

United Nations Principles for Responsible Management Education

UNH Paul College Sustainability Report

2021-2023



University of New Hampshire
Peter T. Paul College of Business and Economics

PRME Principles for Responsible
Management Education

an initiative of the





Lucy Gilson
Dean, Paul College

Having just finished my first year as dean of the Peter T. Paul College of Business and Economics at the University of New Hampshire, I am pleased to introduce our first report on progress made to promote and embed the six Principles for Responsible Management Education.

While this is our first SIP report, responsible management is not new at UNH. The university is a national leader as one of only 12 institutions to have earned a Platinum STARS® (Sustainability Tracking, Assessment & Rating System™) rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). UNH also was ranked #5 in the 2022 Sustainable Campus Index among doctoral institutions for its sustainability practices.

Aligned with the university, commitment to responsible management is embedded in Paul. Our inclusive culture also is aligned with the UN Principles of Responsible Management. Here, our focus broadens sustainability. We live our values in all we do, from research and teaching to outreach and entrepreneurship. We believe that responsible management is essential for the future of business. The world is facing many challenges—such as climate change, inequality, and social injustice—and responsible businesses must play a role in addressing these and creating a more sustainable and equitable world.

From our mission and values comes a commitment to educate the next generation of business leaders who will be responsible stewards of the planet and its resources. Starting freshman year with our First-year Research and Innovation Experience (FIRE) program, we are committed to ensuring that our students are ready to face current and future challenges and will become leaders who create businesses that are profitable, sustainable, and socially responsible.

Our new Faculty Sustainability Fellow, Professor Shuili Du, will help us continue to embed these values in all that we do. We are proud of our progress and are committed to continuing our work to make Paul College a leader in this field. We believe that responsible management is the future of business, and we are excited to be a part of the UN PRME community.

A handwritten signature in black ink, appearing to read 'L. Gilson', written in a cursive style.



Joseph Skehan '25
Student Body President, UNH

I began my college journey in fall 2020 as a psychology student at the University of New Hampshire. However, due to a difficult senior year of high school and my parents' divorce, it became clear that I needed time to grieve and reset.

Instead of a typical gap year filled with glamorous experiences, I spent mine working in customer service at a family friend's auto dealership. I got comfortable and contemplated not returning to school. Eventually, the car dealership owner, a grandfather figure to me, gave me an ultimatum — either I could actualize my potential and attend college, or seek employment elsewhere. This was the motivation I needed to return to UNH.

At UNH, I was surrounded by the support staff of Paul College, who gave me the toolkit necessary to be successful as a nontraditional student returning to academic life.

Through the FIRE program, I developed a mock pitch for a service addressing a food-related issue, using the 17 UN Sustainability Goals as guidance. This experience helped me appreciate the importance of a people-focused economy and the concept of "Business as a Force for Good."








Coming from a family with entrepreneurial roots, I used to view capitalism solely in terms of profit maximization and satisfactory service. However, my perspective shifted at Paul College when I discovered the B-Impact Clinic. I collaborated with passionate students, known as "changemakers," to consult with local businesses aiming to become B Corp certified. Together, we made a tangible impact on our local economy, and I gained confidence, built a network, and became a leader.

In spring 2023, my resident advisors encouraged me to run for student body president. Initially, I didn't think I was the right person to represent 12,000 undergraduate students. However, I remembered that when previously presented with opportunities and challenges at UNH, I tackled them head on, inspired by the safety net and community of Paul College.

Thanks to Paul College and the Changemaker Collaborative, I now lead with compassion, empathy, humility, and genuine confidence.

A handwritten signature in black ink, reading "Joseph Skehan". The signature is stylized with a large, flowing "J" and a cursive "Skehan".

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Principle 1 | Purpose



We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Mission Statement

Excite. Engage. Empower. Excel.

As a community, the Peter T. Paul College of Business and Economics (Paul College) excites, engages, and empowers students to think critically and globally, apply knowledge analytically, make decisions ethically, and communicate ideas persuasively. Through rigorous academics coupled with real-world, experience-based learning, students build the confidence, knowledge, skills, and persistence they need to lead, forge meaningful lives and excel in careers.

- We provide a small college experience dedicated to teaching excellence while pursuing the rich opportunities and aspirations of a world-class research university.
- We foster faculty commitment to producing high-quality research that impacts their fields, policy, practice, and society through our dynamic collegial learning community.
- We are an inclusive community that respects and harnesses the power of diverse perspectives, identities, and experiences to enhance learning.
- We engage our alumni as passionate supporters of our students and their development.
- We partner with businesses and non-profit and governmental organizations in New Hampshire and beyond to share research, knowledge, and skills to enrich society and enhance organizational success.



As the [highest ranked](#) public business school in New England, Paul College is a powerful force: a strong and resilient community of problem-solvers and compassionate global citizens, who are committed to student success both inside and out of the classroom.

Commitment to U.N. Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a call for action by all countries to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection for our overarching sustainability.¹

At the University of New Hampshire, sustainability is rooted in our 150-year history. We use a community-based approach to learning and a systems approach to solving problems. In fall 2021, UNH achieved a renewed STARS® (Sustainability Tracking, Assessment & Rating System™) **Platinum rating** from the Association for the Advancement of Sustainability in Higher Education (AASHE). UNH also was ranked **#5** in the [2022 Sustainable Campus Index](#) among doctoral institutions for its sustainability practices.

SUSTAINABLE DEVELOPMENT GOALS



¹ Taken directly from SDG webpage: <https://www.un.org/sustainabledevelopment/>

In 1998, UNH launched the first endowed sustainability program in the country, now the [UNH Sustainability Institute](#). Initially, the institute was guided by the 1992 Earth Summit, which reoriented international development into a more holistic framework that integrated the principles of environmental stewardship, social responsibility, and economic vitality to meet the needs of present and future generations. Today, we root our view of sustainability in the UN SDGs. This manifests as an ethic that compels us to respond to urgent, complex challenges with trans-disciplinary approaches that involve diverse partners, on campus and beyond.

Within UNH, the Paul College of Business and Economics uses the SDGs as a framework for defining sustainability and weaving its concept and practice into our activities. With leadership and coordination from our multistakeholder Responsible Management Education (RME) Taskforce, we are committed to strengthening Paul College's focus on business as a force for positive social and environmental impact. We invite readers to visit our [Sustainability webpage](#) and to track our progress by viewing the SDG Dashboard developed by the Haub School of Business at Saint Joseph's University.



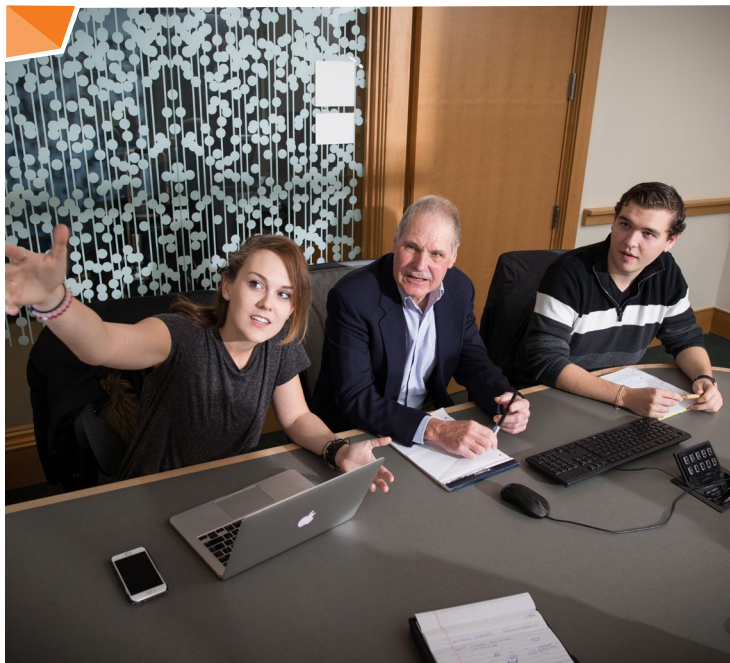
Principle 2 | Values



We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Paul College engages students, faculty, and staff to better equip and empower each other to swiftly respond to issues of sustainability and become agents of change that transcend our physical confines. The college upholds the following values:

- Commitment to advancing diversity, equity, inclusion, and justice—within and beyond our college.
- Transdisciplinary partnerships.
- Student centric hands-on experiential learning.
- Commitment to environmental quality.
- Knowledge proliferation and dissemination.



Commitment to Diversity, Equity, and Inclusion (DEI)



In 2018, Paul College formed a [Diversity, Equity, and Inclusion \(DEI\) Working Group](#), currently comprised of 28 faculty, staff, students, and alumni. In 2023, the DEI Working Group was awarded UNH's top Sustainability Award for Staff Engagement. This group seeks to:



- Identify and amplify underrepresented perspectives.
- Examine college policies and procedures that disadvantage some groups, and recommend changes to address potential harm caused by such policies and procedures.
- Provide opportunities for engagement, education, and dialogue centered around diversity and inclusion.
- Operationalize the college's diversity goals by working with the dean to establish metrics.
- Assess and monitor the college's progress towards becoming a more inclusive community.

Paul College in 2022 appointed Associate Professor of Organizational Behavior and Management Jennifer Griffith our inaugural Morrison Faculty Fellow in Diversity. She leads development and implementation of diversity and inclusion initiatives within Paul College and represents the college on UNH committees and commissions working in this domain.

In 2022, the DEI Working Group hosted a professional development session on how to support first-generation college students with Dawna Perez, director of the Institute for Student Success.

In 2023, Paul College offered our inaugural DEI conference, with the theme Cultivate Community. The conference brought together students, staff, faculty, alumni, business leaders, and interested members of the community.



Student Fellowships designed to enhance diversity within Paul College



Rutman Fellows

The [Rutman/Och Advancing Women's Leadership Initiative](#) was created to educate high-performing young leaders who are committed to advancing women's leadership in business and economics. The goal is to graduate more students who value gender diversity and have the aspiration, 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. Students in this program are awarded scholarships and internship opportunity funds.



Inclusive Leadership Fellows

The [Inclusive Leadership Fellows Program](#) is designed to enhance the college's efforts to build a more engaged and inclusive experience for students of diverse backgrounds. This includes people of color, first-generation students, and those with demonstrated high financial need. The goal is to fuel the pipeline of diverse employees and leaders in business, while also strengthening belonging in our community and academic programs, as well as better preparing students to work successfully in the increasingly diverse workplaces in the U.S. and abroad. Students in this program are awarded scholarships.



CONNECT

Paul College participates in [CONNECT](#), a university-wide program designed to help first-year students historically excluded from higher education (people of color, first-generation and/or high financial need) transition to college by providing academic support, social programs, and collaborations with key UNH resources. All CONNECT students are assigned a peer mentor (based on college major), who works yearlong to support their academic, personal, and professional goals. In 2021, an alumni mentoring program was added for CONNECT students at Paul College.





LEED Gold-Certified Building Nestled in One of the Most Sustainable Campuses in the Country



Paul College students and faculty come together in a dynamic campus hub. Designed with a traditional brick façade, the building offers students technology-enabled breakout rooms, classrooms designed to accommodate a range of teaching methods, and a distinct hospitality management program. A two-story, light-filled atrium provides social and study spaces with views of the beautifully landscaped courtyard.

The Peter T. Paul College of Business and Economics building mirrors the University of New Hampshire's commitment to sustainability. For 2021-2024, UNH holds the highest national rating from the [Association for the Advancement of Sustainability in Higher Education \(AASHE\)](#), considering factors including academics, engagement, operations, and planning and administration



Paul College's building is LEED Certified Gold, while UNH at large has a platinum status through AASHE's STARS® (Sustainability Tracking, Assessment & Rating System™).

FEATURE | The Changemaker Collaborative

A joint venture between UNH's Paul College, the Sustainability Institute, and Carsey School of Public Policy, the [Changemaker Collaborative](#) is UNH's hub for hands-on sustainability education. The Changemaker Collaborative was founded in 2015 and brings together students, faculty, staff, businesses, non-profits, and government agencies committed to advancing positive change. It supports the next generation of skilled, courageous, and confident leaders, through real-world experiences with public policy and business, while helping community partners advance their sustainability initiatives. Changemaker Collaborative programs include:

Internships & Fellowships



Transformative experiences to help students build the courage, confidence, and skills to create a sustainable and equitable world.

Sustainability Fellowship

The [fellowship](#) pairs exceptional undergraduate and post-baccalaureate students from UNH and universities across the country with municipal, educational, corporate, and non-profit partners to work on transformative sustainability initiatives. Fellows undertake challenging sustainability projects that are designed to create an immediate impact, offer an extraordinary learning experience, and foster collaboration. [Read about alumni Katie Rascoe, '22](#), and her experience working at Timberland to help focus the company's external values-based messaging strategies surrounding their service and sustainability commitments.

Semester in the City

UNH has affiliated with the College for Social Innovation (a Boston non-profit) to bring undergraduate students the opportunity to earn 16 UNH credits while spending a semester in Boston in a rigorous 30+ hour per week internship with a sustainability-oriented business. [The program](#) will soon be replicated to allow students to complete a semester of supported internship-based learning in a New Hampshire community.



103 Paul students participated in the Changemaker programs during the AY22-23 School Year, making up 34% of all UNH students participating.

Changemaker Fellowship

The [fellowship](#) pairs first-year students with a ‘Changemaker Coach,’ another UNH student with experience in the program, who will provide both individual and group mentorship to help them navigate the college environment and prioritize their involvement. Fellows participate in workshops and training sessions to develop essential personal, professional, and leadership skills, and build connections.

Hands-on Programs



Students step out of the traditional classroom and apply their learning, harness their passions, and make big impact at UNH and beyond.

International Changemaker Grant

In partnership with UNH Global, the [International Changemaker Grant](#) enables UNH students to bring their knowledge, enthusiasm, and expertise to help form and strengthen partnerships (SDG17) and international solidarity to address sustainability challenges in the global south. Students, working alongside a faculty mentor, partner with regional stakeholders and/or international non-profit organizations to develop a project geared at mitigating a sustainability-related problem (using the UNH SDGs as a blueprint).



Daisy Burns '24

Student | Net Zero Investment Fellow | HydroPhos Solutions Co-Founder (a Holloway Competition winner)
Economics BA with public policy option, Sustainability dual-major

Daisy Burns was drawn to UNH for its “focus on sustainability and the many unique opportunities offered such as the Changemaker Fellowship, Idea and Innovation Society, Semester in the City, and many others.”

She participated in the Changemaker Fellowship program and was part of a group awarded a \$10,000 International Changemaker Grant to travel to Nkungi, Tanzania. This will mark her return to Tanzania, as she studied abroad there in Spring 2023. The grant allows Burns to work alongside the Outreach Program, a non-profit 501(c)(3) corporation to provide safe water, food, medical care, and education in Tanzania.

Burns also worked with students from around the U.S. to research the impacts of climate change on two indigenous tribes in Tanzania. The group prepared a comprehensive research paper on its findings and presented it to tribe leaders.

B-Impact Clinic

In 2019, the Changemaker Collaborative partnered with New Hampshire Businesses for Social Responsibility (NHBSR) to launch UNH's first [B Impact Clinic](#). The B Impact Clinic gathers teams of undergraduate students from multiple majors and disciplines to serve as consultants for regional companies working to complete their B Impact Assessment. Students are matched with companies to help them complete the B Impact Assessment, become B Corp certified, re-certified, or to simply understand how they perform. The B Impact Clinic is a credit-bearing experience, with credit provided through Paul College's Business in Practice Program.

Carbon Clinic

First piloted in 2022, the [Carbon Clinic](#) allows students to gain experience in sought-after environmental reporting skills by working in teams to complete carbon footprint analyses for leading regional businesses, nonprofits, and communities. The clinic leverages the Sustainability Institute's expertise and investment in the Sustainability Indicator Management and Analysis Platform (SIMAP), an online platform used by more than 500 organizations worldwide to understand, communicate, and manage their carbon and nitrogen footprints. The Carbon Clinic is designed to extend the established and successful B Impact Clinic model to the pursuit of emissions reductions. The Carbon Clinic is a credit-bearing experience, with credit provided through Paul College's Business in Practice Program.

NH Social Venture Innovation Challenge (SVIC)

[SVIC](#) was founded by UNH in 2013 in partnership with Nobel Peace Prize winner and father of the microfinance movement, Professor Muhammad Yunus. This annual event invites students from across the state to identify a pressing sustainability problem (as defined by the U.N. Sustainable Development Goals) at the local, national, or global level, and develop innovative, sustainable, business-oriented ideas to solve them. The event demonstrates students, community entrepreneurs, and activists coming together to address some of society's most pressing social and environmental challenges, and their creativity in designing novel, sustainable, business-orientated solutions.





Net Impact

[Net Impact](#) is a national nonprofit organization with a UNH student chapter that works in close partnership with the Changemaker Collaborative. Its mission is to inspire students to think beyond the financial bottom line and work towards achieving a triple bottom line (economic, social, and environmental) as they move forward with their careers and endeavors.

Trash 2 Treasure

[Trash 2 Treasure \(T2T\)](#) is a Sustainability Institute program powered by students with the mission of assisting students, UNH, and the local community in reducing waste. Students may apply to work as T2T core members. Since its inception, T2T has saved students more than half a million dollars in back-to-school expenses and diverted over 174 tons of waste from entering landfills.

Dual Major in Sustainability

UNH's [Dual Major in Sustainability](#) approaches sustainability as a cross-disciplinary and applied field of study and practice. Students make connections across issues of business, science and ethics, policy and technology, and culture and history to better understand and act on pressing issues. Solving real-life problems requires the skills and perspectives of people from multiple disciplines and backgrounds. A sustainability dual major provides the skills and knowledge needed to understand these systems, identify relevant environmental and social issues, and become agents of change in a complex world.

Paul College students are introduced to sustainability and the U.N. Sustainable Development Goals early in their college experience. These topics are increasingly embedded in core curricula, often as real-world contexts in which students can apply their burgeoning business knowledge and skills.

For the growing number of students interested in additional sustainability-related experiences, Paul College offers opportunities inside and outside the classroom. In 2022, the management option in the Bachelor of Science in Business Administration was designed to incorporate a track on sustainable business.

In addition to the Dual Major in Sustainability, the [Dual Major in EcoGastronomy](#) integrates UNH strengths in sustainable agriculture, hospitality management, and nutrition. EcoGastronomy offers a unique academic program emphasizing the interdisciplinary, international, and experiential knowledge that connects all three fields.

Principle 3 | Method



We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

At Paul College, we take our responsibility of educating the future leaders of the business world with a deep commitment to inclusion. While we are embedded in a research-intensive university (R1), we keep our students at the center of every experience. Our methods are hands on, and we start exposing students to sustainability immediately. Undergraduate students are introduced to responsible management principles in their [First-year Innovation and Research Experience \(FIRE\)](#) and take a specially designed interdisciplinary Business Ethics course. As students advance, there are courses within in each discipline that deepen knowledge in sustainable and responsible business. Paul offers several courses in responsible management and sustainability for those students who would like to further explore this area.

Graduate students also have several courses available to them that touch on some aspects of sustainability, such as DEI topics, or climate action. (More on pg.15)

Course Title	Link to Course Description	SDGs Addressed in Each Course
Business Ethics	https://courses.unh.edu/class/202310/12767	
Stakeholder Engagement and Sustainable Businesses	https://courses.unh.edu/class/202250/50807	
Leading in Diverse Organizations	https://courses.unh.edu/class/202250/56322	
Sustainability & Marketing	https://courses.unh.edu/class/202250/56586	
Economics of Climate Change	https://courses.unh.edu/class/202250/56326	
The Finance of Corporate Social Responsibility and Environmental, Social & Corporate Governance Investing	https://courses.unh.edu/class/202250/55057	
Sales Management in Changing World	https://courses.unh.edu/class/202250/56460	
Behavior in Organizations	https://courses.unh.edu/class/202310/11483	
Financial Policy	https://courses.unh.edu/class/202250/54144	
Strategic Management: Decision Making	https://courses.unh.edu/class/202310/13763	

Sustainability Content in the Curriculum

In a spring 2021 survey of full-time faculty, of the 134 respondents, 82 instructors (61%) indicated that their courses included one or more of the Societal Impact categories. It is important to note that in the data below some courses are reflected in more than one societal impact area, as one course may address more than one societal impact category.

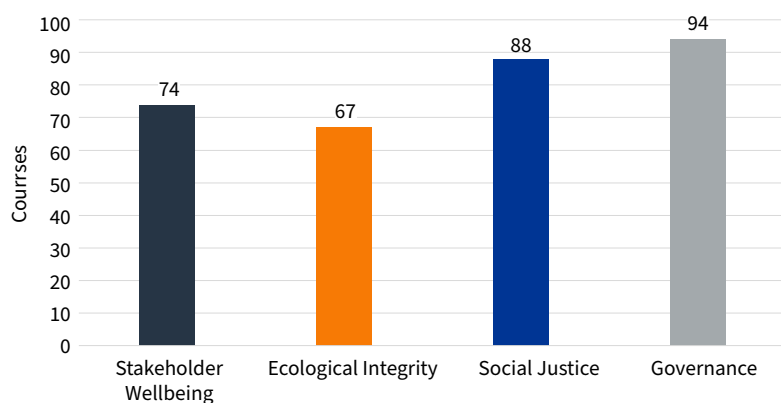
Course Content

Of the 256 courses, there was distribution across all Societal Impact categories of (1) Stakeholder wellbeing; (2) Ecological Integrity; (3) Social Justice; and (4) Governance. Of the 256 total courses, 162 courses covered societal impact content in at least one category. (Note that “other” is not included in the bars, but it was included in the count).

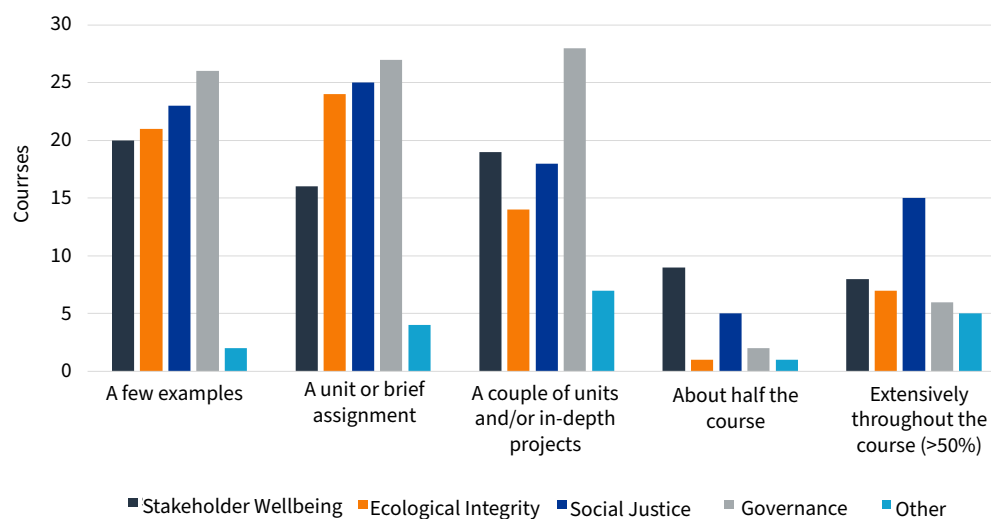
Paul College Courses Covering Societal Impact Content



Paul College Courses Covering Societal Impact Areas



Paul College Courses with Societal Impact Content by Depth of Coverage



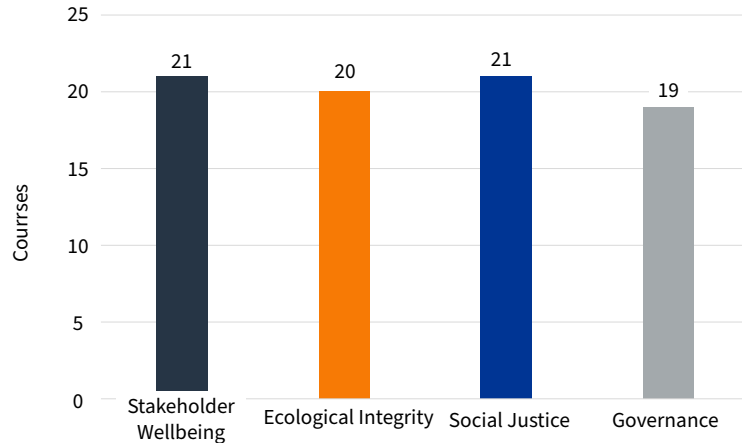
Undergraduate Core

Of the 58 undergraduate classes that are part of our core curriculum, 41 courses/sections include 1 or more Societal Impact categories.

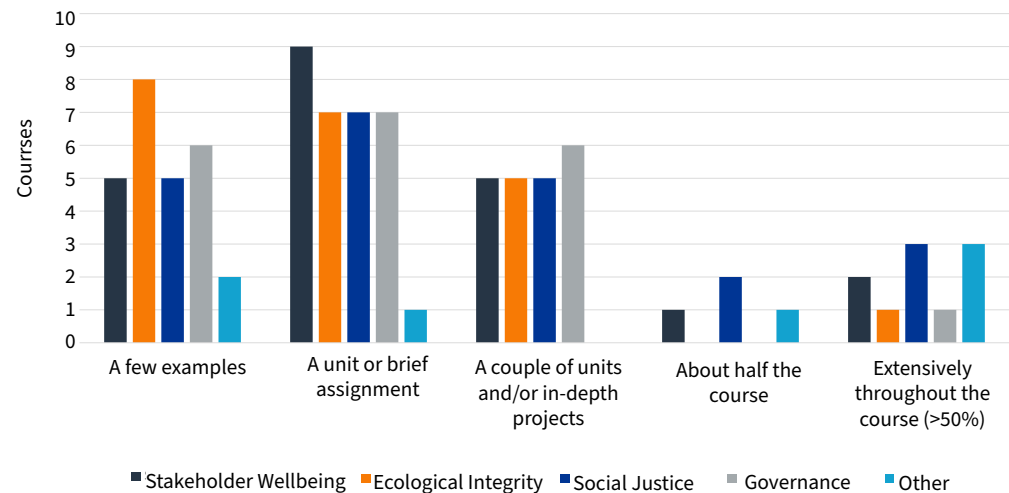
Paul Undergraduate Courses Covering Societal Impact Content



Paul College Undergraduate Courses Covering Societal Impact Areas



Paul College Undergraduate Courses with Societal Impact Content by Depth of Coverage



Graduate Level Courses

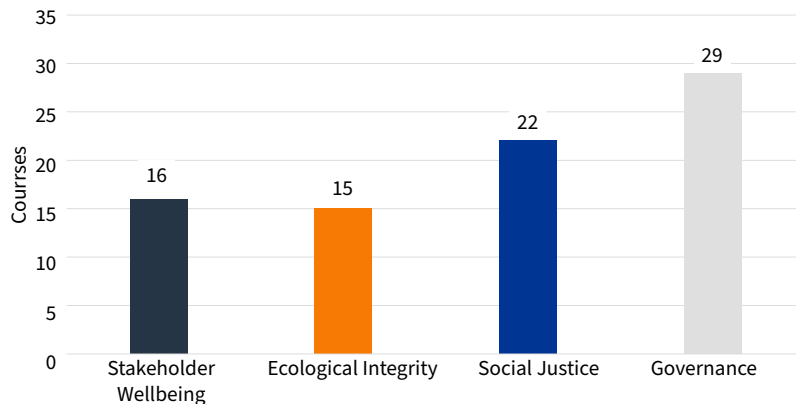
There is a strong emphasis on sustainability within many of the courses offered at the graduate level. For example, the learning objectives for the MBA program have recently been revised to include ethical, sustainable and inclusive business practices, and leadership. The MS in Accounting focuses strongly on ethical practices and governance and the MS in Business Analytics has been incorporating data sets that address sustainability issues.

Of the 70 graduate courses in the survey, 46 had at least one Societal Impact category.

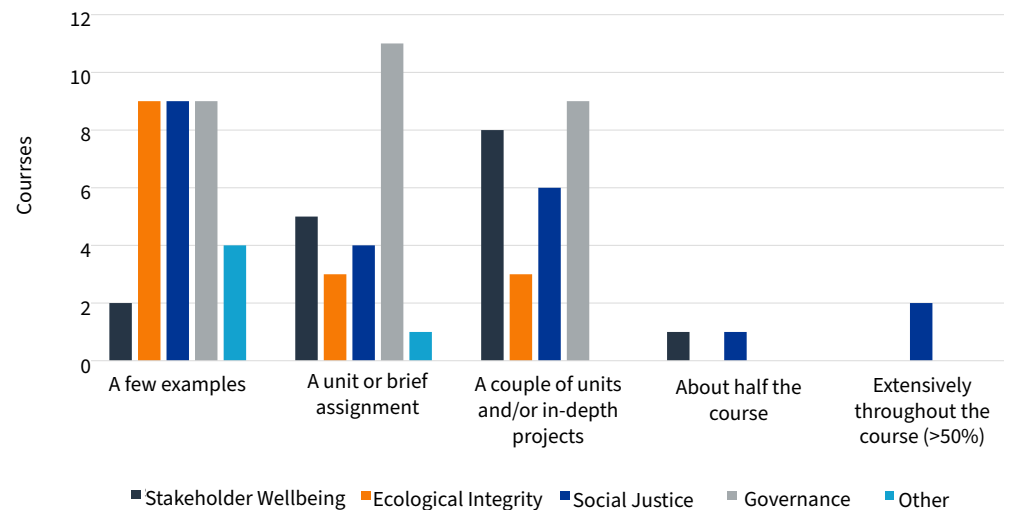
Paul Graduate Courses Covering Societal Impact Content



Paul College Graduate Courses Covering Societal Impact Areas



Paul College Graduate Courses with Societal Impact Content by Depth of Coverage



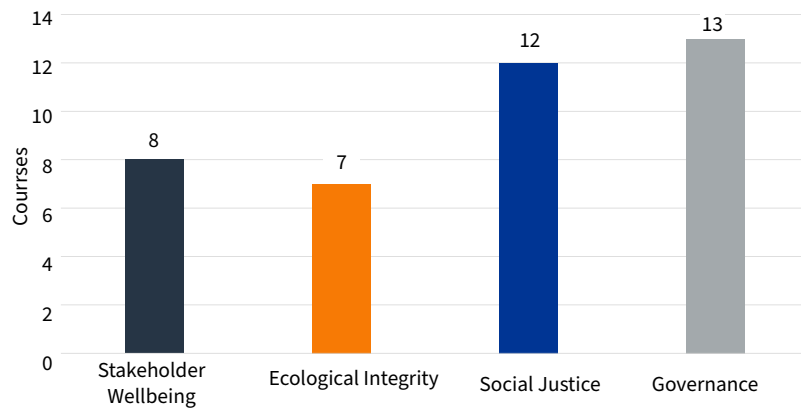
MBA Courses

Of the 36 MBA courses in the survey, 24 had at least one Societal Impact category.

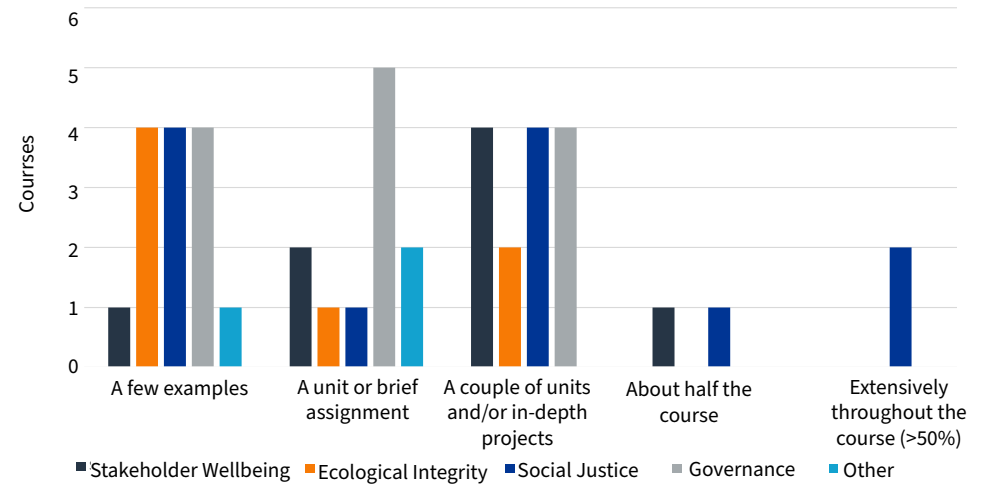
Paul MBA Courses Covering Societal Impact Content



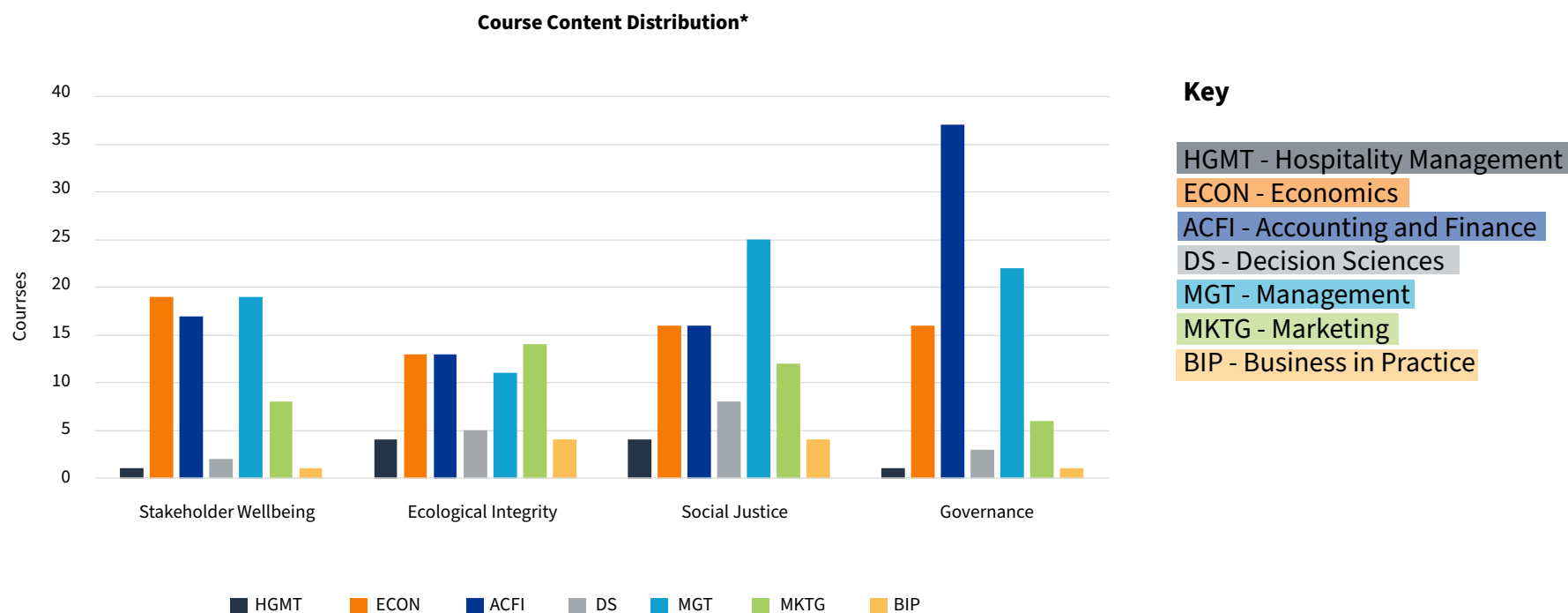
Paul College MBA Courses Covering Societal Impact Areas



Paul College MBA Courses with Societal Impact Content by Depth of Coverage

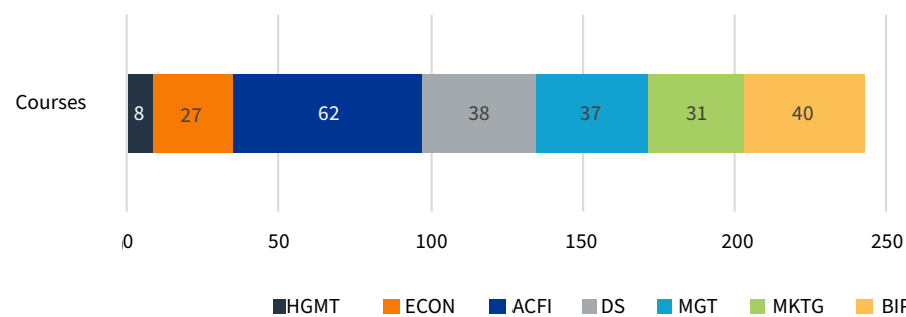


Courses By Department with Societal Impact



* Of the 45 courses that contain at least one category (note that many courses cover more than one category).

Breakdown of Courses with Social Impact Themes by Department and BIP





First-year Innovation and Research Experience (FIRE)

Paul College's groundbreaking [First-year Research and Innovation Experience](#) – widely known as FIRE – is a year-long, game-like experience that encourages new students to become immediately involved in campus life alongside a small team of other first-year students, upper-class peer advisors, and alumni mentors. Students are immersed into the SDGs through different activities — from alumni, faculty, and staff led discussions on DEI issues, to a grand challenge research, where they work in groups to develop a product or service that contributes towards advancing the UN SDGs.

At the start of FIRE, student teams address real-world problems. They divide into smaller groups to research social, political, environmental, and scientific/technological aspects. During the spring semester, smaller teams focus on the stages of developing a business plan. The stages include research, written plan, poster presentation, and oral presentation. Plans are presented at UNH's Undergraduate Research Conference (URC), judged by faculty, peers, and alumni. The winning team members each receive a \$500 academic achievement prize. The FIRE Grand Challenge offers students a chance to engage in a long-term project, develop problem-solving skills, and for the past three years, focus on the UN SDGs.



During the 2022-2023 school year, 484 students participated in the FIRE program.

Business in Practice (BiP)

[Business in Practice \(BiP\)](#) is an experiential learning program where industry professionals co-design and deliver one-of-a-kind courses that guide students through current business tool applications and processes. It's an approach that challenges Paul College students to become active participants in their education through experiential learning, real-world scenarios, or client projects. We offer more than 60 courses per year for 2,300+ undergraduate students, partnering with professionals from companies such as Amazon Web Services, DOMO, Facebook, Fidelity, HubSpot, Morgan Stanley, Vera Bradley, Wolverine, and Zillow.

Several of the Changemaker Collaborative's programs count as BiP courses – including the B-Impact Clinic, Carbon Clinic, and Semester in the City.

Student Competitions and Conferences

Students have multiple opportunities to present their projects related to the U.N. Sustainable Development Goals. Additionally, Paul College students can participate in the following programs:

Sustainability Research Symposium

The [Sustainability Research Symposium](#) was added to UNH's [Undergraduate Research Conference \(URC\)](#) in 2021. Students from various fields present research on sustainability challenges encompassing environmental stewardship, social well-being, and economic vitality. Their goal is to meet present needs while ensuring future generations can meet theirs. In 2023, students showcased innovative research, including adopting circular economy principles in fashion, using smart technologies to reduce the eco-footprint of the food and fashion industries, making nutritious smoothies from imperfect produce, addressing social inequities, and fostering resilient communities. Paul College students also present their capstone projects and honors theses at the URC, with the 2023 economics winner focusing on the rise of alcoholism during the COVID-19 pandemic.

DEI conference

The DEI conference, featured in the previous section of this report, also presents an opportunity for students to participate and engage in current event discussions regarding DEI issues. In this conference – faculty, staff, students, alumni, and industry experts came together to share best practices and trending skills needed to advance DEI. From the classroom to the workplace and beyond, students learn about inclusive practices and have conversations about DEI biases and blind spots.

The NH Social Venture Innovation Challenge (SVIC)

The NH Social Venture Innovation Challenge (SVIC), presented by the Changemaker Collaborative, is the flagship competition for students with a “double-” or “triple-bottom line” business plan. (More on p. 10.)

The Paul J. Holloway Prize Competition

The [Paul J. Holloway Prize Competition](#) is UNH's premier business plan competition open to all students, and is planned and hosted by Paul College. It is a multi-track competition — including a dedicated Sustainability track, that challenges students to develop viable products or services and present plans to bring them to the market.



Matthew Oriente '23

Alumni | Dean's Ambassador '23 | HydroPhos Solutions Co-Founder (a Holloway Competition winner)
Business Administration BS with information systems & business analytics option, Sustainability dual-major

“If a student is interested in learning and applying the SDG framework in an academic setting, I can't imagine a more supportive and encouraging environment to be in than Paul College. While the SDGs are a relatively new concept, Paul College has been able to appropriately incorporate them in academic curriculum (specific classes covering sustainable finance and women's leadership), research (FIRE program's focus on sustainability, Sustainability URC, and SVIC) and extra curricular organizations and clubs (Net Impact, Changemaker Fellowship, and the Eco Fund in Rines Angel Fund). As a student, it was inspiring to know that I was surrounded by progressive faculty that were open to innovative and bold ideas in sustainability and business. I have had the opportunity to push my limits as a student entrepreneur, creating a startup that works to clean water systems and recycle nutrients. Paul College gave me the resources, guidance, tools, and knowledge needed to not only start and progress this venture, but also allow the business to become a c-corp, raise over \$100k in funding, and add a strong team of seasoned industry advisors. Additionally, I have been lucky enough to be financially supported for my endeavors in this area through sponsorship at sustainable business conferences and national entrepreneurship competitions. Sustainability has always been an important piece of me, and the experience I've had at Paul College has allowed me to include my passion throughout my business learning and experience.”

UNH's Peter T. Paul Entrepreneurship Center (ECenter)

[UNH's Peter T. Paul Entrepreneurship Center \(ECenter\)](#) supports the next generation of entrepreneurial-minded leaders who can see opportunities and identify creative solutions that others have missed. The ECenter provides hands-on, experiential programs that inspire, mentor, and support students from any major. It offers guidance and resources at every stage, from idea development to creating a company. Social entrepreneurship is encouraged.

Women in Business (WIB) Conference

The [Women in Business](#) student organization hosts a major conference each spring. In 2023, the keynote speaker was Admiral Sandra Stosz, the first female superintendent of the U.S Coast Guard Academy. Admiral Stosz talked about her impressive career and shared the wisdom she gathered leading male-dominated teams in the Coast Guard. Additional discussion panels addressed mental health and wellness, the power of No (setting boundaries), growing through change, and dynamic leadership.

Atkins Investment Group

The [Atkins Investment Group](#) is a student-managed investment fund advised by finance professors Ahmad Etebari and Stephen Ciccone. Since 2013, the group has included Environmental, Social, and Governance (ESG) factors in its macroeconomic and company-specific analyses. Through the Atkins Investment Group, student members are provided with a unique opportunity to learn about active investing and portfolio management. Students benefit from the collaborative nature of the group and the guidance of experienced advisers, alumni, and industry professionals.

Rines Angel Fund

The [Rines Angel Fund](#) is the first undergraduate angel investment fund in the world, which is cross-disciplinary and builds relationships with local angels and venture capitalists. The fund allows students to learn angel and venture capital investment strategies through the first-hand experience of investing in start-up companies. Rines has funded start-ups focusing in different areas of sustainability, from social justice projects to renewable energy.



Faculty Excellence Teaching Awards



2023 Sustainability Award for New Curriculum

Cinthia Saturnino, assistant professor of marketing and research director of the UNH Sales Center, was recognized for her development of the Sales Management course, which incorporates the UN SDGs. Saturnino's research focuses on responsible management, with current research projects in artificial intelligence, sustainability, and neurodiversity on the frontline and beyond. Saturnino is the co-chair of the University Taskforce on developing a Neurodiversity Center at UNH, and a member of Paul College's DEI Committee and RME Working Group.



2021 Gold Sustainability Award for Curriculum and Teaching

Daniel Winans, senior lecturer and director of UNH's EcoGastronomy Program, was the recipient of a Gold UNH Sustainability Award in 2021. UNH's dual major in EcoGastronomy was the first of its kind in the nation and partners Paul College with the College of Life Sciences and Agriculture to offer students a one-of-a-kind learning experiences that links sustainable agriculture, regional cuisine, hospitality management, and nutrition.

Faculty Peer Learning through Teaching Workshops

To support faculty who are newer to sustainability, the Responsible Management Education (RME) Taskforce coordinates regular teaching workshops. These workshops feature professors who teach classes with topics in sustainability sharing their journeys and their work in the area. The RME Taskforce also started working with teaching peer review groups, responding to faculty interest in how to incorporate sustainability into a wider range of different courses. Over time, the RME Taskforce intends to track these conversations and ways to incorporate relevant topics into our courses within and across disciplines.

In a Spring 2021 survey of full-time faculty, over half of the 134 respondents said they would be interested in attending a Sustainability Teaching Workshop.



Principle 4 | Research



We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

At Paul College, we emphasize rigorous, multidisciplinary sustainability research with real-world implications for public policy and sustainable business practices. Sustainable development is a major challenge in our society. Our faculty members tackle diverse sustainability topics, including corporate social responsibility, sustainable innovation, social franchising, artificial intelligence for SDGs, corporate governance, social inequity, and misinformation. We aim to address pressing issues such as disruptive technologies, political polarization, social inequities, and shifting international relations. Through our research, we continuously expand the scope and depth of sustainability studies.



Andrew Earle, associate professor of business strategy & entrepreneurship, and colleagues investigated how the launch of U.N. Sustainable Development Goals impacts sustainability reporting by large corporations, by applying computer-aided text analysis to the language used before and after 2015, when the SDGs were launched. They further analyzed these changes across industries, natural resource intensity levels, and geo-institutional contexts, revealing variation among firms based on institutional characteristics that may point to selection priorities and critical gaps as global firms engage with the grand challenges embodied in the SDGs.²



Kholekile Gwebu, associate professor and chair of decision sciences department, **Jing Wang**, professor of decision sciences, and **Ermira Zifla**, assistant professor of decision sciences, examined the effectiveness of warnings in curbing the spread of fake news. Through the lens of the cognitive dissonance theory and individuals' trust in the news, the researchers developed a theoretical model that explains why and how warnings affect an individual's intention to share fake news. Empirical evidence using experimental survey data from 382 individuals provides support for the model.³

² Whittingham, K. L., Earle, A. G., Leyva-de la Hiz, D. I., & Argiolas, A. (2023). "The impact of the United Nations Sustainable Development Goals on corporate sustainability reporting". *BRQ Business Research Quarterly*, 26(1), 45–61. <https://doi.org/10.1177/23409444221085585>

³ Gwebu, K. L., Wang, J., & Zifla, E. (2022). Can warnings curb the spread of fake news? The interplay between warning, trust and confirmation bias. *Behaviour & Information Technology*, 41(16), 3552-3573.



Reaghan Baughman, professor of economics, and colleagues explored a critical dimension of paid care — high turnover rates in the lowest-wage segment of the sector (including childcare, nursing homes, home health). Understanding occupational attachment among paid care workers is critical to creating care-specific policies to address employee turnover and its negative impact on care quality.⁴



El-Hachemi Aliouche, associate professor of hospitality management and director of the Rosenberg International Franchise Center, and **Fiona Wilson**, deputy chief sustainability officer and director at the Sustainability Institute, and a colleague detailed the findings of the UNH Social Sector Franchise Initiative — the successes, challenges, and lessons that may inform the future of social sector franchising, a promising approach to multiplying the impacts of social enterprises.⁵



Shuli Du, professor of marketing, **Ludwig Bstieler**, professor of marketing and marketing department chair, and **Goksel Yalcinkaya**, professor of marketing, developed a model to explore factors influencing sustainability-focused innovation. Based on a survey of managers in 228 business-to-business firms, the study found that global focus and open innovation are key antecedents of sustainability-focused innovation.⁶



Zhaozhao He, associate professor of finance, **Mihail Miletkov**, associate professor of finance and co-director of Peter T. Paul Financial Policy Center, and **Viktoriya Staneva**, assistant professor of finance, found that the presence of Generation X directors is associated with better corporate performance, and this effect is independent from the effect of age, sex, ethnicity, or expertise. Furthermore, firms with Generation X directors engage in value-enhancing ESG and innovation activities and facilitate the inclusion of women on boards.⁷



⁴ Duffy, M., Baughman, R.A., Smith, K. (2021) “The Flip Side of Turnover: Employment Transitions and Occupational Attachment Among Low-Wage Care Workers in the United States”. *Feminist Economics* Volume 27, Issue 4.

⁵ Starbird, G., Wilson, F., & Aliouche, E. (2021) “The Promise of Social Sector Franchising”. *Stanford Social Innovation Review*, Spring 2021

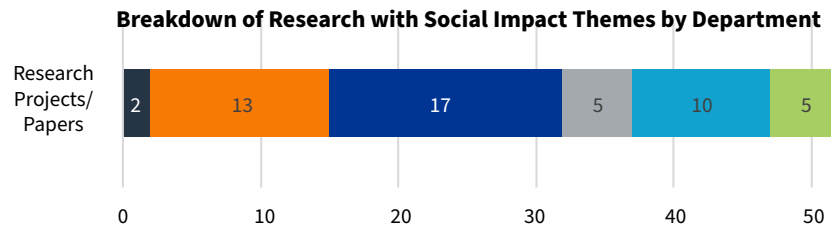
⁶ Du, S., Bstieler, L., & Yalcinkaya, G. (2022). Sustainability-focused innovation in the business-to-business context: Antecedents and managerial implications. *Journal of Business Research*, 138, 117-129.

⁷ He, Z., Miletkov, M. K., & Staneva, V. (2023). New kids on the block: The effect of Generation X directors on corporate performance. *Journal of Empirical Finance*, 71, 66-87.

Sustainability Research in Paul College

In a spring 2021 survey of full-time faculty, 53 (of 102) respondents indicated their research work includes at least one of the attributes of sustainability. They identified about 80 publications/working papers published in the past three years.

The Responsible Management Education (RME) Taskforce coordinates a seminar series for Work in Progress, in which faculty from different departments share their work in sustainability.

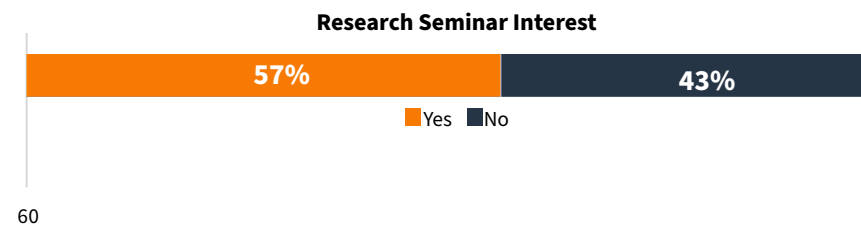
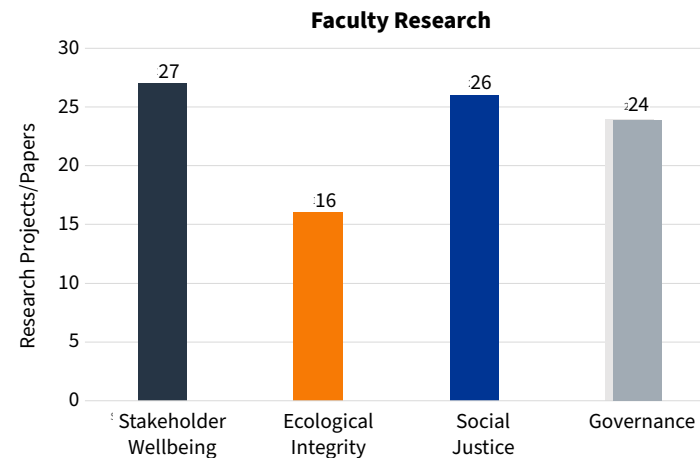


Key ■ HGMT ■ ECON ■ ACFI ■ DS ■ MGT ■ MKTG

HGMT - Hospitality Management **ECON - Economics**

ACFI - Accounting and Finance **DS - Decision Sciences**

MGT - Management **MKTG - Marketing**



Faculty Awards

Andrew Earle, associate professor of business strategy & entrepreneurship, served as a 2022-2023 Fulbright Scholar at Aalborg University in Denmark for his research on “Linking Sustainability-Oriented Innovation to Market Opportunities: A Study of Business Model Innovation and Transition in Food Systems.”

Shuili Du, professor of marketing, was recognized with a Research Excellence Award at the PRME (Principles of Responsible Management Education) North American Chapter Biennial Meeting in 2022, for her long-term dedication to research on sustainability and corporate social responsibility.

Shuli Du’s coauthored paper, [“Reaping relational rewards from corporate social responsibility: the role of competitive positioning,” published in 2007 in International Journal of Research in Marketing.](#) won the 2022 EMAC-IJRM Jan-Benedict Steenkamp Award for long-term Impact. This prestigious award is given annually by the European Marketing Association (EMAC) and the International Journal of Research in Marketing (IJRM) to “exceptional contributions in academic marketing research, published in IJRM, that have demonstrated long-term impact. The winning paper was selected from all papers published in IJRM 10-15 years prior to 2022 and through four rounds of selection and voting. For all her leadership in the area of sustainability, in Spring 2023, Shuili Du was appointed as the inaugural sustainability fellow at Paul College



UNH Sustainability Award in Research and Scholarship: Jennifer Griffith, associate professor of organizational behavior, management. Her research focuses on exploring cognitive, social, and environmental mechanisms that contribute to workplace inequity, and subsequently, how to increase equity in the workplace from an intersectional lens. She serves as a faculty fellow at UNH’s Prevention Innovations Research Center, where she is a research partner & consultant on issues related to social cognition & workplace factors (e.g., culture) relevant for the prediction and prevention of sexual harassment & assault in the workplace.



UNH Sustainability Award, Faculty Lifetime Achievement: Ju-Chin Huang, James R. Carter professor of economics. Her research focuses on methodologies and applications of non-market valuation. She has worked on many topics including economic valuation of water quality, air quality, highway noise, recreation sites, solid waste management, hydrographic surveys, and food risk perceptions.

Cinthia Saturnino, assistant professor of marketing and research director for the UNH Sales Center, was selected as a facilitator for the 2023 American Marketing Association’s Diversity Leadership Institute, a four-day retreat that allows participants the opportunity to meet and interact with an intimate cohort of marketing students from historically disenfranchised and underrepresented communities in the marketing field.

Mihail Miletkov, associate professor of finance and co-director of the Peter T. Paul Financial Policy Center, served as ESG Track Chair for the Southern Finance Association's Annual Meeting in November 2022.

IncludeU, an NSF ADVANCE funded bias and bystander intervention training program for faculty, was chosen as the [2022 J. Brent Loy Innovator of the Year](#). The award, named for plant geneticist J. Brent Loy, honors UNH faculty and staff who have demonstrated exemplary innovation commercialization and have successfully translated their research and ideas into social and economic impact. The IncludeU research and development team includes Paul College faculty members **Jennifer Griffith** (Organizational Behavior & Management) and **Christine Shea** (Emeritus).



Shuilu Du

Marketing Professor | Sustainability Fellow

“When I started doing research on corporate social responsibility (CSR) in the early 2000s, it was a niche topic. Over the last two decades, issues of CSR and sustainability have become front and center in both the corporate world and business schools. Paul College has long embedded a sustainability focus in our teaching and research, with faculty members who not only inspire students to innovate and solve real-world problems, but also conduct research that has an impact on the environment, social justice, and public policy.

Today, we face global challenges including climate change, social inequities, and the ethical implications of artificial intelligence (AI) and smart technologies. Achieving the United Nation's 17 SDGs requires “all hands on deck.” At Paul College, we seek to turn research into actionable insights that can help businesses and communities tackle challenges of sustainable and inclusive growth.”

Principle 5 | Partnership



We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Partnerships are at the center of Paul College's values, and we constantly work to advance these crucial connections that allow us to advance responsible management education with impact. Starting with the Changemaker Collaborative partnership (featured in Principle 2), which provides invaluable opportunities for students to get involved with local companies and the community, Paul College has multiple partnerships that make an impact. From social franchising focusing on the circular economy, to helping women overcome diversity challenges and develop skills to reinsert themselves in the workforce, to advancing inclusive leaders, to helping small and family-owned business in the community. Paul College continues to develop and grow these partnerships with sustainability as our focus.

Faculty & Centers

The NH Small Business Development Center (SBDC), an outreach program of Paul College, has a dedicated team of professional business advisors that deliver highly individualized, confidential advising at no charge to enterprises across New Hampshire. The [SBDC](#) supports clients from every social background. The SBDC team has more than 120 years of experience working with small businesses to help them grow and be successful and resilient.

The Center for Venture Research is a multidisciplinary research unit. Its principal area of expertise is in the study of early-stage equity financing for high growth ventures. Since its inception in 1984, the [center](#) has undertaken and published numerous studies in early-stage equity financing of entrepreneurial ventures and presented its research in academic and practitioner forums, in testimony before Congressional Committees, and in briefings for government agencies and scholars globally.

The Rosenberg International Franchise Center (RIFC) explores and advances the understanding of franchising through research, education, and outreach. The [center](#) also focuses on social franchising, the application of the business format franchising model to address multiple societal issues. Consistent with the UN SDGs, mission-driven organizations have recently begun to use franchising methodology to scale up the provision of vital services such as primary healthcare, agriculture, modern energy products including solar and clean cookstoves, and clean water and sanitation. While still an emerging business model, social franchising has tremendous potential to contribute to emerging economies in Africa, Asia, and Latin America. RIFC's robust portfolio of social franchising resources includes webinars, events, articles, case studies, and – notably – the RIFC Global Social Franchise Index™ which ranks 131 countries according to the impacts social entrepreneurship and social franchising can have on the well-being of

their citizens. This annual index incorporates metrics that include citizen health conditions, education levels, income, population size, as well as the riskiness of operating in that country.

The Center for Business Analytics, established in 2021, brings together the knowledge and expertise of professors, students, and industry professionals in data analytics and business intelligence. The [center](#) provides the tools and connections to clients who want to grow, learn and establish meaningful partnerships. In Spring 2023, the center co-hosted a DEI Industry Networking Night, an evening of networking and conversation on building community to support diversity, equity, and inclusion.



The **Peter T. Paul Financial Policy Center** serves as a forum for discussing and investigating critical financial policy issues and sponsors innovative research that advances the general understanding of these issues. It attracts leading academics to engage in collaborative exchange of ideas with faculty and students and mobilize funding to expand Paul College's strategic alliance with industry and policy organizations, domestically and internationally. The [Financial Policy Center](#) is in the process of finalizing the structure of a new program dedicated to promoting financial literacy throughout the UNH and broader Seacoast community beginning in fall 2024. The initiative involves collaboration with students, faculty, financial industry experts, and institutions including the CFA Institute and Fidelity Investments who will support outreach.

The CEO & Family Enterprise Center offers learning and engagement opportunities through four unique membership-based programs to help New Hampshire, Maine, and northern Massachusetts-based business owners/leaders and their organizations. The [center](#) specializes in helping family-owned businesses. It offers multiple programs and opportunities for these local business owners to find support and continue to prosper.

Lydia's House of Hope is a 365-day transitional housing program for homeless women and children that provides opportunities that transform lives and help break the generational cycle of homelessness and poverty. Each year, Paul College hosts some of the residents of Lydia's House of Hope in a "Day in a UNH Paul College Classroom" event. This is a day of workshops focusing on acquiring business etiquette, negotiation, Microsoft Excel, team building and personal finance skills.

Mentorship Programs

Professional mentors help students develop (or refine) their leadership skills, improve their communication skills, open them up to new ideas and practices, identify new opportunities, and leverage professional networks. Paul College offers a wide range of mentorship programs depending on students' interests and experiences, touching over 200 students annually.

Honors-based programs:

- [Dean's Ambassador/Advisory Board Program](#)
- [Paul Scholars Program](#) – First Year
- Paul Scholars Sophomore Group Mentoring

Career Option/Industry-Specific programs:

- Hospitality Management Program
- [Financial Partners Program](#)
- Entrepreneurship Programs (Rines and Course 444: Meaning of Entrepreneurship)

Student Club/Special Interest programs:

- Women in Business Program
- Rutman-Ochs Women's Leadership Initiative
- Inclusive Leadership Fellows

First Year Entry program:

- FIRE Alumni/Peer Advisors



Principle 6 | Dialogue



We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Dialogue is essential to engaging both internal and external stakeholders of Paul College in our quest for a sustainable and resilient future. Every year, Paul College provides various platforms for students, faculty, alumni, and business practitioners to come together and share ideas and insights on how to tackle the sustainability challenges facing us today and tomorrow. We invite prominent scholars to give seminars, host conferences that take a deep dive in examining sustainability from various disciplinary and multi-disciplinary perspectives, and have panel discussions on sustainable careers in business.

Paul College is a respected convener of timely conversations related to sustainability and the Sustainable Development Goals. Recent dialogue includes:

- The [UNH Women in Business Organization](#) hosted its annual conference with the 2023 theme, “Embracing Change Through Turbulent Times.” Conference speakers and panelists engaged participants in topics including mental health and wellness, the power of change, setting boundaries, and dynamic leadership.
- Since 2000, the annual Financial Innovations Roundtable has created cross-sector partnerships among conventional and non-traditional lenders, investors, and markets to provide low-income communities with increased access to capital and financial services. Recent themes include ESG (2023) and Advancing Clean Energy Equity (2022). The event is held in partnership with the Federal Reserve Bank of New York.
- The [annual Finance Symposium](#) features ‘Sustainable Investing & Corporate Social Responsibility’ among its career panels.



- Andrew W. Lo, Charles E. and Susan T. Harris Professor and Professor of Finance at Sloan School of Management, MIT, presented “Can Financial Engineering Cure Cancer? New Business Models for Accelerating Biomedical Innovation” at the 2023 Bretton Woods Accounting and Finance Conference, organized by UNH Paul College.
- David Autor, Ford Professor of Economics at MIT and Margaret MacVicar Faculty Fellow, presented “The Work of the Future: Where Will It Come From” in the Paul College’s 2023 John A. Hogan Distinguished Lecture Series. In 2020, Autor received the Heinz 25th Special Recognition Award from the Heinz Family Foundation for his work “transforming our understanding of how globalization and technological change are impacting jobs and earning prospects for American workers.”
- Marianne Bertrand, Chris P. Dialynas Distinguished Service Professor of Economics at University of Chicago, presented “Smash Though the Glass Ceiling: Gender Inequalities in the 21st Century” in the Paul College’s 2022 John A. Hogan Distinguished Lecture Series. Bertrand is one of the world’s most prominent labor economists. A researcher of remarkable breadth whose interests span labor economics, corporate governance and development, she was recently profiled in The Economist as part of an “evolution” that “could transform the field.” Her lecture explored the remaining pain points on the path to gender equality in the labor market and the role stereotypes play in understanding those remaining pain points.
- Students selected sustainability as the theme of the 2023 MAC SMAC – the [Marketing and Advertising Club’s \(MAC\)](#) annual high-energy Summit for Marketing and Advertising Careers (SMAC). In the keynote address, Tom Hayes, UNH ’87, President & CEO of Ocean Spray, and Iain Ward, UNH ’97, a grower-owner of Ocean Spray, described the company’s successful cooperative ownership model. Other UNH alumni reflected on marketing for Zipcar, Panera, Stonyfield, and other sustainability-minded companies. In MAC’s Real World Business Challenge, students work pro-bono for local business to help them solve real marketing issues.



Road Ahead

Paul College has made significant progress in embedding the principles of PRME in our teaching, research, dialogue, partnership, and operations. In the next two years, we plan to focus on the following strategic priorities:

Providing systematic support for multi-disciplinary, cutting-edge research on key sustainability topics, expanding the breadth and depth of Paul College's expertise in sustainability, and further strengthening Paul College's reputation as a leader in sustainability.

- Build a community of researchers studying topics spanning the United Nation's 17 SDGs.
- Develop an internal funding and recognition mechanism for faculty sustainability research.
- Communicate faculty sustainability research widely to internal and external stakeholders to maximize research impact.

Further embedding sustainability content in our curriculum and offering more co-curricular and extra-curricular activities on sustainability topics to Paul College students.

- Embed sustainability in each business major so all students graduate with an understanding of sustainability and a relevant skill set.
- Provide opportunities (e.g., training, conferences, teaching workshops) for faculty to learn about how to incorporate sustainability topics into their courses.
- Engage with student clubs to offer more sustainability-related learning experiences (e.g., research symposiums, field trips, expert talks, social innovation competition).
- Encourage more students to participate in UNH-wide interdisciplinary programs offered by the UNH Sustainability Institute and the Changemaker Collaborative.

Leveraging Paul College's expertise in sustainability to have closer and more impactful collaborations with businesses, non-profits, and governmental organizations in our community.

- Leverage various research centers to have more fruitful conversation with community partners on how to tackle sustainability challenges.
- Translate research insights into business implications and policy implications and increase exchange between faculty and businesses, non-profits, and governmental organizations.