

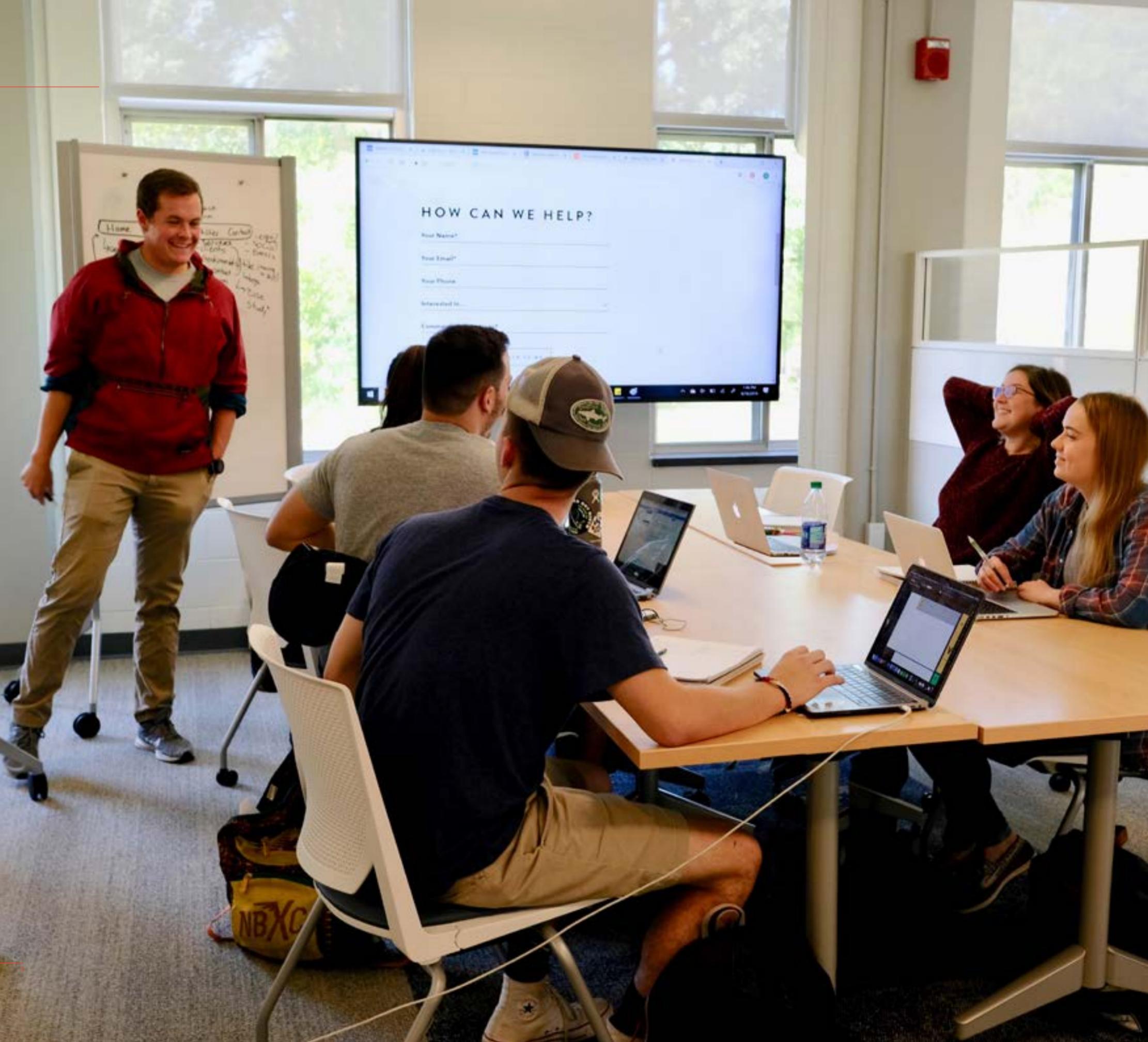
BUSINESS IN PRACTICE
ANNUAL REPORT

Program Activity

AY

19/20





PAUL COLLEGE **BUSINESS IN PRACTICE**

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BUSINESS IN PRACTICE

MESSAGE FROM THE DIRECTORS

Dr. Neil Niman, Faculty Director
Jennifer Chagnon, Associate Director



Dear Colleagues and Friends,

We hear from business professionals about what they wish they knew as undergrads, the underlying skills that make them successful, and how experience is a shaping force. In many ways, the knowledge required to navigate complex organizations, execute a successful business strategy, and advance a career only happens with the relevant experience. We asked the question – can we accelerate the process? Is it possible to tap into the knowledge gained through years of experience by industry professionals and bring that to our students so they can get a head start on advancing their own careers? Our answer is Business in Practice.

With the guidance of industry professionals, we want students to roll up their sleeves and learn through business experiences. This is the foundation of Business in Practice and our launch year of 2019/2020

Our essential methodology is to unlock an industry professional's tacit knowledge and reconstruct it as a 7- or 14-week experience for students. We're able to take a step beyond case studies, guest speakers and internships, where students can access a higher level of experiential learning. Business in Practice courses are developed and delivered by industry professionals. Centered around a current skill, tool or application of knowledge that modern businesses value, our Business in Practice partners bring the context, culture, values and competencies they gained in their professional careers distilled into a two-credit course and a unique learning experience.

Paul College's Business in Practice is a signature program designed to take experiential learning to the next level. It is a collection of two-credit courses centered around four intelligences: Social, Analytical, Competitive and Professional. Paul College students are required to take one course in each of the four intelligences.

We offered 32 BiP courses in the 2019-2020 academic year, we'll be offering over 40 courses in the next academic year, and are slated to

Paul College's BiP program is designed to build a bridge between business practice and our core curriculum. The program enhances a the student's overall business school experience as well as allowing Paul College's curriculum to be highly responsive to the changing business environment. New courses may be developed as the trends and needs in business shift or change.

offer 60 courses in the 2021-2022 academic year. Our BiP instructors bring their experiences from companies such as: Morgan Stanley, Fidelity Investments, Vera Bradley, Microsoft, HubSpot, CIT Bank, and Zillow to name a few. Courses range from hard skills like Python and Tableau, practical skills like Agile Product Management and How to Talk Stocks, or useful skills like Career Strategy or Technical Sales in a Virtual World.

In addition to creating practical courses designed to give our students cutting edge skills, tools and knowledge, we are also creating guided experiences where our students can put their academics to work. Most prominent has been the creation of a student-run digital marketing agency, Voice Z Digital. In partnership with HubSpot and the NH Small Business Development Center, our students provide digital marketing services for small businesses within the state.

We're also very proud to have created the Forge, an experiential business space. The Forge provides students a base of operations, like for Voice Z, a collaboration point for BiP projects, or an adaptable workspace for BiP courses. The Forge is emblematic of Business in Practice as we forge new course experiences, relationships with businesses, new career networks for students, and a new approach to business education!

Neil Niman, PhD

Faculty Director, Business in Practice
Associate Professor of Economics

Jennifer Chagnon

Associate Director, Business in Practice

BUSINESS IN PRACTICE AT A GLANCE

From Year 2019-2020

BIP COURSES & INSTRUCTION

In total, BiP developed 12 new courses (8 in the fall and 4 in the spring) for the 2019/2020 academic year (AY19/20). In tandem with the new course, we onboarded 13 new instructors.

We initially planned to offer only 24 courses for the year. However, demand for the courses exceeded our expectations especially for spring. In response, we offered an additional eight courses. To meet this demand, a few BiP instructors offered a repeat of their courses from fall. A listing of courses can be found on page 14 the report.

PROGRAM ENROLLMENTS

Due to the high demand, we exceeded our enrollment goals by 183 students (Fig.1). Social and Professional Intelligence classes have enrollments above their expected share, while Analytical and Competitive Intelligence courses had further capacity, which was not fully utilized in the fall term. Overall intelligences distributions of the total enrollment are shown in Figure 2.

INSTRUCTOR EVALUATIONS

Our BiP Instructors have earned high marks on evaluations through the UNH Blue Evaluation metrics. Even after the transition required in response to Covid-19, instructors maintained high levels or only had a slight decrease in two categories. In fact, the overall instructor rating went up from fall

to spring (Fig. 3). We created an extensive course development process that has culminated in what we are defining as the “BiP experience”, which is substantially different from the core curriculum. All BiP courses take an active learning approach that seeks to bring in the instructor’s own experiences to shape the content and projects the become the foundation for the course.

We introduced instructor recap sessions for instructors to exchange active learning techniques that increase student engagement. This has helped new and returning instructors improve their courses as they are in progress, rather than waiting on evaluations to drive the improvement process.

PILOT-ZOOM COURSE DELIVERY [JAN-MAR]

We piloted a new hybrid course model with Elizabeth Kimn from Zillow. Ms. Kimn is located in Seattle, Washington. She teaches a Tableau: Data Visualization course via Zoom into a Paul College classroom in real-time.

This model also gave us a quick framework to transition other BiP courses when they had to move to remote learning via Zoom from mid-March through May.

KEY FIGURES

BIP ENROLLMENTS

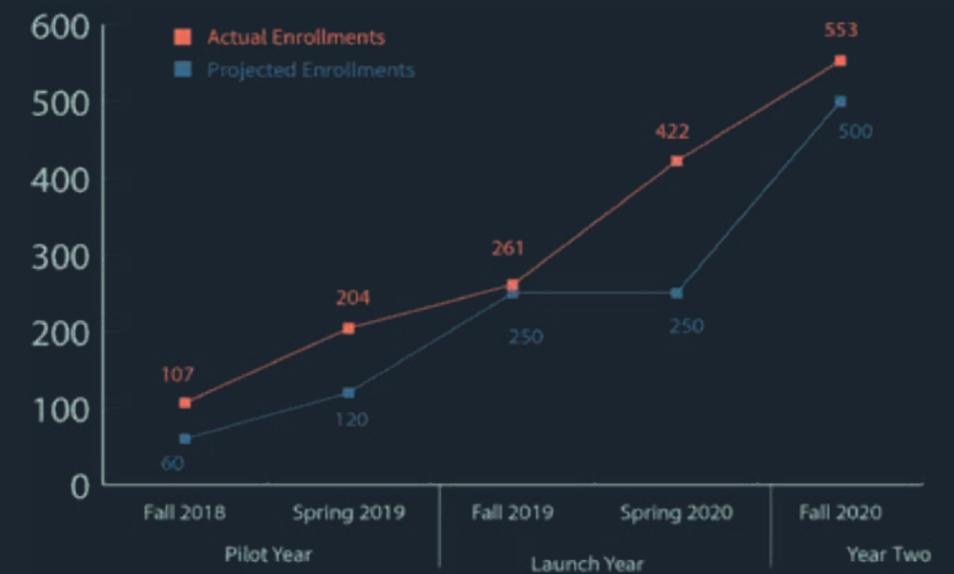


Fig. 1

BIP INTELLIGENCES : ENROLLMENT DISTRIBUTION

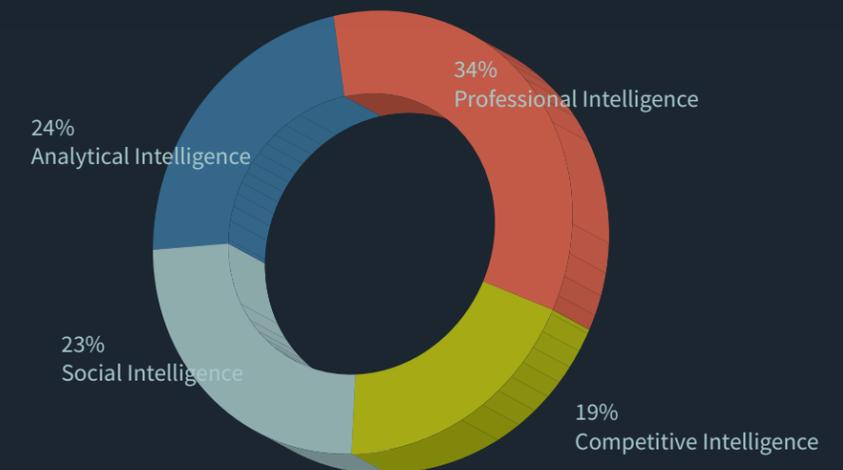


Fig. 2

BIP INSTRUCTOR EVALUATIONS

UNH BLUE evaluations are on a scale of 0-5.0



Fig. 3

BUSINESS IN PRACTICE ACTIVITY

Initiatives

PUBLICATIONS & MARKETING



BiP Flipbook: the essential publication

- Overview of program
- Defining of Business in Practice: Business Partnership, Intelligences, Practice-based Learning
- Interviews and quotes from instructors and students
- Principle photography of courses



BiP Web pages: initial development of UNH presence

- Creation of landing page
- Development of 3 support pages: Student experience, BiP partners, Forge
- Extended content of related stories, quotes, images for audiences



Content-Media Library

- Cataloging of images, interviews, stories
- Shared resource with internal departments
- UNH courses: branding of BiP courses

BiP Outreach

- BiP course advertising on digital screens, UNH ORCA TV, direct student emails
- Instagram story on Zillow/Tableau
- In development: Voice Z/SBDC partnership, Spinning Up Mobile Apps, and VITA

Photo right:

BiP Instructors at first BiP Bootcamp session in August of 2019.



PARTNERSHIPS

The success of the BiP program is tied to the quality of the relationships created with industry professionals and corporate partners. With the official launch of the program, this is one area that we will be growing in the coming year.

NH SBDC

We continue to invest a great deal of time and energy in the development of a partnership between the NH SBDC and Voice Z Digital. The students worked with two SBDC clients spring semester and we are grateful for the summer support provided by the SBDC so we can have a full-time student intern working to further enhance that partnership.

HubSpot

Our relationship began with the HubSpot Education Partner Program in 2017 with conversations at the nearby Portsmouth Office and led to an early collaboration with Raka, a HubSpot Partner Agency, to teach pilot BiP classes. HubSpot continues to be a strong partner. In spring 2020, we sponsored Kelsey Smith, HubSpot Customer Success Manager, to work as the professional mentor for Voice Z Digital. We also recruited Guillaume Delloue, Principal Channel Consultant, to design and teach a BiP Content Strategy and SEO course in Fall 2020. Finally, we worked with HubSpot on a video promoting the BiP program and Voice Z.

CIT

We have been working on strengthening our relationship with CIT. The company will be sponsoring the first team taught course. This is our first attempt at what we are calling “situated” learning and think it will be one of our most effective teaching modalities moving forward.

WHY WE ARE
THE BEST

INSTRUCTOR ALLIANCE

BiP Bootcamp

- 2-hour training for new and returning instructors
- Syllabi and course development
- Canvas Course set-up
- Active and practice-based teaching techniques
- Engagement with Generation Z

BiP Orientation

- 1-hour + one-on-one time
- UNH academic policies & support
- Materials & resources
- Tour of classroom & technology
- 1st Day checklist and plan
- Community-building during 1st class
- BiP Instructor Resource Site**
- Knowledge-base library
- Extended Canvas course development environment

BiP Recap sessions [3]

- Beginning, mid-point, and end of semester
- Build Instructor alliance/community
- Share techniques & best practices
- Trouble shooting

BiP Covid-19 Response

- Early Covid-19 Transition plan to remote teaching
- Zoom technology training focused on active learning

BUSINESS IN PRACTICE FOUNDATION

What it Takes

FOUNDATION

Our Business in Practice (BiP) program invites working professionals to design and deliver a broad spectrum of two-credit courses that bridge the gap between the core curriculum and what is required for success in today's business environment. BiP courses provide our students with the insider perspective, language and tools needed to quickly advance their careers.

ADVANCING BUSINESS EDUCATION — We believe that the BiP program embodies the finest in on-campus experiential learning opportunities and is what sets a Paul College education apart from other business schools. In our opinion, it represents the future of business education and positions Paul College to be a true thought leader in the experiential learning space. To further this mission, we are ramping up our research efforts and are developing a broad spectrum of publications.

LEARNING EXPERIENCES

Our offerings are commonly referred to as BiPs because they are designed more as learning experiences rather than the more conventional textbook type courses designed to impart foundational knowledge in a functional business area. Each course is individually designed to take advantage of the knowledge and work experience of the instructor. The courses are focused on a particular skill, tool, or application, but are also designed to foster the development of important soft skills like situational awareness, resiliency, and teamwork.

We are currently working toward our goal of 60 courses, enrolling 1500 students, and generating 3000 credit hours for AY 2021 – 2022. The courses span the four intelligences: Social, Analytical, Competitive and Professional. Each course takes upwards of twenty hours of intensive work to develop from start to the first day of classes.

PROGRAM ADMINISTRATION

With upwards of 50 instructors each year, there is a great deal of “behind the scenes” work that needs to be done to onboard our instructors, ensure we have the right mix of courses, and continue to innovate in both the courses we offer and how they are delivered.

Our vision of the program is that of a central hub that encompasses a vast network that enhances the traditional business school experience. It is designed to foster meaningful relationships between the business and the university communities that contribute to the professional success of our students. Whether it is learning a useful skill, forming a better understanding of how things actually work, or making a connection that leads to that first job, our goal is to provide a robust experience that affirms a student's decision to attend Paul College.

Photo top

Voice Z Digital Marketing Agency during an initial team meeting in Fall 2019.

Photo bottom

Voice Z client Kickoff meeting with a NH SBDC client, TowGo, in February 2020.



ADVANCING THE FUTURE OF BUSINESS EDUCATION

FORGE

A Professional Workspace

We officially opened the Forge in Fall 2019. The space is designed as an adaptable, collaborative work environment enabling student to take their BiP experiences to the next level. This includes being the base of operations for Paul College's Digital Marketing Agency, Voice Z.

BIP GUIDE PROGRAM

Let the students be your guide

In the interest of on the ground support and improvements for our target audience, we've developed the BiP Guide program. BiP Guides assist BiP instructors in active-based learning approaches, classroom support, and critical feedback.

603 CHALLENGE

UNH Community Support

BiP is named a key Paul College fundraising initiative. As part of the 603 Challenge, we raised a further \$9,000 in funds from the greater UNH community, which included alumni, UNH faculty and staff, and BiP instructors.

INDIVIDUAL GIVING

Commitment to growth

BiP is also earning the interest of generous UNH alumni donors. We received a substantial gift from Alan '78 and Deborah '79 Freedman, Lauren Freedman '09 & Jerome Cahill '09, '10 MSA, and FFC CPAs.LLC. John '92 and Elizabeth Franson committed support to the development of Business in Practice over the next 5 years.





Photo top left

Students participating in LEGO Serious Play as part of Agile Product Management taught by Mike O'Reilly.

Photo bottom left

Ted Osgood of CIT Bank leads a Zoom breakout team meeting along with another CIT member joining remotely.



Photo opposite

Kim Clark, instructor for Career Strategy and Development, expands students' perspectives about career opportunities and growth.



PROGRAM STRATEGY

Looking towards 2020-2021

The Business in Practice program will be driving closer to its vision to provide real-world projects and work experiences that students will encounter after graduation. Especially as Covid-19 has affected the internship landscape, BiP experiences will become even more valuable as access points for students to build networks and skill sets within a business environment.

As the BiP program is maturing, we begin to focus on high value targets in terms of corporate recognition, career access, and deeper partnerships.

Team-taught BiPs

The BiP model utilizing a company team approach allows BiP to offer a more robust experience. Mirroring interdepartmental working relations allows students to understand interdependencies and the value of soft skills in building business relationships and networks.

For BiP this decreases some of the instructor time commitment, but requires more care in course development and week-to-week coordination to create a cohesive course.

Inverting the Internship

In Fall 2020, we are also developing a spring course in partnership with Vera Bradley. The course is being created along with the VP of Product Licensing and will have the benefit of having a direct opportunity to internship at Vera Bradley to a top student in the class.

As Covid-19 is reshaping the internship market, BiP may be a key to inverting the process. BiP course can be modeled similar to an internship with teams of students working on real business problems, as well as lead to a company internship following the experience. This brings further real-world learning to students in a marketplace that is highly competitive and may be drying up due to risks.

Targeting

We continue to track trends and best places to work for young employees. We will be devoting more time in pinpointing companies that can offer more strategic gains for Paul students in terms of career outcomes and quality of employer.

Community Impact

We want Paul students to actively participate in BiPs and contribute and see the results of their work. We plan to increase the real world projects students work on through BiP, including further partnership with SBDC clients.

BIP COURSES AY 19/20 BREAKDOWN

BUSINESS IN PRACTICE COURSES: AY 19/20

	COURSE TITLE	INSTRUCTOR
SOCIAL INTELLIGENCE PAUL 660	Leadership Seminar: Paul Scholars*	Alison Smith
	Leadership in Practice	Alison Smith
	How to Talk Stocks	Todd Campbell
	You've Got the Job... Now What?	Lisa Keslar
	International Student Bridge	Lauren Cunningham
ANALYTICAL INTELLIGENCE PAUL 670	Product Concepts I: Disruption	Doug Clark
	Intro to Technical Sales in a Virtual World	Peter Heigis
	DOMO: Data Driven Decisions*	Blake Woodward
	Advanced Excel for Financial Analysis*	Matthew Purvis
	Spinning Up Mobile Apps*	Mark Kelleher
	Data Visualization: Tableau*	Elizabeth Kimn
COMPETITIVE INTELLIGENCE PAUL 680	Product Concepts II: Creation & Launch	Doug Clark
	Agile Product Management	Michael O'Reilly
	CRMs - Salesforce*	Ryan Baker
	Smart Segmentation & Productization*	Ed Miles
	Bitcoin & Blockchain	Brandon Bryant
	Organizational Agility*	Michael O'Reilly
PROFESSIONAL INTELLIGENCE PAUL 690	Career Strategy & Development	Kim Clark
	College to Career*	Krystal Hicks
	Securities Industry Essentials Certification*	Doug Bean/Sean Chartier
	CRM: Salesforce Internship*	Raina Sprague/Amanda Sophinos
	Volunteer Income Tax Assistance (VITA)	Northeast Credit Union
	HGMT: Prep for Success*	Katherine Maloney

*BiP developed 12 new courses for the AY 2019-2020, with 13 new instructors across various industries.

Photo top

Artifex presents its data analysis and visualizations it performed for Peak Brewing as part of the BiP Launch at the Forge in November 2019

Photo bottom

Voice Z client Kickoff meeting with a NH SBDC client, Hug Patrol founder Lynne Beernaert,



IN TANDEM – EXPERIENTIAL OPPORTUNITIES

ZILLOW AND ARTIFEX

Creating Powerful Visual Narratives from Data

In support of Paul College's new data analytics organization, Artifex, BiP hosted the Data Analytics Summit Fall 2019 Tableau Workshop with Elizabeth Kimn, Economic Data Visualization Specialist with Zillow. Artifex students went on to use these skills while working with Peak Brewing and Seacoast Science Center.

Expanding on the Zillow workshop, BiP joined forces with Ms. Kimn to design a Tableau: Data Visualization course for Paul College students. Students finished the course with a Tableau portfolio they can use to display their data visualization skills.

HUBSPOT, SBDC, RAKA AND VOICE Z DIGITAL

Providing Digital Marketing to Small Businesses

BiP is taking the next steps in providing full-fledged business experiences for students. BiP fostered the partnership between the NH Small Business Development Center and newly formed Voice Z Digital, by bringing in two small business clients, Hug Patrol and TowGo. Voice Z is a student-run digital marketing agency, which provides a specialized range of marketing services from UNH students.

BiP also sponsored a professional mentor from HubSpot, Kelsey Smith, to advise the agency on a regular basis, as well as called on our network of professionals from Raka Creative to provide insight and feedback.

BiP will be further partnering with HubSpot in Fall 2020 to provide a Content Strategy and SEO course to develop digital marketing skills, especially useful for students that go on to join Voice Z.

Look for HubSpot's video about BiP and Voice Z.





BIP ADVISORY BOARD

Todd Boucher	Jerry Howard
Angela Carter	Mark Kaplan
Julie Demers	Evan Karatzas
Jim Dill	Nathan Pascarella
Liz Gray (Co-Chairperson)	Janet Whitehouse
Mike Hickey (Co-Chairperson)	

BIP SUPPORT TEAM

Susan Mattioni
 Alice Butcher '20
 Hannah Donahue '22
 Jacqueline Sampson '20
 Hannah Wirth '22

BIP PEOPLE
WITH THANKS

GENEROUS DONORS

Todd '03 and Andria Boucher
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 Joseph Faro '03
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 Lauren '09 Freedman and Jerome Cahill '09 & '10 MSA
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WITH SPECIAL THANKS

Dean Deborah Merrill-Sands, PhD
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AY

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