survey administered to 300 guests that measured their attitudes and beliefs about the physical and social elements in two different models. She then tested the relationships between guests’ beliefs and attitudes with their satisfaction and emotions, ultimately discovering that attitudes about social, room, and green elements of a hotel lead to higher levels of emotion, which in turn lead to greater positive word-of-mouth recommendations.

“I wanted to see which one—beliefs or attitudes—better predicts consumer satisfaction and emotion,” Sukhu says. “This can help hotels determine what they really want to create in a customer: a satisfied customer or an emotionally attached customer.” According to I. Ajzen and M. Fishbein (1980) attitude is defined as an individual’s overall positive or negative evaluation of an object or appraisal of behavior. In contrast, beliefs are the expected likelihood of a particular outcome to occur after engaging in a behavior. An example from the study of how attitude was measured is based on how a customer rates a belief question (e.g., The hotel employees behaved in a professional manner), multiplied by its outcome evaluation item (e.g. How important is it that hotel employees behave professionally?).

While her study reveals that high customer satisfaction with a hotel’s physical elements and positive emotional attachment to a hotel are both significant, those customers who reported high levels of emotional attachment talked significantly more about their stays than their counterparts, Sukhu says. The key, then, is for hotels to create an atmosphere that engages customers emotionally.

“Emotionally attached guests engage in word-of-mouth activities more than satisfied guests, hence it is vital for hotels to market and operate with guests’ emotions in mind.”

Anupama Sukhu, Assistant Professor of Hospitality Management

“Emotionally attached guests engage in word-of-mouth activities more than satisfied guests, hence it is vital for hotels to market and operate with guests’ emotions in mind.”

Anupama Sukhu, Assistant Professor of Hospitality Management

“This is important for a hotel manager, for example, who might be looking at what to focus on: the front desk, housekeeping, or outside recreation. It can be hard to know exactly what matters most;” she says. “It is important for managers to create a positive servicescape environment (or total customer experience) including social elements, room elements, public elements, and green elements to create positive word of mouth and customer loyalty.”

**TABLES**

**FIGURES**

**REFERENCES**


**PUBLICATIONS**


Understanding Disability and the Economy

For Andrew Houtenville, the work isn’t just professional. It’s personal.

Andrew Houtenville, professor of economics and research director at the Institute on Disability (IOD) at the University of New Hampshire, knows this better than most. His understanding of disability and the economy both began early in life.

His father was admitted to a veteran’s psychiatric hospital when he was just a toddler. Throughout elementary and high school, Houtenville struggled with an undiagnosed learning disability that had him in and out of remedial classes. His mother struggled and persevered to raise four children alone through the 1970s and early 1980s: with inflation, the oil embargo, 19% mortgage interest rates, and double dip recessions.

Houtenville’s world was defined by the impact of disability, even as the larger world around him was defined by coverage of the economy and the effects of government policy. It comes as no surprise to him that he entered college wanting to be an economist.

There, the one-on-one attention of professors helping him through his learning problems sparked an interest in teaching. He pursued his masters and Ph.D. at the University of New Hampshire, learning from the people he would one day call his colleagues.

Eventually, Houtenville’s personal experiences led him to take a “small jump” from statistical research examining policy effects on aging and education to looking at policy effects on disability and employment. He was inspired by his own struggles—plus an interest in building the scientific research on a purposeful, meaningful topic that could have real impact on people’s lives.

“I think this work addresses some of the biggest policy puzzles and challenges that exist in the United States,” Houtenville says. “How do we improve the employment of people with disabilities? How do we revise a system that is basically paying people not to work? The term I’ve coined for this issue is ‘in home institutionalization,’ where you basically give people a check to stay at home. Employment is such a tangible policy application of the struggle of the disabled.”

One of Houtenville’s favorite research projects over the past decades occurred very early in his career and helped change the direction of a longstanding debate on how the Americans with Disabilities Act (ADA) affected employment rates for people with disabilities. He and his colleagues spent years gathering data that showed their employment was declining both before and after implementation of the ADA. Houtenville said the work definitively shut the door on blaming the ADA for the drop and refocused future research back on trying to figure out the real why of declining employment numbers.

“It was an arduous, cantankerous debate across the country, and I think we were successful in convincing people that at the very least the decline was real,” he says. “It also really showed the importance of statistics, and how easy it is to manipulate them by cherry-picking who is in and out of the denominator. It can change things radically.”

Beyond his individual research, Houtenville also formulates an Annual Disability Statistics Compendium through the UNH Institute on Disability, summaries of statistics about people with disabilities and about the government programs which serve them, and oversees a monthly disability unemployment report done in partnership with the Kessler Foundation.

Houtenville also is an active Paul College economics professor and an accomplished grant writer. At this point in his career his work has been supported by more than $30 million in grants—half funding his own research and half funding efforts of his collaborators. For example, the Institute on Disability is currently working with $4.37 million in grant support from the US Department of Health and Human Services.

Houtenville believes the Institute on Disability is an indispensable resource for people both on campus and across the country. They don’t just conduct research—they do outreach. He said it’s important to put practical effects and the experiences of real people first and foremost in this field of study.

“We must recognize the poor treatment of people, and lack of policy that treats people with disabilities with respect. It’s not that long ago that we had institutions, and the transition shouldn’t have been from institutions to being stuck at home,” Houtenville says. “People with disabilities are a new addition to demographic studies, and the acceptance (of disability) as a demographic characteristic means they’re no longer set aside and marginalized. But there’s still so much work to be done.”

RECENT SELECTED PUBLICATIONS


**The Economics of Health**

**BRADLEY HERRING JOINS PAUL COLLEGE AS FORREST D. MCKERLEY ENDOWED CHAIR**

Bradley Herring is inquisitive when it comes to understanding human behavior. While some may think this would have led him to a career in psychology, sociology, or anthropology, Herring’s path instead directed him to economics, due in part to his love of math.

“Applied microeconomics is a great field for people who have a deep interest in hypothesizing why people or institutions act the way they do, and making certain choices and are equally interested in uncovering and examining the data to see if it supports that premise,” said Herring, who is the new Forrest D. Mckerley Endowed Chair in Health Economics at the University of New Hampshire.

Take, for example, Herring’s most recent research that looks at the relatively scarce competition among health insurance companies in the U.S., which are concentrated locally and geographically.

“Some might think that is bad for the consumer, as it allows the health insurer to have a monopoly of sorts and charge higher premiums. That hypothesis is a great microeconomics question,” Herring said. “The data, however, shows that there is actually a benefit to having relatively consolidated health insurance markets, which is that the insurers have the ability to negotiate relatively lower prices with hospitals and potentially provide some stronger incentives for hospitals to increase the quality of care they provide.”

Most recently associate professor in the Department of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health, Herring joined UNH in 2020 where he has a joint appointment in the Paul College of Business and Economics and the College of Health and Human Services. He has spent a good part of his career focused on several economic and policy issues related to health insurance markets and healthcare reform, including the dynamics of coverage within the employment-based and individual health insurance markets and the effects of health insurance market concentration.

Herring also devotes a portion of his research on interdisciplinary projects into certain social determinants of health, specifically neighborhood poverty and the food environment. He said these projects often grew from conversations with colleagues who were interested in exploring subjects that benefited from his economics expertise.

“I came to UNH because I wanted to be part of a highly-regarded economics department in a business school, which better suits my research strengths and interests,” Herring said. “I also am really excited about my joint faculty appointment, as it gives me the ability to meet people across the university to see who is doing work related to my research and also to find new projects I cannot yet put my finger on. Where does my experience in economics intersect with their interests and how can we imagine a project that comes together where the sum is greater than the parts?”

Another important factor that brought him to UNH was the ability to teach more.

“I’ve mainly taught graduate students, taught courses in health economics and the U.S. healthcare system. I’m happy I’ll get to continue teaching those courses here. I also get to teach for the first time an undergraduate health economics course. I’m really excited about that,” Herring said.

It was, in fact, an undergraduate economics course that turned Herring on to the discipline while he was a biomedical engineering student at Tulane University. That course and others sparked his interest in the healthcare industry, and he would go on to earn his Ph.D. from the Wharton School’s Health Care Systems Department at the University of Pennsylvania.

Herring’s resume is deep and accomplished. He served for a year as the White House’s Council of Economic Advisers, was an assistant professor at Emory University’s School of Public Health and received a two-year RWJF Scholars in Health Policy fellowship at Yale University. He has published articles in the Journal of Health Economics, Health Affairs, and New England Journal of Medicine, and is co-author of the book “Pooling Health Insurance Risks.” He is also a frequent commentator on healthcare reform to the media – including quotes in the New York Times, Washington Post, and Wall Street Journal and appearances on C-SPAN, NPR, ABC News Radio, CBS News Radio, and local television.

In addition, Herring was awarded several awards for teaching excellence, mentoring, and advising at Johns Hopkins.

**RECENT SELECTED PUBLICATIONS**


UNH Launches New Initiative in Business Analytics to Meet Growing Student and Employer Demand

$6 MILLION GIFT FROM ALUMNUS PETER T. PAUL ’67 ENHANCES PAUL COLLEGE’S CAPACITY TO EDUCATE MORE STUDENTS IN ANALYTICS AND INCREASE ENGAGEMENT WITH REGIONAL BUSINESSES

The University of New Hampshire’s Peter T. Paul College of Business and Economics has launched a new Business Analytics Initiative aimed at providing New Hampshire and regional businesses with the critical help they need to sustain a competitive advantage—graduates who can harness the power of big data, and support to help them employ analytics tools to create value for their business.

UNH alumnus Peter T. Paul ’67 has made a $6 million gift to jump-start the initiative. A $25 million gift by Paul significantly funded the new state-of-the-art college in 2008, and in 2013 the former Whittemore School of Business and Economics was renamed.

“Peter T. Paul College of Business and Economics was renamed. Now, with the latest $6 million investment, we can significantly strengthen our offerings in building its capacity in business analytics over the past five years. Currently, 17 faculty at Paul College are teaching and conducting research in business analytics across diverse fields such as decision sciences, operations, information systems, marketing, finance, accounting, and human resources. The $6 million investment will enable the college to:

• Provide scholarships and assistantships to attract high- performing graduate students and support upper-level undergraduate students
• Establish a new Center for Business Analytics

“Business Analytics Initiative that will drive the expansion of programs, course offerings, enrollments, research, and engagement to meet student and industry demand,” said UNH Paul College Dean Deborah Merrill-Sands. “We are developing business analytics as a specific area of academic expertise that will further distinguish us among business schools.”

Our vision is to build out a comprehensive and integrated Business Analytics Initiative that will drive the expansion of programs, course offerings, enrollments, research, and engagement to meet student and industry demand. We are developing business analytics as a specific area of academic expertise that will further distinguish us among business schools.”

Deborah Merrill-Sands, Dean of Peter T. Paul College of Business and Economics

undergraduate specialization in information systems and business analytics which has over more than 180 students enrolled. At the graduate level, Paul College offers a popular specialization in analytics in its MBA program, new master’s programs in business analytics and analytical economics, and a specialization in financial analytics in its master’s in finance program.

“The field of business analytics is not entirely new, however, with the rapid growth in the amount of data produced by businesses and advances in computing technology the field is rapidly changing, and it is also changing the manner in which many business decisions are made,” said Khole Gwebu, associate professor of decision sciences. “There are many problems that students graduating with a degree concentration in business analytics can tackle. One example is in the area of fraud detection and prevention.”

Gwebu explained that whenever companies engage in transactions there is an opportunity for fraudulent activities to occur. Using statistical techniques or artificial intelligence techniques such as deep learning, business analytics professionals can help companies effectively and efficiently detect and mitigate fraud.

The Center for Business Analytics, which launched in spring this year, will serve as the “hub” for the Business Analytics Initiative, bringing together the knowledge, expertise, and perspectives of professors, students, and industry professionals working in the field of business analytics.

“It will be the center in New Hampshire for companies and organizations to learn new skills, connect with students and professors to help find

There is a tremendous need for graduates who can understand and work across the disciplines, massage the data and visualize it, while also understanding the needs and wants of the business, the challenges and constraints, and the market space in which they operate.”

Richard Ackerman ’96
Vice President of Workforce Development, Red River in Claremont, N.H.
The Center for Business Analytics that is part of this initiative is absolutely critical in New Hampshire to bring small businesses together to share knowledge, learn, and connect with students and researchers in this emerging area. It lifts all boats, so to speak—students, faculty, the university, and businesses.”

Brian Belanger ’10, ‘11G MBA
Senior Director at Technology Business Research Inc. in Hampton, N.H.

He knows first-hand the power of industry and university engagement. Belanger’s relationship with TBR began through an MBA corporate consulting project and internship. He is now a partner in and owner of the firm where he leads the Tailored Services Division, which compiles custom research and consulting projects for the world’s largest and fastest-growing technology products and services firms. TBR hires the majority of its interns and employees from UNH.

Belanger said that data is now the path for businesses to monetize growth and the skill sets to understand that data, make sense of it, and present it to executives is highly sought after.

“The Center for Business Analytics that is part of this initiative is absolutely critical in New Hampshire to bring small businesses together to share knowledge, learn and connect with students and researchers in this emerging area,” Belanger said. “It lifts all boats, so to speak—students, faculty, the university, and businesses.”

Samantha Woodward graduated from Paul College in 2020 with a B.S. in business administration with a specialization in information systems and business analytics. She is now a part-time student in the college’s M.S. Business Analytics program. She is employed as a marketing operations specialist at Bottomline Technologies in Portsmouth, N.H.

“Business analytics was compelling to me because it is quantitative and enabled me to work with analytical tools and use them to problem solve,” Woodward said. “I believe I got my current job because of my experience in analytics attained as an undergraduate at Paul. The marketing department at Bottomline is becoming more data driven so my skills align well. What I am learning now in the M.S. business analytics program can be immediately applied.”

While she was an undergraduate student Woodward was part of the student organization Antifex that applies data analytics to real-world business problems. Members of Antifex take a hybrid course in which one weekly classroom session is devoted to learning modern analytics tools and a second weekly session leverages those tools to build analytics products with industry partners.

“I am excited about the idea of having the Center for Business Analytics as a place where students can get together to share ideas, team up on homework and work together on problems and projects,” Woodward said. “The center will help provide more opportunities for projects with companies and help match students with industry mentors.”

Ian Newcombe graduated from Paul College in 2016 with a B.S. Business Administration, with specializations in both information systems and business analytics and finance. He now works as a senior infrastructure engineer at Liberty Mutual Insurance in Portsmouth, N.H.

In his job Newcombe helps manage all aspects of data storage for six separate environments. He said he was originally interested in management when he was a student, but a data modeling class turned him on to information systems and business analytics. He said growing capacity to educate more students in this area will help UNH stand out.

“Having knowledge and skills in both information systems and business analytics has been so valuable in my early career,” Newcombe said. “A large challenge for companies is the need to understand not only the technology, but the data coming out. People who can present data to management to help them understand the problem and solutions are in high demand. I feel that my education at Paul helped me build those skills, to be able to use data to tell a story and present it to management to back up a decision.”

For more information on the Business Analytics Initiative visit the website paulcollege.unh.edu/business-analytics-initiative.

Director Chosen for UNH Paul College Center for Business Analytics

Ian Newcombe, the center’s current director, has been named executive director of the center’s Center for Business Analytics. He will join the center in the fall of 2023.

Paul College’s Center for Business Analytics will have Nagaraj Bukkapatnam as its first director. He joined the team on August 2.

Bukkapatnam is currently a business and technology strategist at AscendLogix Inc., practice director (AI, enterprise development and training) at ITTStar Consulting, and executive in residence at the Rutgers Business School’s Center for Market Advantage. His areas of expertise include AI, Digital Analytics, Market Analysis, Product Innovation and Design.
Luciana Echazú joins Paul College as Associate Dean for Undergraduate Education

UNH’s Paul College of Business and Economics in 2020 welcomed former Clarkson University professor and administrator Luciana Echazú to its leadership team as associate dean for undergraduate education and associate professor of economics. She will provide leadership for undergraduate education at Paul College and continue to innovate and grow its distinct experiential learning programs.

Originally from Argentina, Echazú joined Clarkson in 2007. She has an expansive research agenda that focuses on game theory, law and economics, industrial organization, development economics, international trade, and behavioral microeconomics. Echazú’s peer reviewed work has been published in top-tier journals including Health Economics, Journal of Public Economics and International Review of Law and Economics. Over the years she has been honored with more than a dozen awards and fellowships in recognition of her teaching, leadership and service including the David D. Reh School of Business Service Award 2018, Distinguished Teaching Award 2017, MBA Faculty Member of the Year 2012, Commendable Leadership Award 2012, and Respect Award 2012.

Echazú became associate dean of undergraduate programs at Clarkson in 2018. Among her accomplishments she redesigned the organizational structure of the school, brought the global supply chain management program back into the top 20 ranking of U.S. News & World Report, led the recent five-year AACSB continuous improvement accreditation review that resulted in a successful reaccreditation, and was instrumental in the launch of a new major in mathematical economics.

Echazú earned her Ph.D. and M.A. in economics from the University of Memphis, her MBA from East Carolina University, and her B.A. from the Universidad del Salvador, Buenos Aires, Argentina.
### Paul College

#### BY THE NUMBERS

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<th>Rank</th>
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