



PAUL POST

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Q&A with Amy White '86

**Vice President, Demand and Supply
Management for Nike, Inc.**

Tell us about your history and role at Nike. What has inspired you to stay at Nike so long?

In the last 22 years, I've had roles in finance, strategic planning, footwear product creation, running, and currently, global operations. Recently, I was given the opportunity to stand up a completely new function: demand and supply management. I have remained at Nike because the business has never stopped

challenging me to innovate and grow, and the people and culture have continued to energize and inspire me every day.

What is Nike doing to facilitate the growth of women business leaders?

As the world's leading sports and fitness brand, Nike has always supported women as athletes, and it is a company-wide priority to have a workforce as diverse as the athletes we serve. We launched Women of Global Operations three years ago with the main goal of building a more inclusive and diverse bench of future leadership. This team creates opportunities for mentorship, networking, outreach and training, with a focus on elevating women in leadership roles in all Global Operations teams. I'm proud to say we have already had a measurable, positive impact on attracting and promoting female leaders.

You're involved in an organization called AWESOME (Achieving Women's Excellence in Supply Chain Operations, Management & Education). When did you realize that businesses were not fully realizing the potential of women in leadership?

One of my colleagues at Nike, Trish Young, got me involved several years ago, and my first symposium was transformative. It's hard to explain how inspiring it is to be in the company of more than 400 senior leaders from the world's largest corporations, all of whom are intelligent, driven, compassionate women. For someone who began her career in what was then, the very male-dominated field of public accounting, I had an early lesson on the glass ceiling. I had been

one of the top-rated staffers, working on multinational corporations and most of the office's largest clients, until I was promoted to manager. After my promotion, I followed in the footsteps of the women managers before me, with assignments on small not-for-profits and pension funds. I ended up leaving my company soon thereafter.

We're excited to have you as the keynote speaker for the 2018 Women in Business Conference. What has inspired this kind of commitment to UNH?

I am excited to join the conference and honored to be given the opportunity to speak. I have always been so grateful for my UNH education and experience. At the AWESOME Symposium in Chicago last May, I was disheartened to learn that men still far outnumber women in undergraduate and graduate business programs. And even more troubling were the insights about the career progression of young women who began their careers on par with their male counterparts, but within five years had already fallen notably behind in compensation and advancement. This frustrating realization was still fresh in my mind when I had the chance to speak with Deborah Merrill-Sands, dean of Paul College, last summer. I learned about the focus Deborah has brought to raising gender equity as part of her agenda at Paul College, and I was compelled to become more involved.

Read the extended Q&A at unh.edu/unhtoday/series/paul-post.

—Whitney Gould



Reaffirming our Commitment to Advancing Women's Leadership

When I joined the Paul College of Business and Economics three years ago, I was struck by the relatively low percentage of women—only 37 percent in our undergraduate and graduate business programs, and only

20 percent in our undergraduate economics programs. This was well below the 54 percent representation of women among undergraduates at the University of New Hampshire as a whole. Our representation also was below the 41 percent average for AACSB-accredited business schools.

As someone who has worked on closing the women's leadership gap in the world of work for more than 20 years, I am committed to strengthening the representation of women at Paul College and positioning the college as a source of well-prepared female leadership talent for the employers with which we work.

Business schools have a critical role to play in closing the women's leadership gap in business organizations. We award 20 percent of all bachelor's degrees and 25 percent of all master's degrees in the United States. What we do in our schools to build and shape the pool of future leadership talent has a direct and material impact.

While progress has been made, the leadership gap between men and women stubbornly persists in business.

Today, women hold only 4 percent of the CEO positions in Fortune 500 companies, 25 percent of senior management positions, and 17 percent of board seats.¹ The dearth of women in leadership not only limits the potential of aspirational, high-performing women to contribute fully to their organizations, but it also impacts organizational performance. Numerous studies support this argument. A 2000 Catalyst study showed a positive

correlation between companies' return on equity and the percentage of women on their boards and in senior management. Similar findings emerged from studies by McKinsey in 2008, Credit Suisse Research Institute in 2014, and Morgan Stanley in 2016.² We have seen that companies committed to advancing women's leadership will expand their access to global talent, bring more diverse perspectives to bear on problem-framing and problem-solving, spark broader innovation, better align with diverse customers and reduce expensive attrition.

To help address the women's leadership gap, Paul College is committed to fueling the pipeline of women prepared for leadership. We have made progress in the last three years. We now have 40 percent women in our undergraduate business programs, 38 percent in our graduate business programs, and 33 percent in our undergraduate economics programs. We have strengthened our recruitment efforts to attract women, supported the development of a Women in Business club and an annual Women in Business Conference, initiated a mentoring program for interested women students, and involved many more women alumni in our engagement activities for students and alumni.

But there is much more to do and now we are fortunate to be able to move this initiative forward more robustly. In support of our efforts, Morgan Rutman '84 and his wife Tara, in conjunction with the Och Family

What does the future look like for women in business?

I recently finished reading *Own It, the Power of Women at Work* by Sallie Krawcheck. In the book, she makes a compelling case that business is evolving in ways that play to women's strengths, where qualities women naturally possess, like communication and collaboration, will create significant opportunity. I agree, and that reminds me of a recent brand campaign at Nike: The Force is Female, where an all-female team of designers came together to reimagine two of the most recognized shoe silhouettes in history, the Nike Air Force 1 and the Air Jordan 1. Companies, like Nike in particular, are continuing to recognize the magic that happens when you advocate for diverse, creative talent. This progress is helping close the gap for the future of women in business and that is what really excites me.

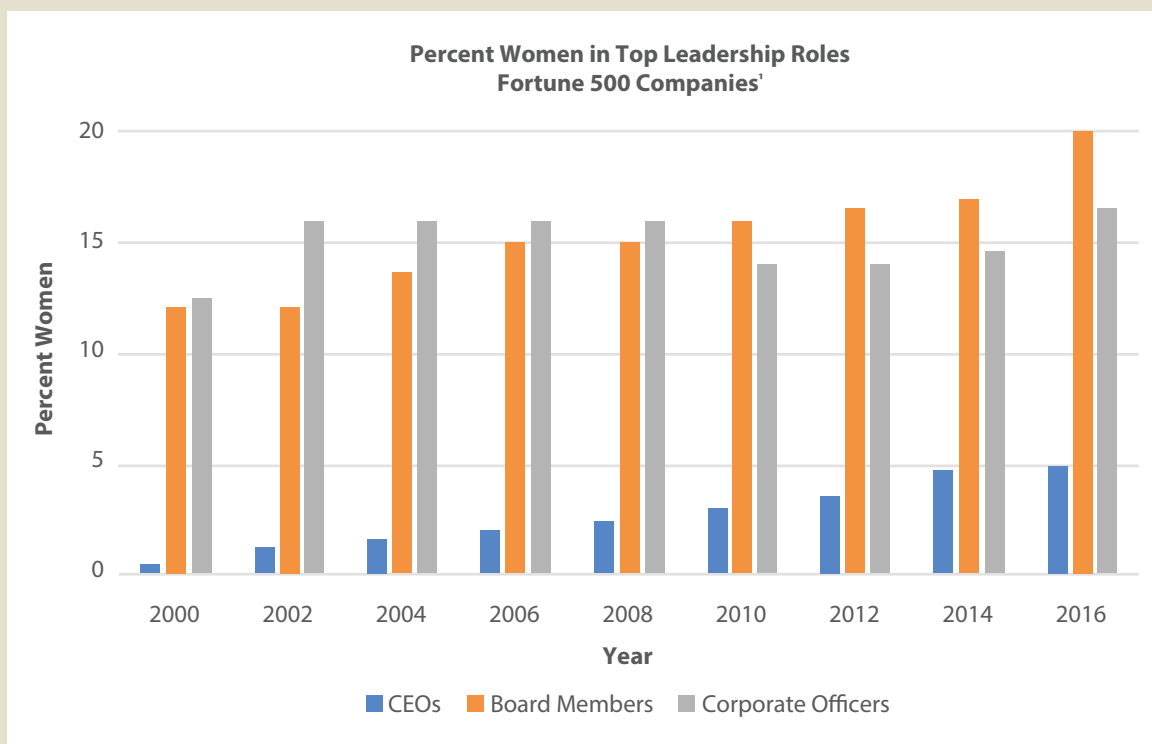


Amy White '86, vice president of demand and supply management for Nike, Inc.

Foundation, have invested \$1.7 million to fund the **Rutman/Och Advancing Women's Leadership Initiative**. The gift will provide 100 four-year scholarships, reinforce our efforts to recruit more women of diverse backgrounds and prepare them for leadership, and support both male and female students to appreciate the value of gender diversity in leadership and the important role that they can play as advocates and allies in advancing women's leadership.

We are very grateful to Morgan and Tara Rutman and the Och Family Foundation who share our vision and trust in the example we can set and the contribution Paul College can make to closing the women's leadership gap in business. Learn more about this initiative on page 12.

—Dean Deborah Merrill-Sands



¹ Catalyst (2014). Statistical Overview of Women in the Workplace. <http://www.catalyst.org/knowledge/statistical-overview-women-workplace>.

² Catalyst (2000). The Bottom-Line: Connecting Corporate Performance and Gender Diversity. McKinsey and Co.

(2007). Women Matter: Gender diversity, a corporate performance driver.

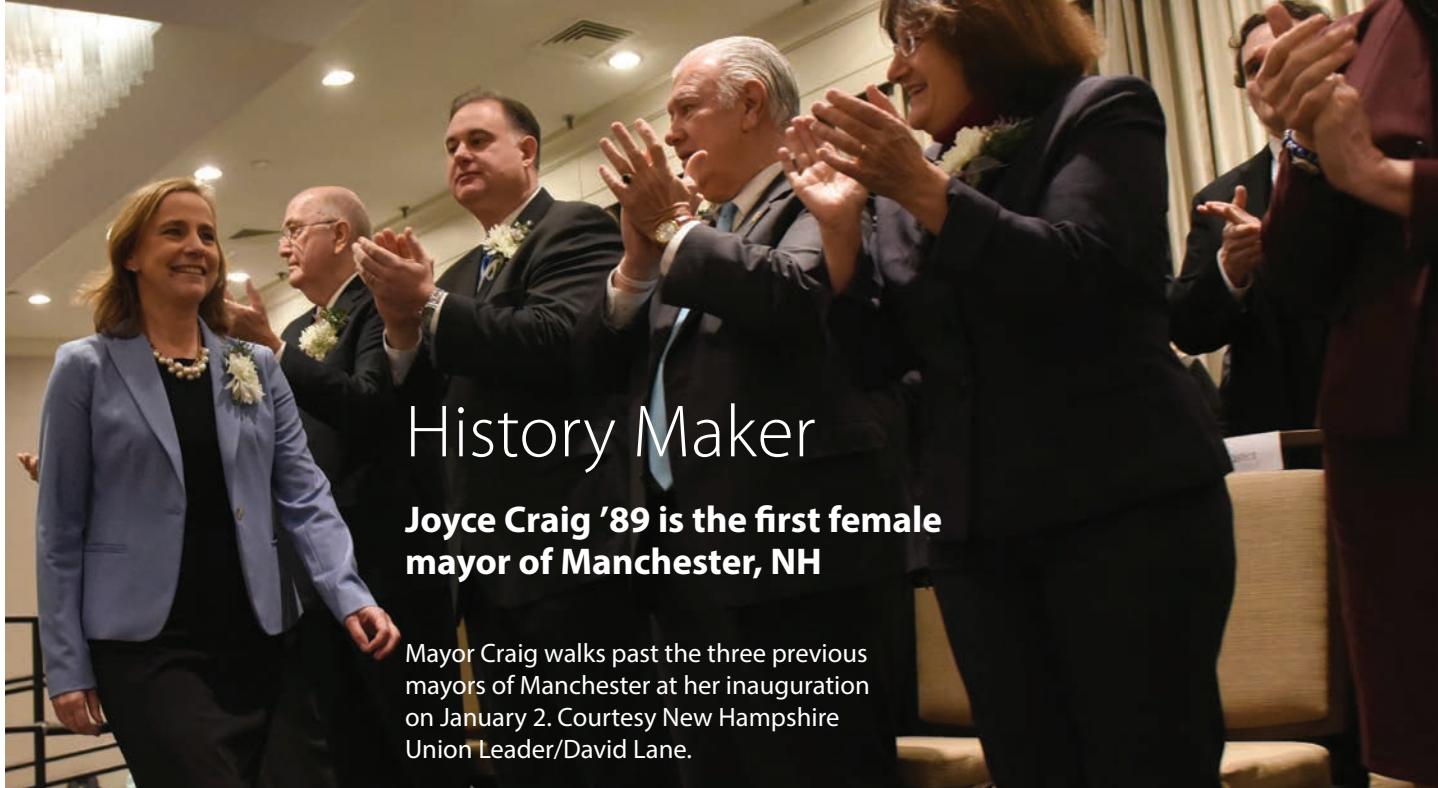
Credit Suisse Research Institute (2014). The CS Gender 3000: Women in Senior Management.

I think that corporate America is going through a paradigm shift right now. I believe there will be a big move for more transparency at the top and more diversity at all levels of management. I think this, along with the increasing numbers of women moving into the business fields, will only provide more avenues for women to succeed. From the women I have met who are currently in programs at Paul College, I can see that there is a huge amount of talent and potential that can only bring about positive change in the business world.

Nancy Bixby '81, founder and CEO of Bixby Consulting Group

I am deeply optimistic about what future generations will see in terms of female leadership. Women are speaking up, demanding equity, and taking bold action in advocating for themselves and each other like never before. We are seeing huge societal shifts in how women see their roles within their families and workplaces. Further, by 2020, it is anticipated that 40% of the U.S. workforce will be entrepreneurs—this will enable huge opportunities for talented women. If the talent and tenacity of the emerging female leaders I coach are any indication—the future is blindingly bright!

Tanya Mehta '97, founder and CEO of Transverse Leadership



History Maker

Joyce Craig '89 is the first female mayor of Manchester, NH

Mayor Craig walks past the three previous mayors of Manchester at her inauguration on January 2. Courtesy New Hampshire Union Leader/David Lane.

Joyce Craig was elected to the office of mayor for the city of Manchester, NH on Nov. 8, 2017. She was the first woman ever to be elected mayor of the city. We had a chance to ask the Whittemore School of Business and Economics (now Paul College) alumna about her historic election and how she got there.

Congratulations on your election to the office of mayor. What does it feel like to be the first female mayor of Manchester?

It is a great honor to serve the residents of Manchester as the first female mayor. It was something we didn't think that much about while we were out campaigning, but as I've been in office and heard from women from across the country about their excitement, it's been wonderful. I'm thrilled this is not an obstacle for anyone else moving forward, and that women and girls across Manchester can see themselves represented in City Hall.

Right now, I'm focused on being the best public servant for the City of Manchester that I can be. I want to be known as a great mayor, I'm not as concerned with being known as the first female mayor.

Were there any challenges you faced as a woman in your position?

As a female candidate and elected official, I'm asked about my work-life balance far more than my male counterparts. The "how do you find the time," or "who is taking care of your children?" comments often come up in conversation. My male counterparts, for the most part, never had to answer for their choice in attire. However, I can't tell you the number of meetings I've sat in where people feel the need to comment on the color of my dress or how I wear my hair.

In short, this is why we need more women elected into leadership roles! I believe the best way to move past the double standards is to have more women running for elected office across state and local levels.

What valuable lessons have you learned throughout your career? Is there any advice you'd give to young women pursuing leadership paths in business?

During my first run for mayor, I lost by 64 votes. But I didn't give up. I was lucky to grow up with supportive parents who taught me the value of hard work. Following that loss, I

stayed active in my community and was able to pick myself up and go through the process again. And this election, I won by 1,499 votes.

To any woman looking to pursue a leadership path in business, I say, don't give up. I often remind myself that if I believe something, I can achieve it. The roads are challenging and sometimes we're faced with defeat, but it's so important to pick yourself back up and push through the hard times.

When I graduated from UNH, I knew I wanted to work in advertising. So, I took a low-level job answering telephones. I found a real benefit in that. Because I started my career at a very low level, I was able to maintain a connection to everyone in the organization as I grew my career, because I was once there. It gave me the experience in working hard to grow my career, but also kept me involved in all parts of the organization. So don't think that after graduation you need to immediately become your definition of "successful." Figure out your long-term goals, and do what it takes to help you achieve them.

—Whittney Gould

Judge Yourself Rightly

Executive coach Tanya Mehta '97 explains how self-awareness is critical to success

There's a quote from Antoine de Saint-Exupéry's work *The Little Prince* that goes, "If you succeed in judging yourself rightly, then indeed you are very wise."

Tanya Mehta '97, founder and CEO of Transverse Leadership, an executive coaching firm based in Silicon Valley, references this philosophy often as she helps executives from all over the world understand the importance of self-awareness to the success of a person's leadership.

"You can't lead others effectively if you haven't done the critical work on yourself," she said.

She's not giving them advice she hasn't used herself. It was her own self-awareness that led her to realize she needed to make a big change early in her career. After completing her hospitality management degree at UNH and landing a coveted spot in the Waldorf Astoria's management development program, Mehta had a startling revelation: she wasn't as interested in hotel operations management as she previously thought.

Instead, what was exciting to the Karachi, Pakistan native was the human side of the business, namely the psychology of the hotel's employees and customers. After



consulting with UNH hospitality management professor Joe Durocher and associate professor of management Carole Barnett, Mehta decided to pivot her career plans to earn her master's degree in social and organizational psychology from Columbia University.

This change allowed her to move to Silicon Valley where she was hired to lead the global executive review process for Sun Microsystems. Later she joined the Executive Education team at the Stanford Graduate School of Business where she guided senior executives across North America and South Asia on leadership programs for their organizations. While doing this work, Mehta found her calling. She saw the need for rigorous, personalized feedback and executive coaching for leaders at all stages of their careers, which was her impetus

for founding Transverse Leadership in 2008.

"As an organizational psychologist and executive coach, I get to support the dreams and careers of some of the most talented people you could ever meet," she said. "I love that I get to help individuals develop their self-awareness and achieve goals they never thought possible."

In addition to self-awareness, Mehta advises future leaders to seek "truly meaningful work that is well aligned with your values and gifts," choose wisely who you trust, and above all to treat others—and yourself—well.

"If you dream big, you will inevitably stumble, but how you treat yourself and others through those moments of failure will impact how far you go," she said.

—Whitney Gould

Becoming Fearless

Advice on Becoming Fearless from Annie Spano '14G Founder and CEO, Style Collective

I am the founder/CEO of Style Collective, an online community and educational platform for female social media influencers. I'm also the host of the Becoming Fearless Podcast, where I interview women about their stories about living a life of passion, purpose and authenticity.

I love what I do because it is true to my vision of a world where women uplift one another in order to reach their highest potential. I previously worked a corporate job and spent five years surrounded by toxic leaders. One woman in particular, who I call the Work Bully, belittled me in front of colleagues, attacked me in private meetings, and made me feel worthless. It is liberating to help other women so they never have to go through that experience.

I've learned that you must be aligned with your values in every aspect of your life, and if your job or the people you work with don't mesh with you, you have to make a change. Life is too short to be hiding your true self; let your light shine and speak your truth. When you are young and are joining the work force, it's important to network with others, both in the workplace and outside of the workplace. This will help you figure out the types of people you like being around and what you're interested in, so you can find your dream career (or maybe start your dream business!). It's not just the work you do that matters, but also the people you surround yourself with and the culture of the organization.

I learned from my MBA professors Vanessa Druskat and Carole Barnett that the ultimate test of practical leadership is the realization of intended, real change that meets people's enduring needs. You need to know your true purpose for leading—what is the change you are seeking? What is the vision you have for a world that doesn't yet exist? Next, it's up to you to lead people to believe in your vision and mission. This means inspiring emotion and passion in others, setting good examples, fostering collaboration, leading with heart, and putting others before yourself.





Crowe poses with Paul College hospitality management chair Nelson Barber and Dean Deborah Merrill-Sands at the Saxbys Durham grand opening.

A New Kind of CEO

Hospitality grad Trisha Crowe '17 is in charge of it all

It's a weeknight during UNH's winter break, and the new Saxbys café is closed for business, but one light is still on. Trisha Crowe '17, café executive officer (CEO) of the Durham location, sits in the empty café with her laptop, crunching numbers.

The spot she's camped out in, a table tucked into the café's front corner, has significance for her—it's the spot where she and her Saxbys company mentor, fellow café executive officer Lizzy Marcotte, would gather to train Trisha for her current role in the weeks before the café opened.

Although she is only twenty-two years old and just completed her

undergraduate degree last May, in this position Crowe is responsible for everything related to the Durham café, including operations, payroll, marketing, revenue, even the location's charitable partners. She even got to choose some of the décor—you can thank her for the colorful murals spanning the walls, the work of her favorite artist, Rye-based painter Sam Malpass.

"You're not just the manager," Crowe said. "It's a lot of responsibility. They trust you with a lot of important high-level tasks."

Flipping the traditional business model, Saxbys gives this kind of freedom—and its associated responsibility—to their café executive officers. As company CEO Nick Bayer said on the opening day of the Durham café, he works for Crowe, not the other way around.

In exchange for this trust and support, Crowe travels to the company's Philadelphia headquarters every month to

present to Bayer and her fellow café executive officers on the success of her café. While many new grads would have been intimidated by this kind of opportunity, Crowe felt ready and excited.

"I've been working since I was fourteen. My parents wanted me to work and make my own money, so I learned early on the importance of working hard, and I just never stopped," she said.

When she got to UNH, this work ethic powered her through. She took an internship at the Loveless Café in Nashville the summer after her freshman year. After that, she worked her way up from server to restaurant manager at the Wentworth by the Sea resort in New Castle, ending her undergraduate career by landing the coveted position of general manager in the Gourmet Dining Series, the hospitality management senior capstone course.

All of those experiences, combined with her work ethic, made her a great fit for the position at Saxbys, said Bayer. "Trisha has been a tremendous fit for the company."



Crowe posed with Saxbys CEO Nick Bayer after gifting him with a T-shirt from her alma mater.

—Whitney Gould



If you want more diversity in leadership, you need to make it a priority and commit to doing things differently. I personally think that strong mentors, both male and female, can play a big role in helping emerging leaders recognize their potential and guide them to make career choices that will match their ambitions. It may sound simple, but helping women to foster their networks and leverage mentoring relationships gives them the tools they will need to successfully navigate the corporate ladder.

Amy White '86, vice president of demand and supply management for Nike, Inc.

What do you feel is the most important thing a company can do to empower women to seek leadership roles?



Permission to fail: no risk, no reward. If you don't have the freedom to experiment and learn for yourself, you will never grow (and you'll have a hard time leading others). You have to be fearless and willing to take on challenges no one else wants to tackle. Suppressing other people's ambitions and drive doesn't create good leaders, good workers, or good anything. Don't tell women there is a hierarchy and we need to know our place. Instead, give women freedom, let us be our authentic selves, and let us try and fail or try and succeed.

Annie Spano '14G, founder and CEO of Style Collective



Ensure that women have equal opportunities to work with mentors and sponsors who can coach them in their leadership development and advocate for their advancement.

Deborah Merrill-Sands, dean of Paul College

What part can business schools play in facilitating a future with more female business leaders?



Although we've come a long way, business schools can do much better to facilitate a future with more female

business leaders. As a minimum, business schools must strive to reflect the future they wish to see.

While more than half of the U.S. population is female and women account for 57% of undergraduate and 59% of graduate degrees earned in 2017, the typical business student's day is still dominated by interactions with male peers and role models and a masculinized culture. Before business schools can consider themselves facilitators of women in leadership, they must intentionally strive for equal gender representation at all ranks.

In AACSB-accredited business schools, only 41% of undergraduate students, 36% of MBA students, 30% of full time faculty, and 20% of deans are women.

In order to achieve and retain equal gender representation, men and women in business schools must make a concerted effort to achieve and maintain an inclusive climate and culture where women will have a chance of feeling like they belong. In a recent article in a leading management education journal, Trevino, Balkin, and Gomez-Mejia (2017) referred to business schools as *masculinized*. According to them, masculinized cultures undervalue female contributions that do not conform to the patterns established by successful males. This is consistent with research that has repeatedly shown that resumes and all forms of performances evaluations receive a male gender bias credit out-of-the-gate. This credit leads to men receiving more positive evaluations, more job offers and more money than women with identical credentials.

If business schools are to have any chance of facilitating a future with more female business leaders, they must erase the male gender bias from their culture. This can only be accomplished with years of persistent intentional effort, using blind review for all evaluations and resource and award allocation decisions, and ensuring that all administrators, faculty, students, and industry participants are aware of their own and others' implicit biases and have learned how to overcome them.

Reference: Trevino, L.J., Balkin, D.B., & Gomez-Mejia, L.R. (2017). How "doing gender" leads to gender imbalances in the higher ranks in colleges of business and how to "undo gender." *Academy of Management Learning and Education*, 16(3), 439-453.

—Christine Shea, special assistant to the provost for UNH ADVANCE and professor of technology and operations management



Business schools serve as a critical channel in addressing the gender diversity in leadership roles. Since many

women do not always have enough access to inspirational role models who manage to do it all, business schools can make this connection for their current and potential students with a strong network of women leaders in alumni. Recognizing the many hurdles such as workplace biases, career plateaus, family-work life balance and providing innovative offerings that can educate/help women on how to deal with them can indeed be a strategic goal for business schools and MBA programs.

—Billur Akdeniz Talay, associate professor of marketing



Business schools can work towards a future where more women become business leaders by ensuring that

cases, guest speakers and alumni engagement include both women and men; by exposing faculty, staff and students to research on implicit bias and how it affects perceptions of gender (and other aspects of identity) in the workplace; and by providing leadership development experiences that recognize and nurture a wide range of student leaders and leadership styles.

—Victoria Parker, associate dean of graduate programs and faculty administration

WOMAN TO WOMAN



Nancy Bixby '81 attends a Homecoming mentoring initiative event in 2017.

Paul College's new mentoring initiative includes a focus on women

Imagine attending a mentoring event while you were in college, and the person sitting across the table from you, who has agreed to serve as your mentor, is the CFO of a major corporation. Maybe she's the founder of her own company. But she's a woman in business, just like you hope to be, and she's ready to share with you the tips and tricks that she learned along the way to be successful.

That's the idea behind the newest addition to Paul College's mentoring initiative, the Women in Business

mentoring program. The program debuted during the official Paul College mentoring initiative kickoff at the Paul College Homecoming celebration last fall. The initiative brings together the college's different mentoring programs to enhance resources and support for mentors and mentees.

For Nancy Bixby '81, becoming a mentor for this program was an easy decision. Being a Wildcat is a Bixby family affair: Nancy and her husband are Whittemore School grads, and

both of their children graduated from UNH. So the opportunity to serve as a mentor to young women in Paul College was especially exciting for the former COO and cybersecurity veteran.

"I really enjoy sharing my experience with others and helping them achieve their potential," Bixby said. "I always gain more than I put in. As I work to understand my mentee's motivations, goals and fears, I often uncover and clarify my own. It's a win-win."

Bixby met her mentee, Devin Cowhig '20, at the mentoring kickoff. Cowhig said she has enjoyed learning about Bixby's career in cybersecurity, a field with historically few women leaders. Bixby's recent transition to running her own business after her previous company downsized has also created good conversations between the two.

"She is really proficient in a lot of different fields and that helps her find really cool opportunities and projects to work on," said Cowhig.

"One of the main lessons I have learned, and one I like to see in anyone that I am working with, is a willingness

to take on new initiatives and to be a lifelong learner," Bixby said.

For Kellie Sovak '19, who has a goal of working in fashion and retail, being matched with Annie Spano '14G, founder and CEO of Style Collective, was a dream come true.

"I assumed that I would be matched with a mentor who had experience working with one of my majors, but I thought it would be a long shot to find someone involved in my desired industry as well. I was pleasantly surprised when I found out how well Annie's and my interests aligned, since she works in marketing as an influencer and is strongly linked to the fashion industry," said Sovak.

"Kellie asks questions that challenge me to think about how I would approach situations in today's world," said Spano. "I'm honored to provide whatever guidance I can."

"It is always a good feeling knowing that someone is there for you and rooting for you to succeed, and I feel that Annie is part of my support system," said Sovak.

—Whittney Gould

Paul College offers many different mentoring programs for students. If you would like to volunteer your time to be a mentor for one of these programs, please contact mentoring initiative program manager Kathy Maloney at kathy.maloney@unh.edu.



In Brief



Paul College Student Wins 2nd Place at NH SVIC

Geno Miller '18, a business

administration, entrepreneurial studies major, won second place in the student track of the New Hampshire Social Venture Innovation Challenge (NH SVIC), held on December 5 on campus. Miller's business idea, Schtudy, proposes ways to deliver proven educational solutions to prepare STEM students for success with mentoring and an adaptive e-learning platform. The New Hampshire SVIC is an idea-stage competition focused on inspiring student and community social entrepreneurs to designing novel, sustainable, business-oriented solutions to some of society's most pressing social and environmental challenges, sponsored by the UNH Center for Social Innovation and Enterprise.



New National Rankings

Poets&Quants for Undergrads and U.S. News & World Report recently gave programs in Paul College top-100 national rankings. Paul College placed 69th nationally in Poets&Quants for Undergrads 2017 Best Undergraduate Business Schools, the second annual ranking by the leading

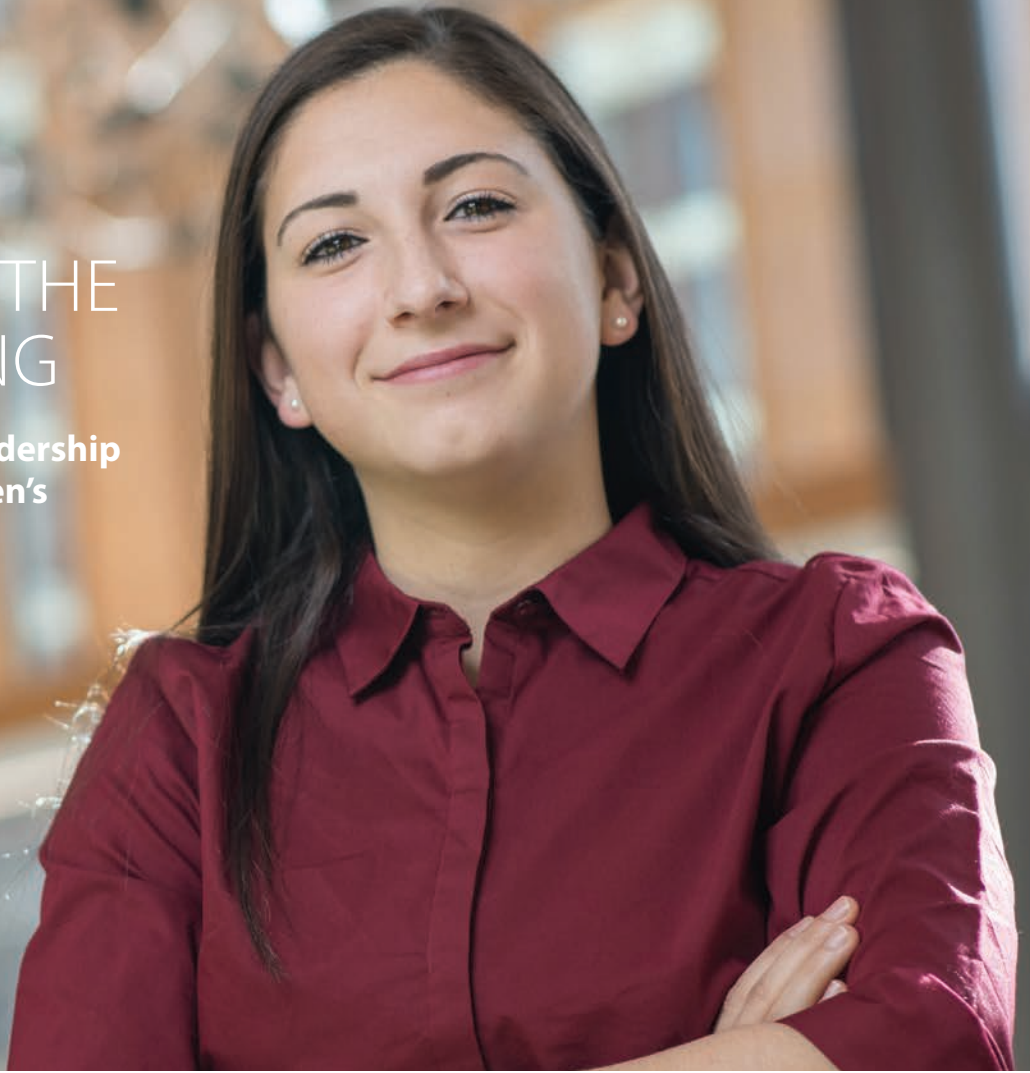
online publication for undergraduate business education news. U.S. News & World Report ranked Paul College's Part-Time and Online MBA programs in the top 100 for the second year in a row. UNH was the only university in northern New England ranked in the top 100 for Best Part-Time and Online MBA Programs.

Holloway Prize Competition Celebrates 30 Years

This is the 30th year for the Paul J. Holloway Prize Innovation to Market competition, UNH's premier business plan competition. We invite you to join us for the championship round and reception on May 9. Register online at paulcollege.unh.edu/holloway or follow the competition on social media with the hashtag #HollowayPrize.

SHATTERING THE GLASS CEILING

Advancing Women's Leadership Initiative to tackle women's leadership gap



The University of New Hampshire's Peter T. Paul College of Business and Economics is tackling the women's leadership gap thanks to a \$1.7 million investment from alumnus J. Morgan Rutman '84, president of Willoughby Capital Holdings, his wife Tara Rutman, and the Och Family Foundation.

The gift will fund the Rutman/Och Advancing Women's Leadership Initiative that will focus on educating and providing scholarship support to 100 high-performing young leaders who are committed to advancing women as business leaders.

"As the parents of three daughters, Tara and I feel strongly about addressing gender inequality," Rutman said. "I truly believe the world would be a better place if we could be gender blind. There are still many more men in senior positions than women, despite their entry to the workforce in equal numbers. We're confident this gift will help reduce some of the barriers that women face and help equip them to become leaders in their fields. We are pleased to support the ongoing work of Paul College Dean Deborah Merrill-Sands to close the gender gap."



Tara and Morgan Rutman '84

DAVID J. MURRAY, CLEAR EYE PHOTO

The new initiative will support 100 Rutman Leadership Fellows over the next 10 years with \$10,000 scholarships, dedicated advising, mentoring, internship support and programming focused on gender diversity and leadership. In addition to the special programming for the fellows, broader training in implicit bias and gender issues in the workplace will be available to all students.

Today, women hold only 4 percent of the CEOs positions in Fortune 500 companies, 25 percent of senior management positions, and 17 percent of board seats. Similarly, the representation of women in business and economics education nationally and at Paul College has remained at or below 40 percent.

"The dearth of women in leadership limits the potential of aspirational, high performing women and also impacts the performance of business organizations. We have learned that the values of equity of opportunity and organizational excellence are mutually reinforcing," said Merrill-Sands, a recognized expert on women and leadership and gender dynamics in the workplace.

According to Merrill-Sands, this new program will help Paul College play a significant role in advancing the participation of women in leadership and business education.

"The end goal is to educate and graduate more women and men who value gender diversity and have the aspirations, knowledge, skills and opportunities needed to pursue successful and meaningful careers, ascend into leadership roles in their organizations, and promote women's leadership in their workplaces," Merrill-Sands said.

—Sharon Keeler



Transforming Paul College Through Philanthropy

In addition to the Rutman/Och gift, other alumni have continued to invest in major gifts for Paul College and our students. To date, we have raised over **\$51 million** to benefit Paul College as part of the Celebrate 150 campaign for UNH.

Dean Merrill-Sands and Paul College senior accounting major **Alexys Gilcreast** recently gave a keynote speech to the UNH Foundation Board about how philanthropy has transformed Paul College and positioned it for continuing success.

Anna Grace '76 and **Paul Holloway** made a generous year-end gift to support the business plan competition which bears his name, the Paul J. Holloway Prize Innovation to Market Competition.

Dean's Advisory Board member **Patricia Bannan '82** established a Paul College student award in memory of her college and lifelong friend. The Mary Kay Goodridge Kopp Endowed Scholarship will support students with financial need who have played a demonstrated leadership role at UNH or an external organization.

Theresa '93 and **Scott '92 Sorensen** established an endowed fund to support Paul College students who would like to participate in a summer internship at a nonprofit or social change organization. This is the first endowment of its kind established in the business school.

Ed Rene '71 and another anonymous alum '77 made generous donations to the Paul College Dean's Strategic Initiative Fund, which provides discretionary monies for the Paul College dean to seed, implement and maintain important student initiatives within the college.

Alumna **Elizabeth Bogan '68G** created the Elizabeth Bogan Endowed Economics Prize, which secured into perpetuity a gift she has been funding annually for more than thirty years. This award provides recognition for superior scholarship and academics to a graduate student in the area of economics.

Alumni **David '92** and **Tara Stewart '93** created the Stewart Family Scholarship Fund to support merit-based undergraduate students in the college.

Saxbys Coffee owner Nick Bayer pledged a gift over the next five years to support first-generation college students in the hospitality management program.

A long-term UNH supporter, **Mel Rines '47**, has made an additional gift to the Rines Student Angel Investment Fund.



Last year, more than 250 people attended Paul College's Women in Business conference, hosted by the UNH Women in Business student organization, which brought in high-level female alumni and friends of the college for keynote discussions, panels and workshops. This year, the event will take place on April 13 and the conference keynote will be given by Amy White '86, vice president of global demand and supply management for Nike. Learn more about the event at paulcollege.unh.edu/events/women-business-conference.



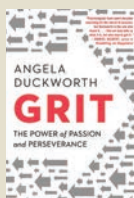
In December, the Center for Social Innovation and Enterprise honored Clara Miller '72, president of the F. B. Heron Foundation, with the Social Innovator of the Year award. Miller is widely recognized as one of the most innovative and influential people in the social change field. Miller's career has focused on addressing economic inequity by supporting in innovative ways the many nonprofits that are dedicated to addressing poverty.

Is there a book you've read that you'd recommend to other women in business?



Brené Brown: *Daring Greatly* and *Rising Strong*, and Tama Kieves: *Inspired & Unstoppable: Wildly Succeeding in Your Life's Work!*

—Nancy Bixby '81



Saxbys actually does a monthly book club and one of the recent ones I read was *Grit* by Angela Duckworth, a personal female role model of mine.

—Trisha Crowe '17



The Hard Thing About Hard Things which is an exciting read for entrepreneurs. Another useful and well-written book is *What Got You Here Won't Get You There: How Successful People Become Even More Successful* by executive coach Marshall Goldsmith. I would also recommend the poem "Still I Rise" by Maya Angelou, which is testament to the power of the human spirit.

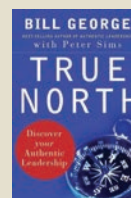
—Tanya Mehta '97



Disappearing Acts: Gender, Power, and Relational Practice at Work by Joyce Fletcher; it's a classic in illustrating how and why women's contributions in the workplace are often systematically "disappeared" by dynamics that are usually difficult to see and even harder to reveal and discuss.

—Victoria Parker, associate dean of graduate education and faculty administration

Venture capitalist Ben Horowitz published a book called



True North by Bill George. I read this in my leadership class with Dr. Carole Barnett, and it changed my life. It helps you think about deep questions,

such as: what is my true purpose for leadership and why do I want to lead others? The book showed me how to be a leader driven by values and purpose. I also use the framework for the basis of my podcast interviews, so it has really impacted me in many ways!

—Annie Spano '14G



McKinsey & Company has been contributing to women's leadership with a series of reports titled "Women Matter." The most recent one, published in

October 2017, marks the 10th year anniversary of the series and it is an 84-page intriguing read that provides rich data and insights into gender diversity, parity and leadership in the workplace. The report identifies ten key trends supplemented by commentaries from today's engaged leaders both women and men in the public sector, business world and academia. I highly recommend it!

—Billur Akdeniz Talay, associate professor of marketing

THE (603) CHALLENGE

third place overall, earning us additional matching funds to support student scholarships and important college initiatives. **Let's do it again!**

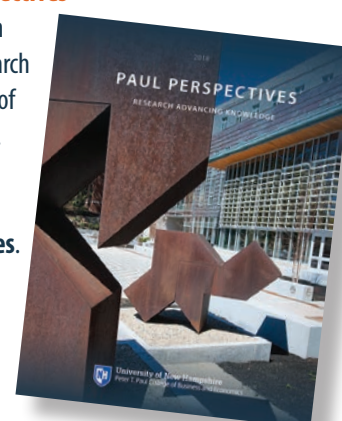
June 3-8, 2018

THE UNH 603 CHALLENGE IS COMING UP! Go to unh.edu/603 between June 3-8, 2018 to support Paul College. Last year, we were the top college in the challenge and took home

unh.edu/603

New Paul Perspectives

Read the latest on Paul College research in our 2018 issue of *Paul Perspectives*. The articles are online at bit.ly/PaulPerspectives.





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