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HONORS THESIS:
MARKETING

MAY 2022

Examining the Brand Image of Paul College

Peter T. Paul College of Business and
Economics

WRITTEN BY:

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FACULTY SPONSOR:

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Abstract

The idea of a company's brand image is a marketing subject that many companies need to consider. How consumers see or feel about a company is extremely important especially for higher education. Business schools are very competitive and in order to succeed, they need to understand how their students, alumni, faculty, and staff feel about their school.

The results of the brand image survey are compared to those from a recent study completed in 2016. There are a few changes made to this survey, including adding alumni, faculty, and staff to the respondent pool. In doing so, this research will examine how all stakeholders view Paul College.

Questions in this research survey probe a variety of factors regarding Paul College and its opportunities. Students and alumni are asked specifically about their decision to attend UNH. All respondents are then asked to answer how they feel about specific aspects of Paul College including the opportunities, facilities, and people within Paul College. Questions also ask respondents to rate their level of pride and likelihood of recommendation for the school.

The results from this research show that there is a still strong brand loyalty towards Paul College. However, while many things have proven to stay the same over the years, there are several themes and ideas that have changed or evolved. Respondents show that there are themes which are now more important or have improved since 2016. However, on the contrary, there are also several topics in which the results decreased showing a less positive trend in specific areas. Additionally, examination of how the past 2.5 years of the pandemic are considered and its influence on these key drivers for Paul College.

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Background

In 2016, Sarah Tubbs, a fellow honors student, conducted research to better understand the brand image of Peter T. Paul College at the University of New Hampshire. This consisted of both a literature review and a quantitative survey of 210 current Paul College students.

Questions included in this study, asked respondents their opinions on a variety of subjects. Including students' decision to attend Paul College, which competitors are within their decision set, and what benefits and features are most important to them about Paul College.

The conclusion of the study showed that UNH Paul College has a good brand image but could be strengthened. Specifically, research shows that students are very happy, satisfied, and proud to be called Paul College students. They enjoy having their own, technology-rich building on campus with strong academics that are challenging and professors, who for the most part, are engaging and passionate about wanting students to succeed. What is evident in the research is that the new building heavily contributes to satisfaction and creates a very strong and powerful community feel.

Looking forward, the 2022 research looks to understand and compare how Paul College's brand image has evolved over the past 6 years and in particular, if the pandemic has any impact on stakeholder's perceptions of the brand.

Literature Review

“Measuring Consumer-Based Brand Equity for Indian Business Schools”

Understanding the brand image of Paul College is important in understanding the results conducted in this research study. The information described in this article helps to learn more about brand image and how it can be measured for Business Schools.

Several literatures were discussed in this journal about Indian Business Schools. Table 1(see below) includes a stakeholder framework for business schools. The study completed reviewed 9 different schools. The study concluded that for business schools to be successful, they need to keep a consistent brand campaign that is also well-designed. Especially critical for business schools are to harness their globalization, intellectual capital, and program recognition which are the highest rated attributes. It is important to understand the role of brand image in colleges and how geographic and cultural differences may impact the branding.

Table 1: Stakeholder framework for business schools.

	Business School Stakeholders	How positive stakeholder perceptions affect their behavior	Effect on Performance of the Business School
INPUT ↑ ↓	Prospective Students	Good students prefer and join; higher willingness to pay fee premium	Rigorous Selection process and better quality of input
	Government	Support and Funding	Image and Investment Potential
	Media	PR Coverage, Word of Mouth	Brand Image and Rankings
	Alumni	Funding/ Donations; Referrals for prospective students and faculty	Loyalty and Association
PROCESS ↑ ↓	Faculty	High quality faculty willing to join; increased retention and association with the school	Innovative pedagogy, High quality teaching inputs and good research outputs
	Staff	Better quality and skilled staff; greater retention	Efficiency in administrative tasks, good student support
	Corporate representatives	Greater willingness to associate with school and contribute to curriculum, pedagogy, live projects and facilitate industry visits	Enhanced Academia- Industry interface
Output ↑ ↓	Industry including alumni	Extending management development programs and Consulting assignments, Funding, Chair positions, Involvement in Placements and Internships	High quality placements (both in terms of role and salary), enhanced industry interactions
	Industry/Academic Associations	Joint research/training/consulting	National and International accreditations, Build brand image
	Global Business Schools	Global tie-ups, exchange programs, foreign students and faculty visiting campus, international exposure	Global presence of school and enhanced brand image
		Strong Brand Equity influences perception of stakeholders, and hence their behavior	Business School performance further strengthens the brand equity and hence influences the rankings and future perceptions and behavior of stakeholders

“COVID-19 and Management Education: Reflections on Challenges, Opportunities, and Potential Future”

In this literature, the challenges and benefits that business schools face is examined. While COVID-19 has caused a more difficult and stressful learning experience for students, it has also allowed for more innovation. Teachers are able to find new and more engaging ways to keep students' attention while learning remotely.

After reading this article, it is clear that the effects of COVID-19 have an impact on students and their opinions about their education. Specifically, the article shows that as a result of COVID, students are concerned with their learning and academic progress during this challenging time. As a result, teachers have created new and engaging ways to connect with students through digital media including Teams and Zoom. It is important to understand if COVID-19 played an impact on the image of Paul College. Therefore, questions included in the Paul College branding study are: Do you feel your education was compromised due to COVID-19? Do you believe your professors were prepared to teach online if needed during the COVID-19 Pandemic?

“COVID and the impact on higher education: The essential role of integrity and accountability”

This next literature article reviewed the affect COVID-19 had on higher education. The “Gaus’s ecological approach” is used to review specific areas of higher education and how COVID-19 impacted each. These areas include people, place, physical, and social technologies. The article describes each of these areas and notes the drivers as a result of COVID. Key for higher education is flexibility but also the critical role of institutional integrity and

accountability. COVID has impacted everything from teaching modality, to pedagogical approaches to revenue streams and student equity, forcing institutions and faculty to deviate from their normal policies. Universities need to be prepared to examine and deliver new ways and/or new systems to address these changes to help avoid possible negative outcomes. One quote that stood out was, “Operating in a trust market, integrity and accountability are necessary in the normal functioning of the higher education system.” This implies that it is important that higher education institutions present a trustworthy and accountable community for its students which is even more pronounced in a time of distress as with this pandemic.

After reading this, understanding what Paul College respondents feel about how UNH conducted its business during the pandemic and how this might have affected their view of Paul College is important. Based on this information and that from the previous literature, it is clear that there should be a section to cover COVID-19 to better understand how Paul College’s brand is impacted from the way the college handled itself during the pandemic.

It’s All about the Timing

This last article looked further into COVID-19. However, this article focused on understanding what was needed behind the scenes to allow for education to continue. This article also discusses three plans that were put into place at the University of Cambridge to help teach content without the use of in person sessions. These included, a quick reference handout guide that featured “dry topics”, Instagram guides with 10 page “slide shows”, and 60 second videos known as “Moore Minutes”. This demonstrates that new learning tools are necessary to implement as classes cannot always be face-to-face and student’s mode of learning is changing and needs to be accommodated. It uses multi-media approaches to reach students and keep them engaged during this challenging time.

Some initiatives that Paul College has developed since 2016 are to use technology to Zoom classes during the pandemic and include more experiential learning tools that provide students with the ability to put academics to the test in real-world learning environments. This includes many of Paul College's capstone courses, the Business in Practice Program, and other programs that offer students a different way to learn. It is important to understand if these new initiatives helped to strengthen the brand image of Paul College.

Introduction

One important topic in the marketing industry is the idea of brand image. Brand image is how the company is seen through the eyes of the consumer. By understanding this, companies can better adjust their marketing strategy.

The University of New Hampshire Peter T. Paul College of Business and Economics is a well-known and highly admired business school. The school has worked hard over the past 5 years to improve their rankings and to provide students with the best education and real-world learning possible. In 2022, Paul College is ranked #59 as best undergraduate business schools according to Poets & Quants.

Since the 2016 study by Sarah Tubbs was completed, Paul College has undergone many changes. This includes the implementation of the Business in Practice Program, multiple experiential learning opportunities, an increase in student run organizations, and new practices due to the COVID-19 pandemic.

Aim and Objective

The objective of this study is to understand how the attitudes and brand image of Paul College have changed since the initial study in 2016. In 2016 when this study was completed, the

Peter T. Paul College and the building itself was only three years old. This also represents the first full term year of Dean Merrill-Sands. The goal of the research is to understand how Paul College's brand and perception has evolved over the past 6 years using the 2016 research study as a benchmark and to determine if the pandemic of the past 2.5 years had any influence on the brand at all.

Study Design and Data Collection

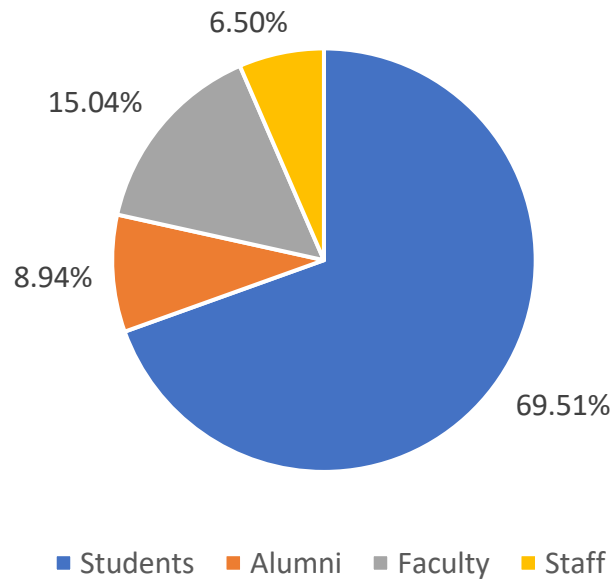
In order to best compare the results from 2016, the 2022 survey is designed to be very similar to the original. However, a few of the questions are reworded, changed, or criteria have been added to reflect the changes over the past 6 years. Specifically, a Net Promoter Score question is added, and the features and attributes of the school are updated to gain feedback on the new areas that have been implemented since 2016. Additionally, alumni, faculty, and staff are also included in the survey so that all stakeholders are represented.

The collection of data and analysis uses Qualtrics Software. Respondents are aware their responses are anonymous and consent to being a part of the research study prior to starting the survey. This analysis also compares the data from the 2016 survey to understand changes and implications.

Sample Size and Demographics

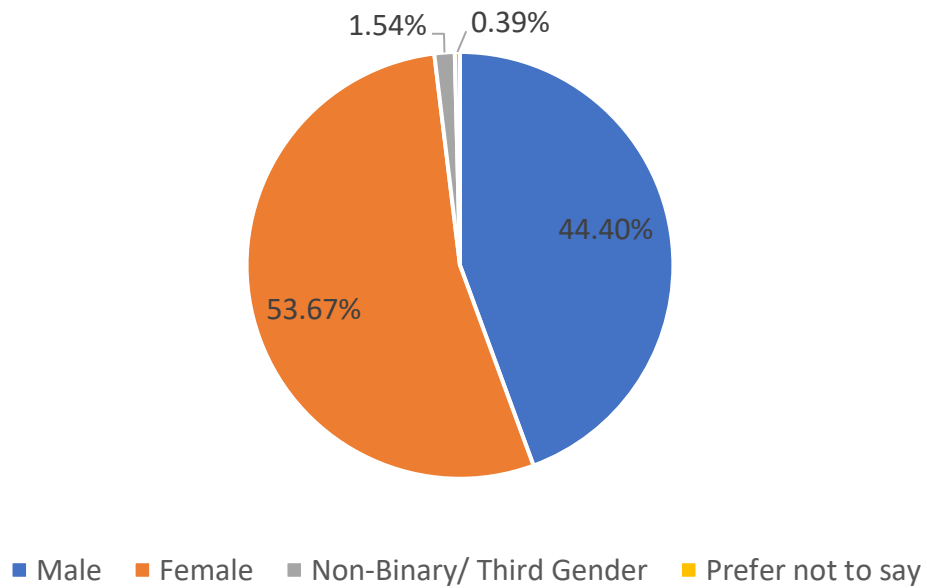
A total of 265 persons responded to the survey with 259 consenting to participate in the survey. The demographics of the research study include a good mix of grade levels of students representing about 70% of total responses, with faculty and staff representing 21.5% and alumni close to 13% of respondents.

Q. What best describes your experience with Peter T. Paul College?

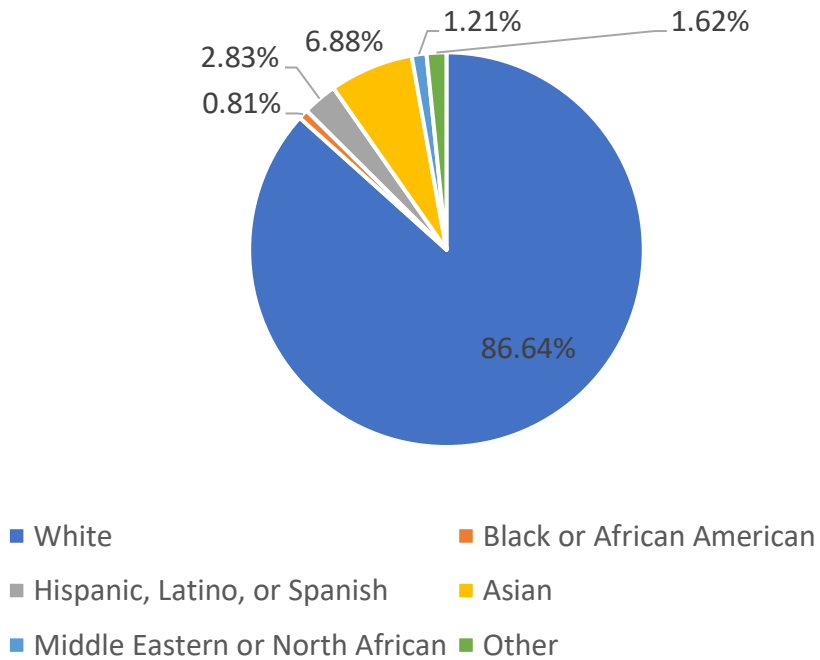


The study includes a representative mix of gender and ethnicity is in line with UNH's ethnic composition.

Q. What gender best describes you?

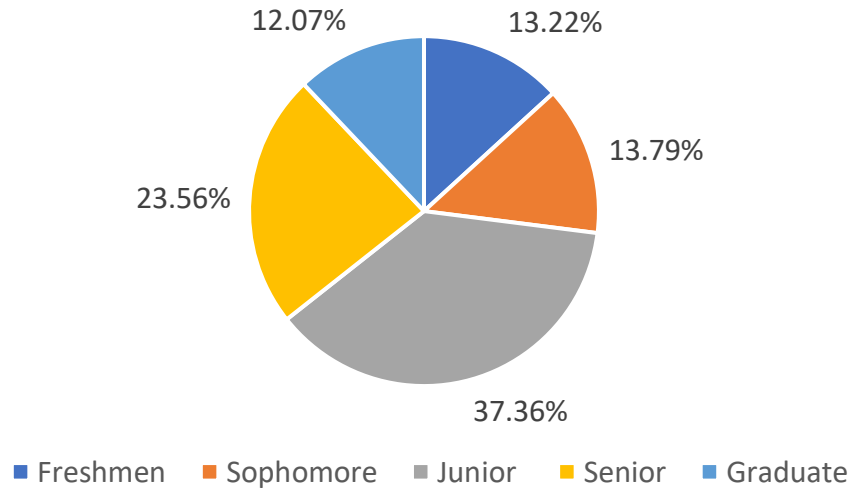


Q. Which category best describes you?

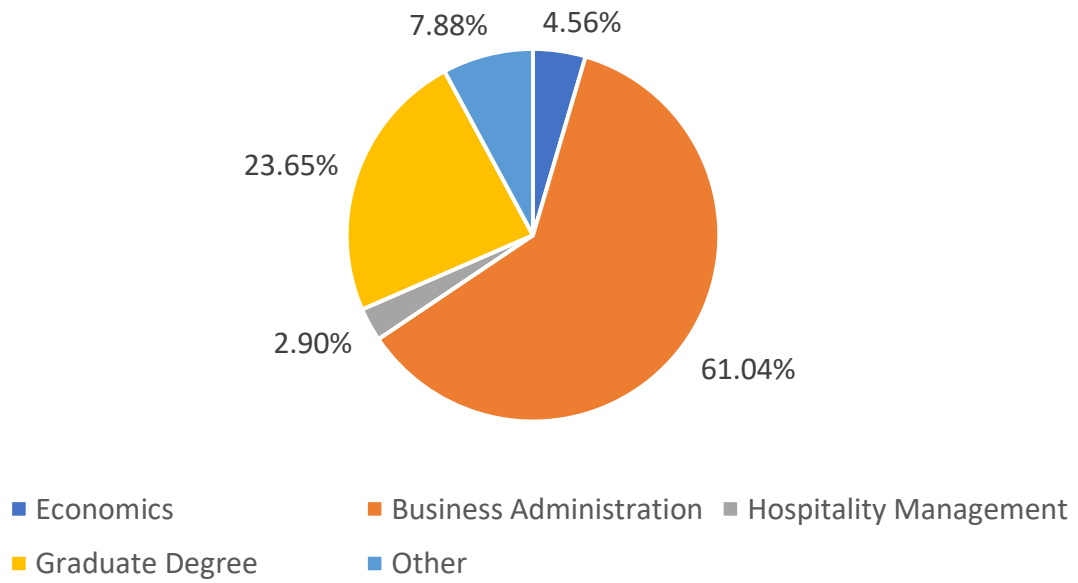


Among students, there is representation across all grade levels including graduate students with some skew towards juniors. Primarily, students are pursuing the business administration degree (61.04%) and secondarily, a graduate degree (23.65%). Additionally, there exists a skew towards the marketing option representing 45% of students followed by accounting majors at 10.1%.

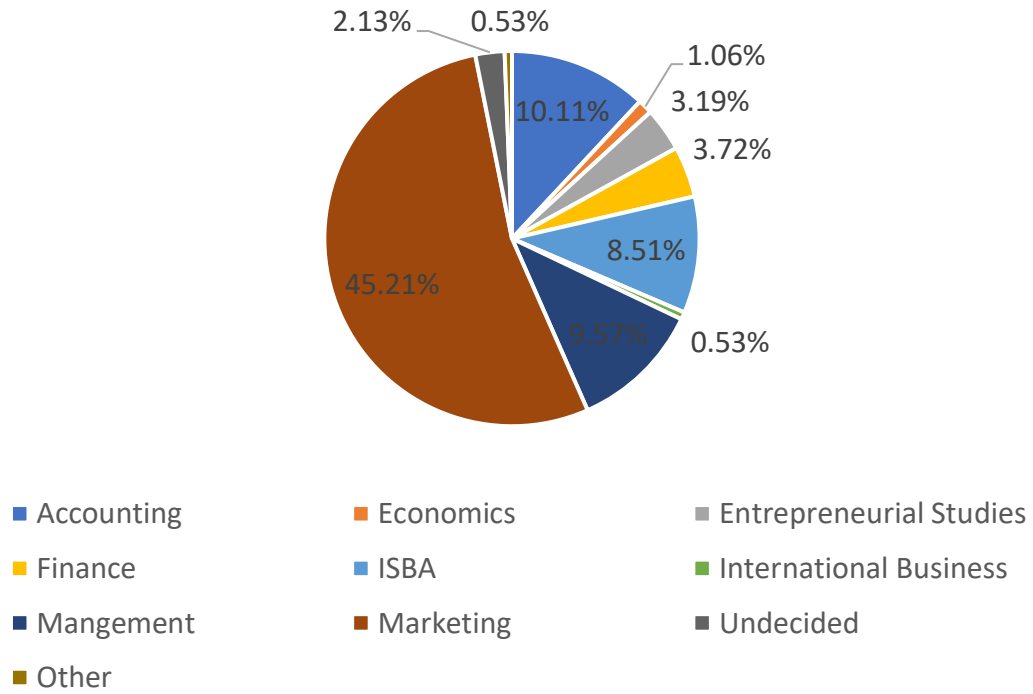
Q. What is your current grade level?



Q. What degree do you have or are you currently pursuing?

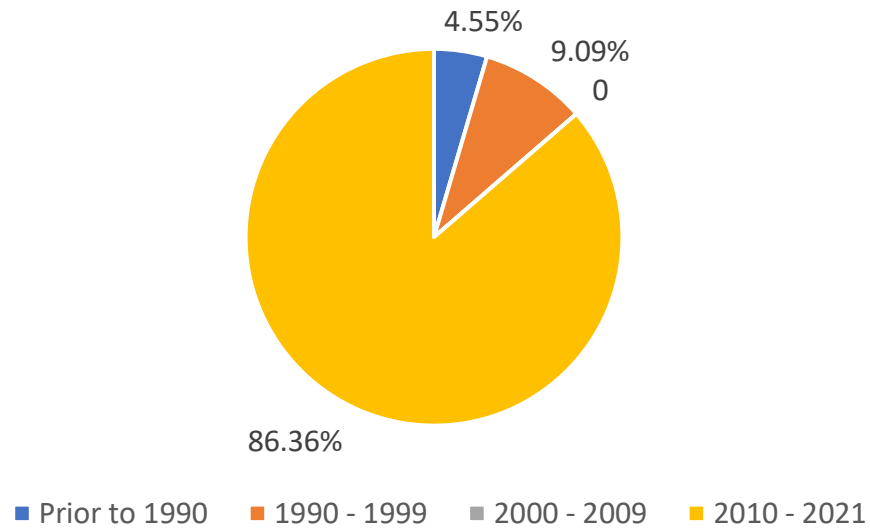


Q. What is your primary major/option?



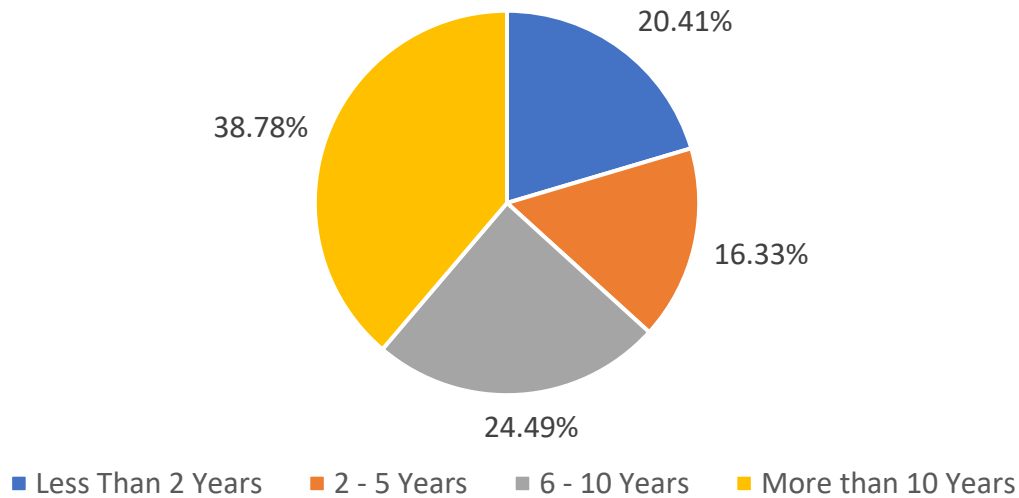
Overwhelmingly, alumni have graduated within the past 10 years (86.4%).

Q. When did you graduate from Paul College/WSBE



Faculty and staff respondents have longevity with the college. Specifically, about 39% have been with Paul College for more than 10 years, followed by 24.5% with 6-10 years of employment with Paul College.

Q. How many years have you worked for Paul College? (Faculty and Staff)



Survey Questions

A large portion of the survey questions stayed the same or similar to the questions from 2016 to ensure a good comparison between the two data sets. There are four sections in the 2022 survey. These sections include Demographics, Background, Opinion, and COVID-19.

Demographics include gender, ethnicity, and experience with Paul College. The Background section includes questions that relate to student and alumni decisions to come to UNH and what other schools they applied to and the Net Promoter Score.

The Opinion section goes into greater depth to better understand attitudes, attributes, and feelings about Paul College. These questions range from impressiveness of specific features and opportunities through Paul College to agreeableness for several statements. Questions also ask

respondents to fill in the blank for why they feel this way to better understand some of the reasoning connected. Respondents are also asked to rank a variety of attributes about Paul College and how they feel it describes the school. They also are asked if they are the Dean of Paul College, what would they improve.

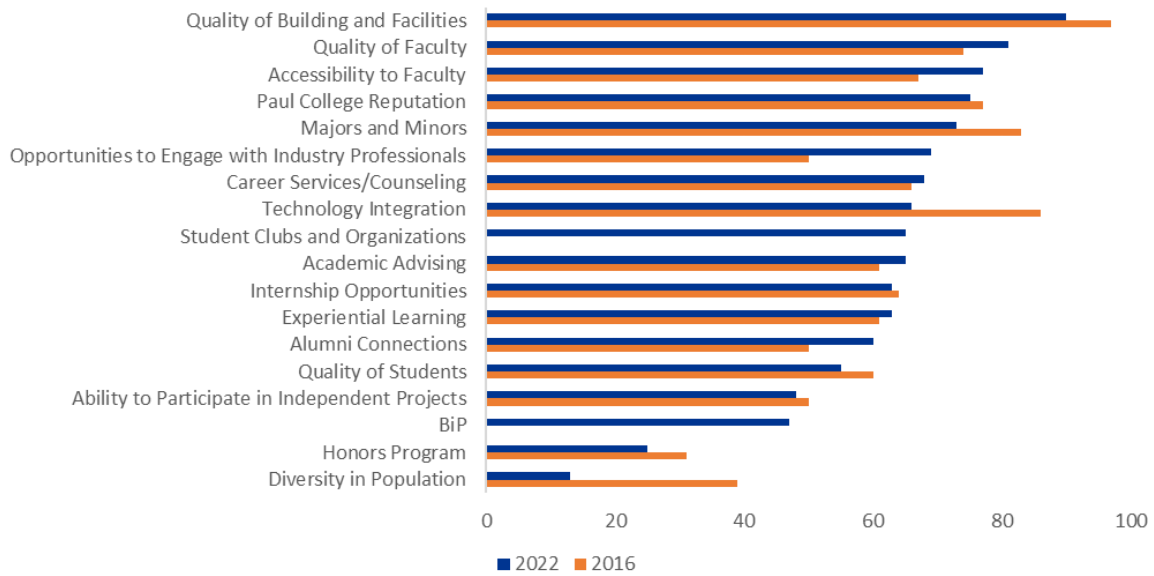
The last section, COVID-19, focuses on how respondents feel about their experience in Paul College during the pandemic. These statements refer to the preparedness, safety, and technology of Paul College and its faculty throughout the COVID-19 pandemic.

Results

The results from this research demonstrate a continued strong positivity towards Paul College and its brand image. Below are some key findings

1. Several themes have demonstrated an increase since 2016 including quality and accessibility to faculty, opportunities to engage with industry professionals and alumni, career services, academic advising, and experiential learning.

There are several themes that show an increase since the initial survey from 2016. These increases are determined based on two metrics. The mean response or the percentage of respondents that answer in the top two box scores (agree/strongly agree or impressed/very impressed). These themes that increase show areas of improvement for Paul College.



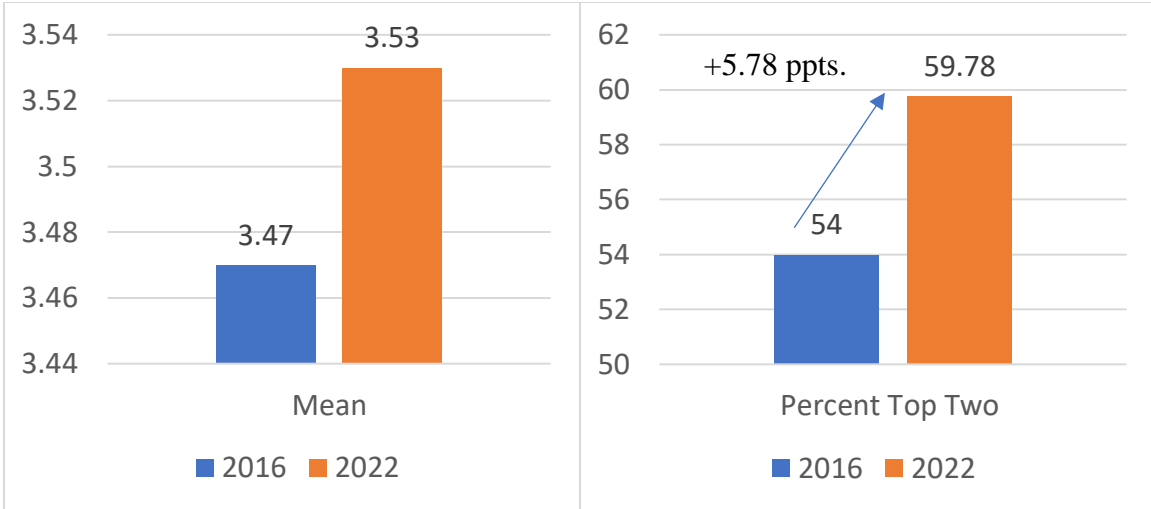
Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you. (Top Two Box Scores %)

Alumni Connections

Alumni Connections is an area that shows improvements in ratings since 2016.

Responses show an increase in positivity towards their connections with past Paul College students. The average mean for response was 0.06 higher and the percentage in the top two box score was 5.78% higher.

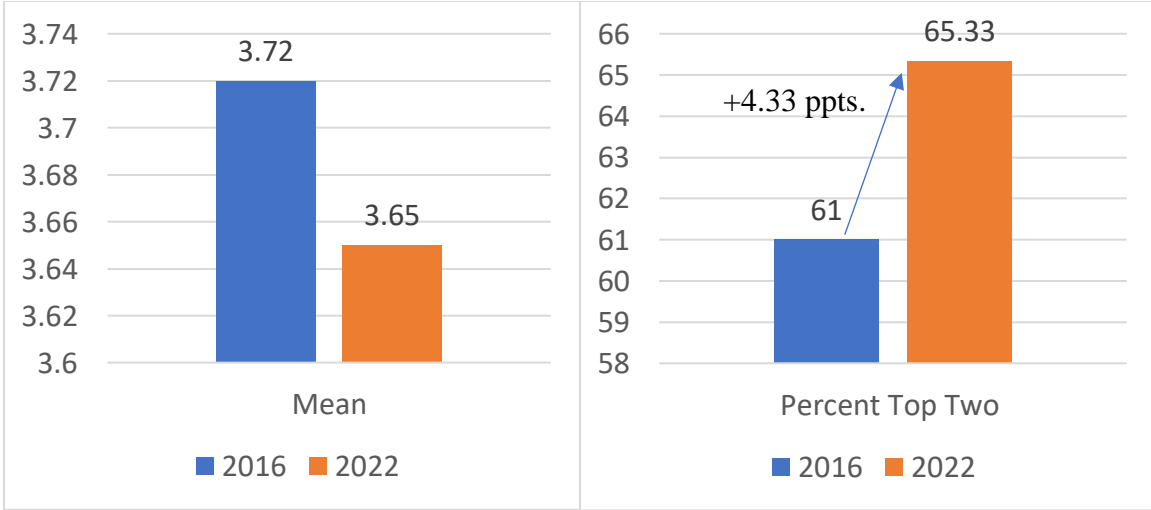
This shows that respondents are more aware of the opportunities to work with and connect with Paul College Alumni.



Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you (Alumni Connections)

Academic Advising

In 2022, the average mean is 0.07 lower than in 2016. However, the percentage of respondents who answered in the top two box score shows +4.33-percentage points more than in 2016. This indicates that academic advising has improved in ratings according to student perception.

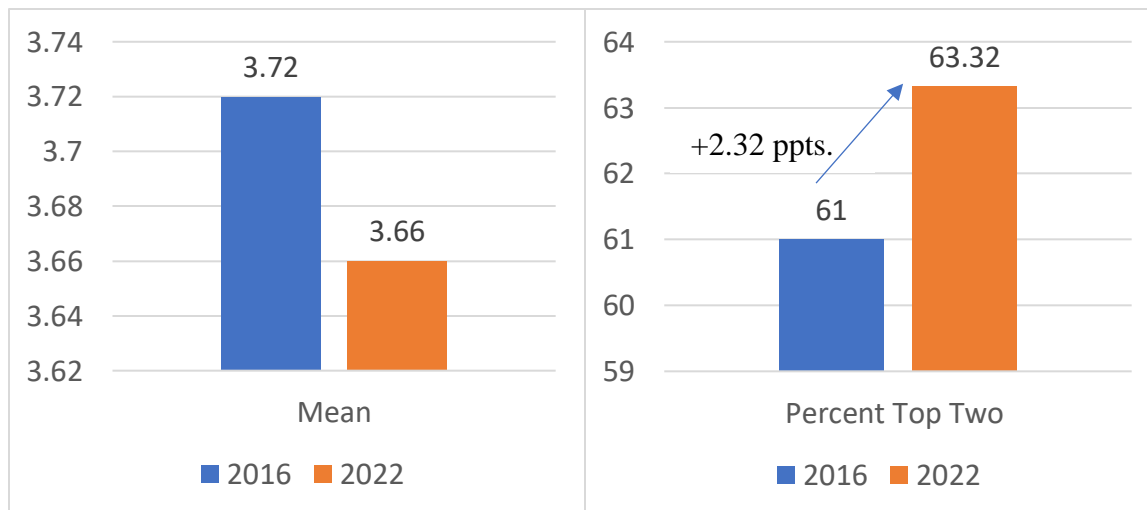


Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you. (Academic Advising)

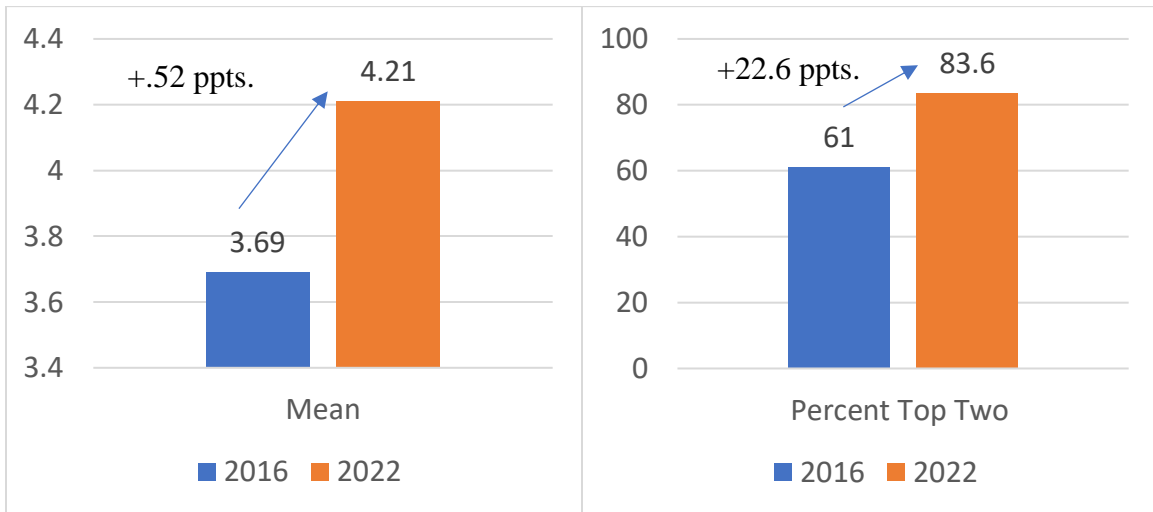
Experiential Learning

Experiential Learning shows significant improvements in several question areas. While the mean has decreased slightly, there is an increase of +2.32 percentage points for the top two box score of impressive/very impressive. 83.60% of respondents agree or strongly agree that they have a wide range of opportunities related to experiential learning. This increase by +22.6 percentage points shows the greatest increase overall. This significant jump indicates that students recognize the explosive growth in experiential learning opportunities made available to them over the past six years.

As further evidence, Experiential Learning is also the 6th greatest mentioned attribute for Paul College for most distinctive attribute. Since 2016, there have been several more opportunities for experiential learning including the BiP program, FIRE, student run organizations, Voice Z Digital Marketing and the UNH Marketing & Advertising Club as part of the American Marketing Association Collegiate Chapter (AMA). Respondents indicate their appreciation of these programs.



Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you.
(Experiential Learning)

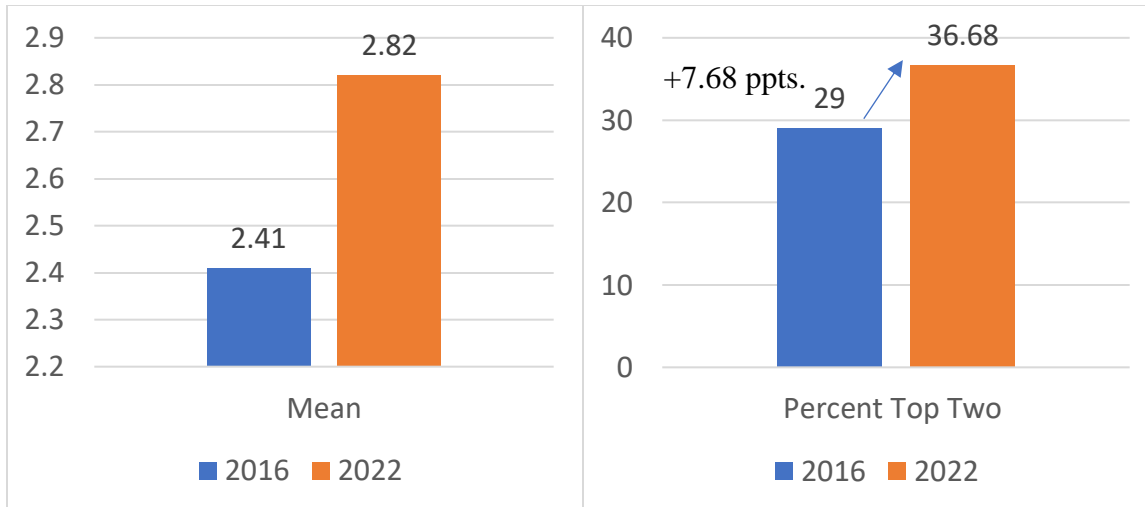


Q. To what extent to you agree with the statement, “At UNH Paul College, I have a wide range of opportunities for experiential learning (e.g., capstone projects with companies, student run funds, Voice Z Digital Marketing, Marketing & Advertising Club MAC/AMA, Sales, Competitions, Holloway Competition, and research projects)”?

Financial Aid

Students and alumni are asked how important several ideas are in their decision to attend UNH Paul College. In 2022, the average mean increases by +.41 and the percent in the top two box scores also increase by +7.68 percentage points.

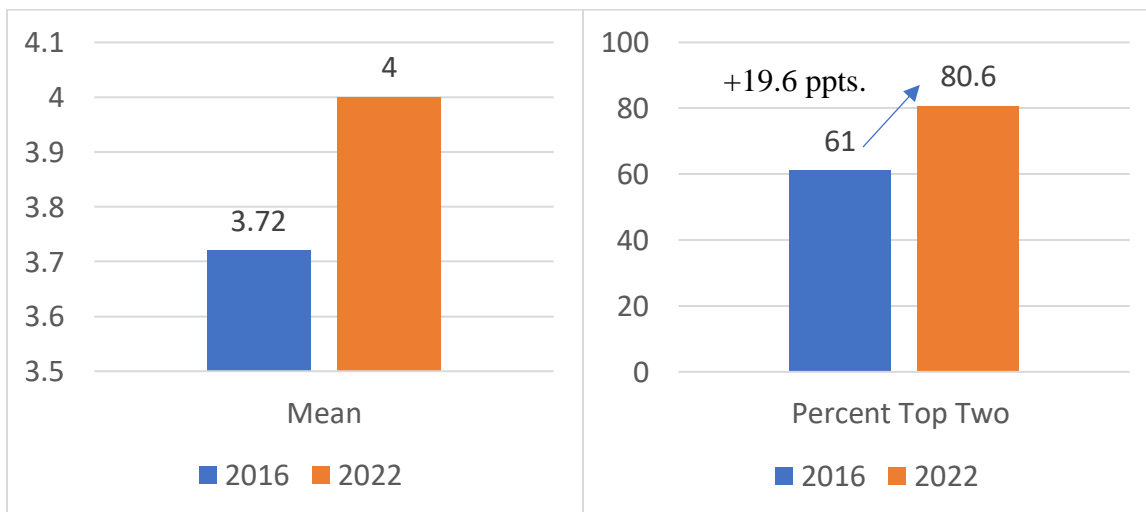
Cost, as well as the student loan debt, has increased among students’ concerns which has been exacerbated by the pandemic, according to a new study released by the ECMC group that polled more than 1,000 students (ECMC Group). This in turn could have caused the growth in importance for students when making the decision of which college to attend. This underscores the importance of continuing to offer even more Paul College scholarships and financial aid to attract top students to the school.



Q. How did each of the following influence your decision to attend UNH Paul College? (Financial Aid)

Quality of Faculty

The quality of faculty within Paul College also shows great improvement since 2016 among respondents. The average response is 4 (“impressive”) and this increases by +0.28 since the first survey. The percentage in the top two box scores also increases significantly by +19.6 percentage points.



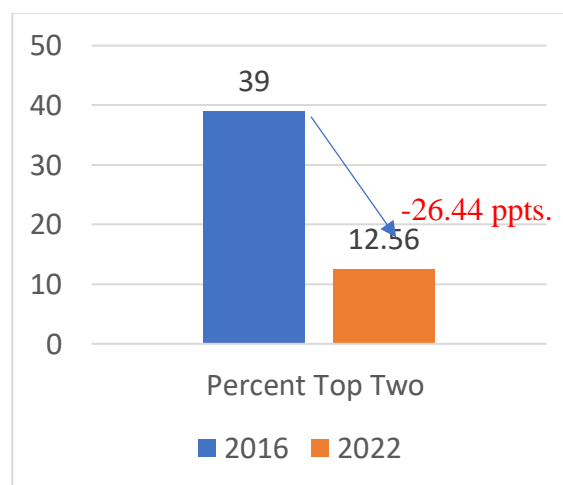
Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you. (Quality of Faculty)

2. Several themes decreased since 2016 including diversity, the honors program, size of classes, and technology.

Several themes show a decrease since 2016. This decrease is also determined by the mean score and percentage (impressive/very impressive) in the top two box scores.

Diversity

The idea of diversity in the population of Paul College is one of the themes that show a decrease since the 2016 survey. The total responses who are impressed or very impressed by the diversity of Paul College decreases significantly by -26.44 percentage points. This could be the fact that diversity, equity, and inclusion are topics that have been brought to the forefront in more recent years. In fact, diversity, equity, inclusion and belonging (DEIB) initiatives are playing a growing role in companies today. This is a result of social justice movements and the pandemic which has caused a rapid shift in corporate values and social responsibility as employees struggled to deal with the fallout from government-mandated lockdowns and the resulting job losses. (“5 Ways Diversity and Inclusion Changed in the Last Year” | Clark)

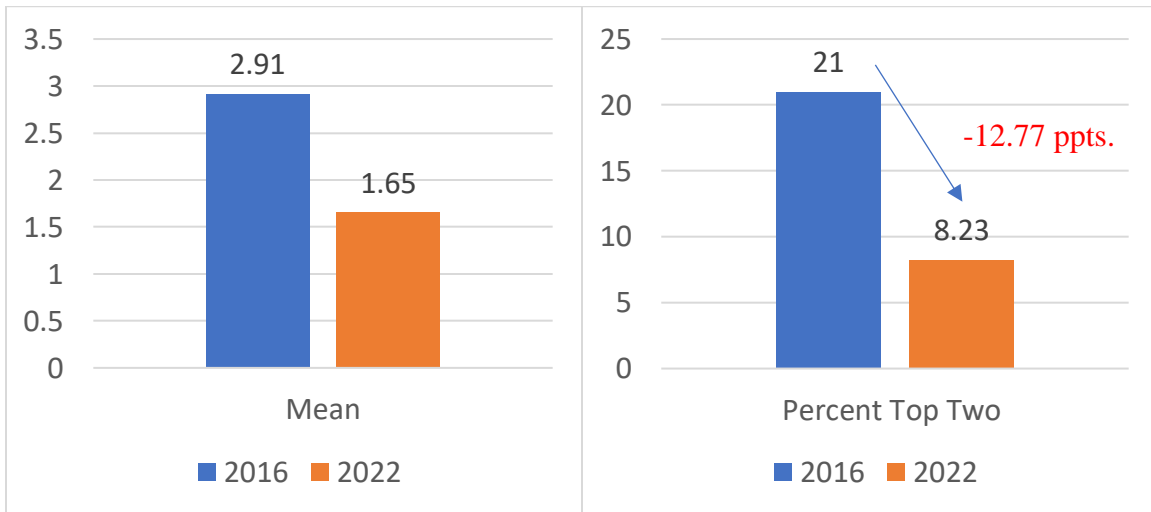


Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you.
(Diversity)

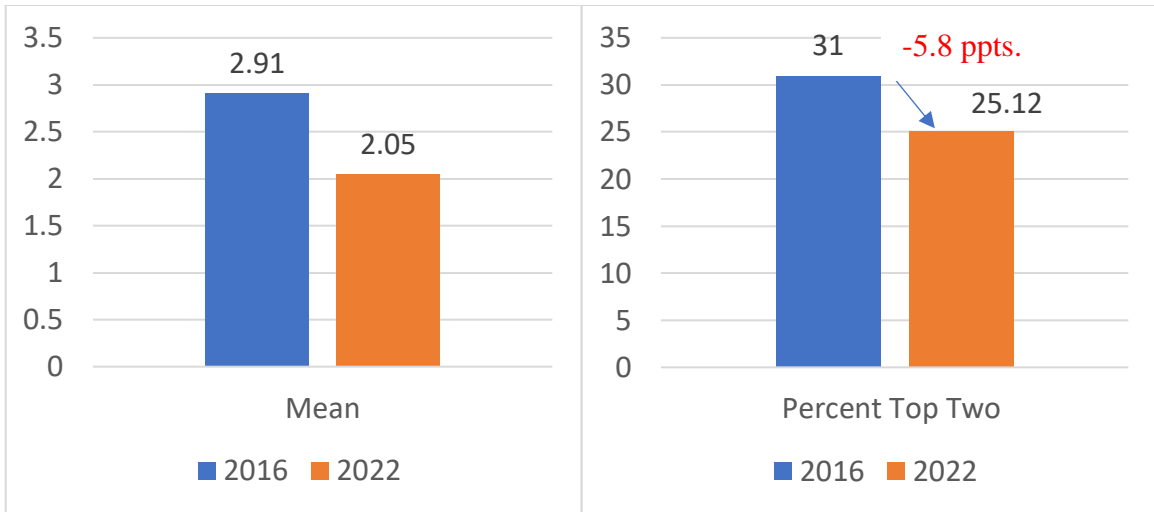
Honors Program

The Honors Program indicates an area that did not perform as well since 2016. 8.23% responded that the Honors Program is important or very important in their decision to attend Paul College. This is less than half of those in 2016 (21%).

Respondents also show a drop in impressiveness of the Honors Program. The average response was 2.05 (somewhat impressive). This is a 0.86 decrease since 2016.



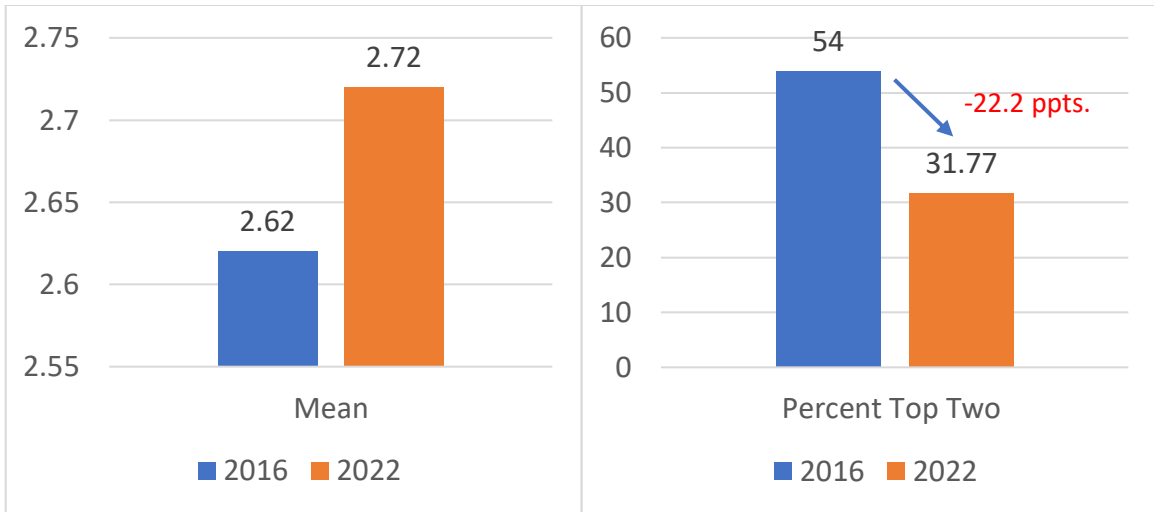
Q. How did each of the following influence your decision to attend UNH Paul College? (Honors Program)



Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you.
(Honors Program)

Scholarships Awarded

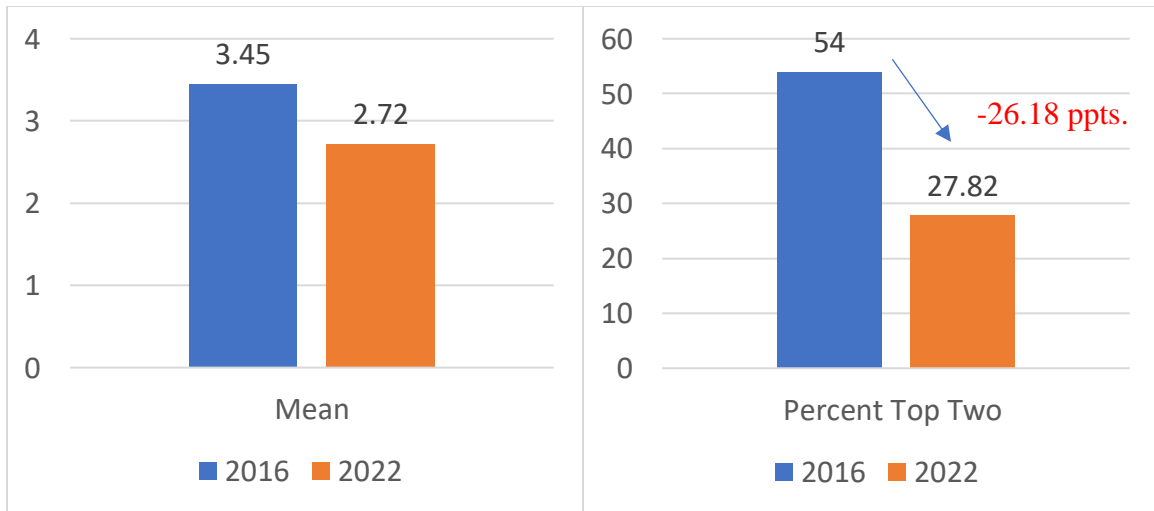
Scholarship awarded presents a mixed bag. The importance of scholarships increased slightly since 2016, up +.10 ppts. However, the percent in the top two box score decreased to 31.77%, a -22.2-percentage point drop. While cost of college is important to respondents, scholarships awarded are selective and may not have directly impacted their individual decision to attend as they may not have been offered one. This underscores the need for an increase in scholarships awarded to those students who qualify since they are considered to be important and cost of college bears heavily on their decision-making.



Q. How did each of the following influence your decision to attend UNH Paul College? (Scholarships Awarded)

Size of Classes

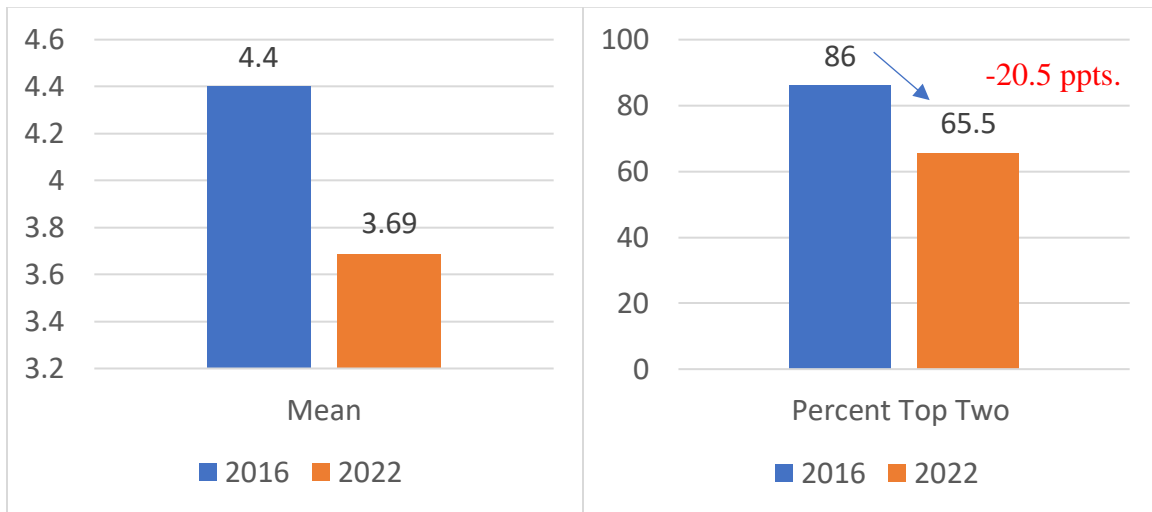
Size of class does not seem to be as an important of a decision-making criterion as it was in 2016 for respondents. The average response decreases by 0.73. However, there is a significant drop (-26.18 ppts.) in the impressiveness of Paul College's class size.



Q. How did each of the following influence your decision to attend UNH Paul College? (Size of Classes)

Technology

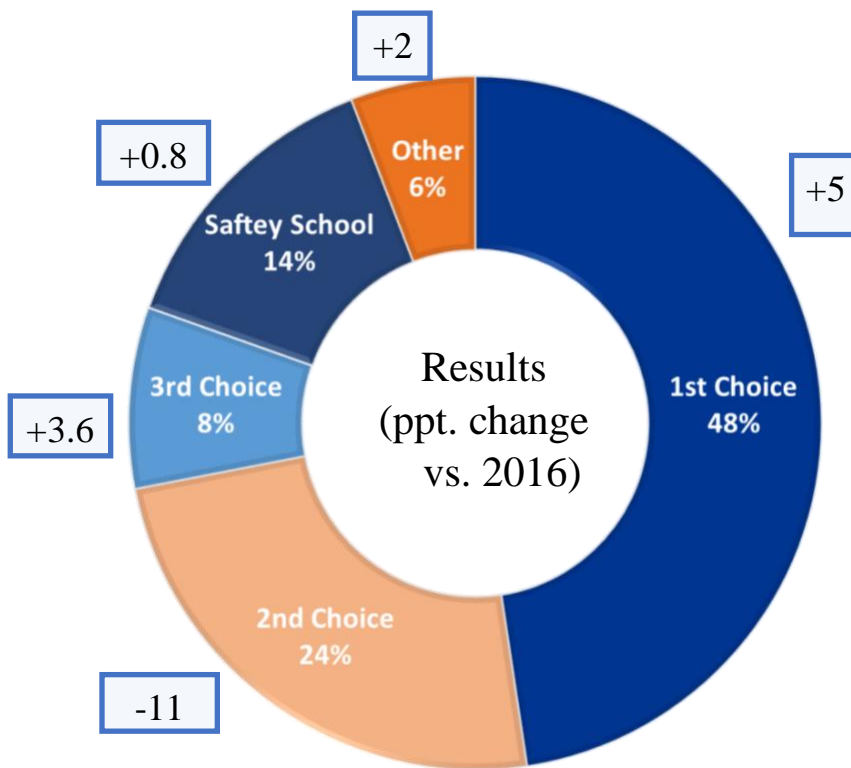
Respondents are less impressed by the technology of Paul College in 2022, compared to 2016. The average response is 3.69, which is a -0.71 decrease. 65.5% of respondents are in the top two box scores compared to 86% from 2016, a -20.5-percentage point decline. This could indicate that technology is not seen as important/impressive as in 2016, when the Paul College building was newer, and technology at that time was considered state-of-the-art for UNH.



Q. In thinking about Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you.
(Technology)

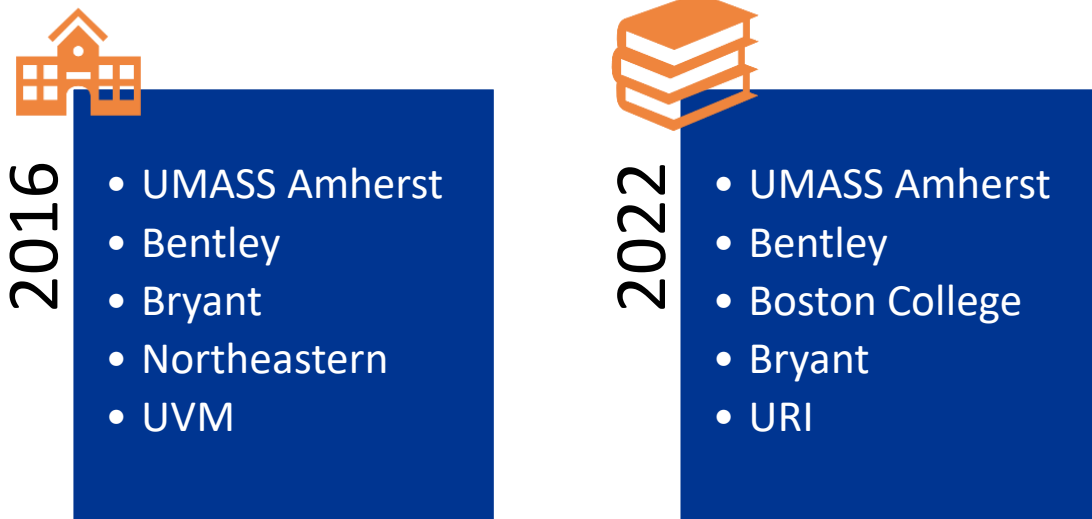
3. More students are choosing UNH Paul College as their first choice of schools.

48% of respondents answered that UNH Paul College was their first choice in schools. This is a +5-percentage point increase since 2016. However, this is abutted due to the fact that 2nd choice decreased by 11%, assuming that half of 2nd choice moved their decision to first choice. Third choice, safety school, and other also show an increase in responses with increases of 3.6%, 0.8%, and 2.0%, respectively.



Q. When you were applying to schools where was UNH Paul College ranked in your application process?

4. The competitive set for Paul College has shifted slightly since 2016. Top schools for consideration now include Boston College and University of Rhode Island replacing Northeastern and University of Vermont.



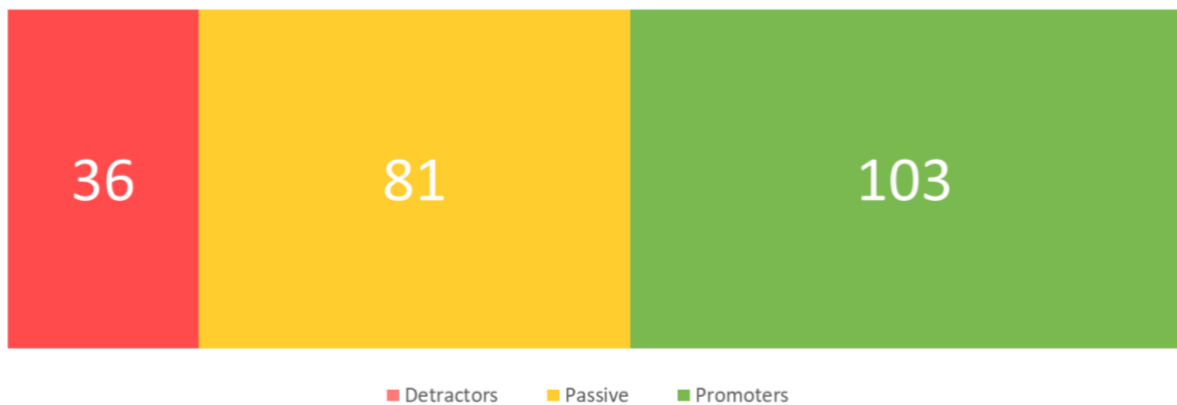
Q. What other schools did you apply to? (Top 5 Responses)

Here is the total list of schools considered.



5. The Net Promoter Score is 30.47% which is a good score.

16.35% of respondents answered 0 to 6 for likeliness they would recommend Paul College to a friend or colleague. 36.82% of those answered 7 or 8 and 46.82% responded either 9 or 10 on a scale of 1 to 10. For perspective, a positive NPS is considered good, a score over 30 is great, and everything above 70 is regarded as excellent. (“How Can You Determine a great NPS Score? | VetFedJobs.org”) In comparison to three universities NPS scores (Harvard, Stanford, and Cornell), Paul College scores higher, according to NPS scores compiled by Retently with an industry benchmark at 27. However, another ranking site (Satmetrix NICE) has the NPS higher education industry at 51 as a benchmark. (FINALSITE) While Paul College has a good score, there is room for improvement.



Q. On a scale of 1 to 10, how likely are you to recommend Peter T. Paul College to a friend or colleague?

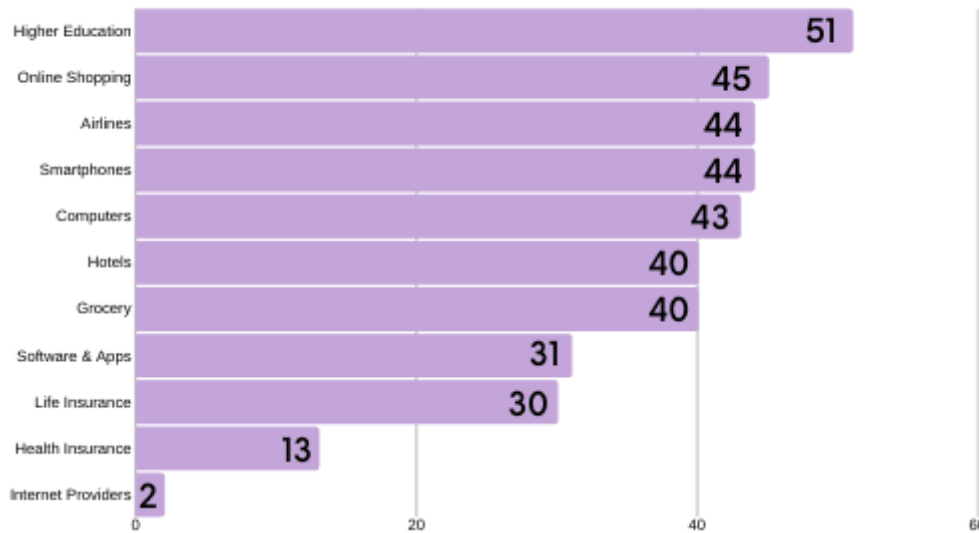


Your company's NPS is **higher** to the Higher Education industry average score of 27.



Source: <https://www.rentently.com/nps-calculator>

NPS Benchmark Average by Industry



Source: Satmetrix NICE 2018 industry averages

6. Faculty are viewed as the most distinctive attribute of Paul College.

In a fill in the blank question, respondents answer that Faculty are the most distinctive attribute of Paul College. The second highest response is the building itself. These are followed by Opportunities, Student Organizations, Community, and Experiential Learning. In 2016, the greatest attribute was the building which was followed by Faculty. Therefore, faculty has moved to the number one position over the past 6 years.



Q. What do you feel is most distinctive of Paul College?

7. Respondents show an overall positivity towards Paul College when asked about COVID-19 and how the pandemic impacted their experiences.

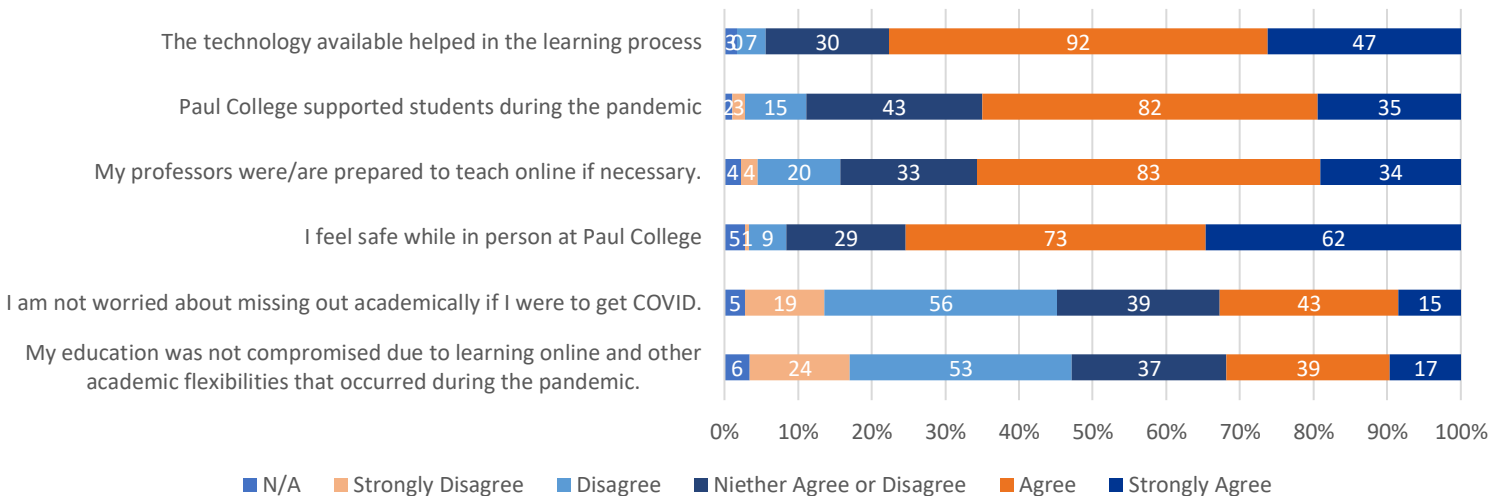
Respondents answered that technology helped during COVID-19. 26.26% strongly agreed, 51.40% agreed and 16.76% were neutral. There were little negative responses. 3.91% answered they disagreed, and no one strongly disagreed.

65% of respondents are in the top two box scored stating they agreed (45.56%)/strongly agreed (19.44%) that they felt the students at Paul College were supported during the pandemic. 23.89% were neutral, 8.83% disagreed, and 1.67% strongly disagreed.

Respondents are also positive toward the professors and their preparedness. 19.10% strongly agreed, 46.63%, 18.54% were neutral, 11.24% disagreed, and 2.25% strongly disagreed.

34.64% strongly agreed they felt safe while in person at Paul College with 40.78% agreed and 16.20% neutral. There are very few negative responses. Specifically, 5.03% disagreed and only .56% strongly disagreed.

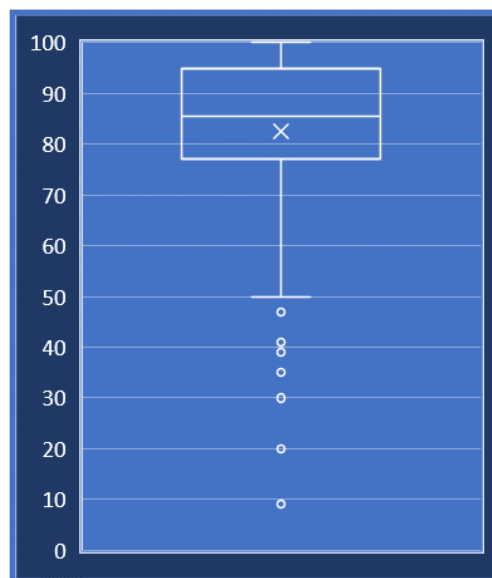
When discussing if students' education is compromised due to academic flexibilities, 31.82% are in the top two box scores stating that they agreed (22.16%) or strongly agreed (9.66%). 21.02% are neutral, 30.11% disagreed, and 13.64% strongly disagreed.



Q. How much do you agree with the following statements?

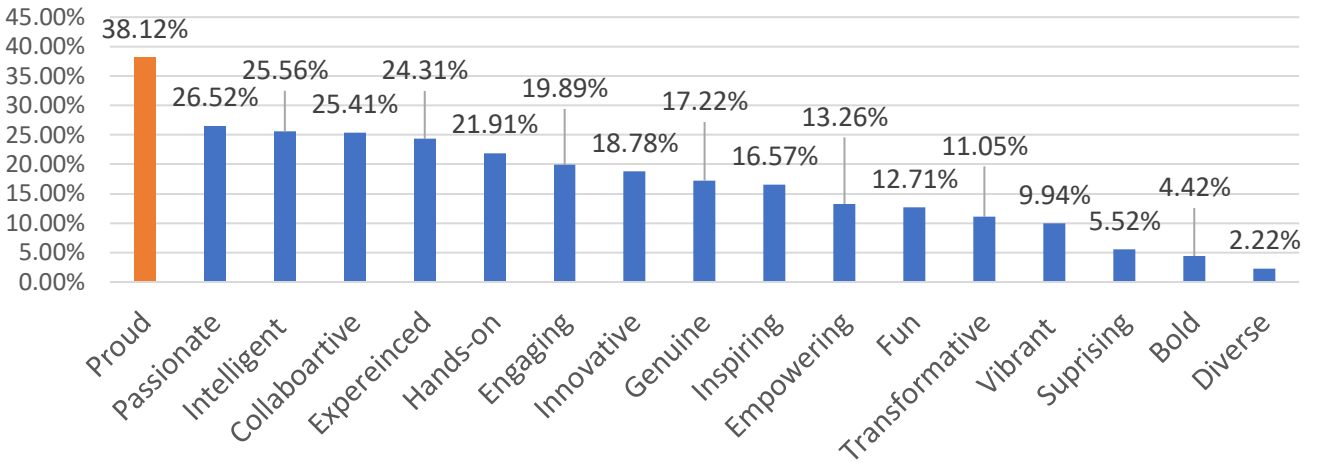
8. Respondents are proud to be a part of Paul College.

The average rating is 82.47. 30 respondents (15.96%) answered the highest score of 100. 44.15% of respondents answered 90 or higher. However, this average score is slightly lower than in 2016. The previous average was 85 out of 100 so down -2.53 percentage points. Additionally, it should be noted that the word, “proud” is the top adjective when used to describe Paul College. Further, when asked if they would choose Paul College again if they had the chance to go back and do it all over, overwhelmingly students, alumni and faculty/staff still choose Paul College.

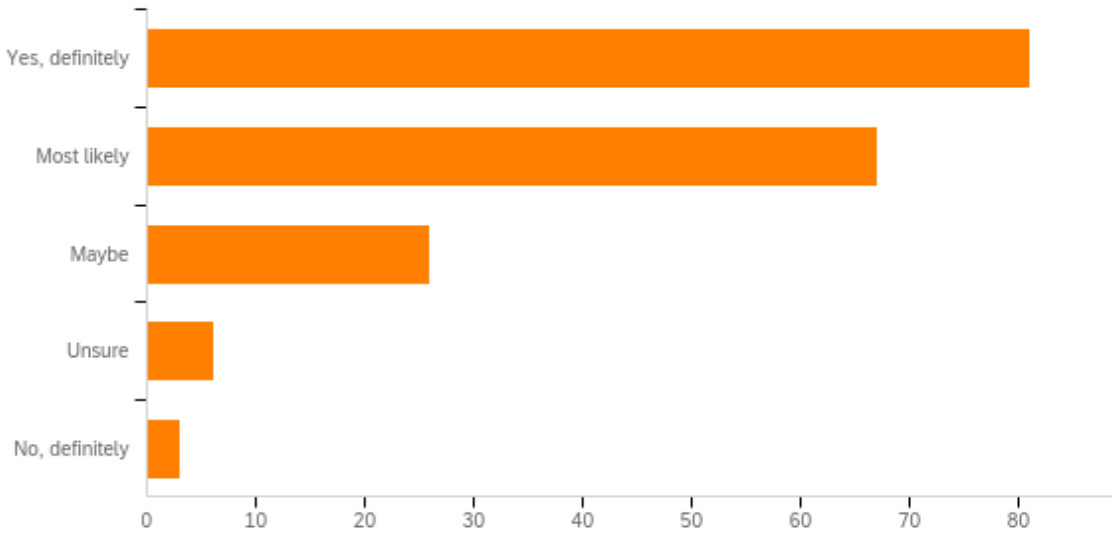


Q. On the scale below, please show how proud you are to be a UNH Paul College student/faculty/staff/alumni (100 being the highest).

Percentage of Responses, Top Box “Extremely-Well”



Q. To what extent do the following adjectives describe Paul College?



Q. If you were to start your college experience again knowing what you know now would you still choose UNH Paul College? If you work at UNH Paul College, would you select to work there again?

Executive Summary

The results from the 2022 survey show an overall positive attitude towards Paul College. Respondents demonstrate a sense of pride in their school and most answered if they had to restart their journey, they would still choose Paul College.

When asking questions about student and alumni decisions to attend UNH Paul College, one theme had greater importance results than in 2016, financial aid. Since 2016, the affordability of college has increasingly become a prime consideration. Because of this, students are focusing more on the resources offered to them so that they can make their college experience more affordable.

The Honors Program shows to be less important in students' decision to attend UNH and is significantly receiving lower impressive ratings than in 2016. It is possible that this is because students accepted to the Honors Program at UNH may also be accepted to the honors program of another school or that the Paul College Honors Program has not yet achieved strong awareness nor has distinctive benefits that make this program worthwhile. This would decrease the importance of the honors program and emphasize that of other aspects. Less people see it as a beneficial route in their academic career.

In thinking about technology, it is important to consider possible reasons for the decline since 2016. When the first survey was completed, the building was only 3 years old. Paul College stood out amongst the other buildings at UNH. Now, as other buildings have been updated, it is not seen as new, nor the technology considered state-of-the-art as it once was when the school first opened.

Another reason that the responses about technology could be lower are the effects of the COVID-19 Pandemic. When students were required to learn from home, the use of technology was extremely important in the learning experience. Keeping that in mind, the mindset of technology has changed due to the pandemic. Now, technology is an expected tool for all education levels and therefore less of an attraction for those affected by it.

The number one thing that stood out in the research is the love of the faculty by the respondents. When respondents are asked the open-ended question of what is the most distinctive aspect of Paul College, faculty is easily the most referenced. The positivity towards the quality of faculty grew since 2016. Respondents are more impressed by the quality of faculty. They also agree more that the faculty are their mentors and want to see them succeed.

The effects from COVID-19 are difficult to measure, but the results show that respondents still feel a level of proudness in their school given the pandemic. They feel safe in Paul College and most agree that their faculty have been well prepared during the pandemic.

Recommendations

1. Improve the Honors Program

The results show that respondents are less impressed with the Honors Program since 2016. In order to continue to build the Honors Program, it is important for more students to join and stay in the program. To do so, it is my recommendation that Paul College emphasize the benefits of the program to those accepted. The quality of faculty is important to respondents, which is why the faculty should be an influential role especially for the honors thesis, one of the prime components of the honors program. It is necessary to demonstrate that the honors thesis will not be completed on their own but rather with a knowledgeable and supportive member of the faculty. Additionally, there could be more opportunities for the honors program students to create a stronger sense of community such as honors-only classes or preferences in class registration timeslots.

2. Feature Faculty for Prospective students

For prospective students, the buildings, facilities, and opportunities are usually referenced the most. However, the results show that respondents have an overwhelming amount of impressiveness and positivity in the faculty of Paul College. Faculty is also extremely important in the success of students.

To stand out among other strong business schools, it would be beneficial to feature faculty and their experiences they offer. Many of the responses indicate that their faculty offered more than the knowledge learned in the classroom. By spotlighting the networking, compassion,

and opportunities that these faculty members offer their students, Paul College can encourage more students to choose Paul College.

3. Improve Diversity, Equity, Inclusion and Belonging at Paul College.

To improve, Paul College can look to better educate all stakeholders on DEIB to increase awareness, eliminate bias and continue to create an inclusive community. Additionally, as International students come back to campus post-COVID, ensure successful onboarding for all stakeholders. Fostering connectivity, in addition to, empowering and rewarding stakeholders for this improved behavior is critical for all to feel welcome at Paul College.

4. Market the Proudness of Paul College

The tagline #PaulPride is widely used around Paul College and is a recognizable and unique hashtag. The results from this study show that respondents are very proud to be a part of Paul College. When asked how well each adjective describes Paul College, “proud” is the highest rated word used and shows a sense of pride in itself. This is especially evident among both students and alumni of whom the majority indicate that they would likely choose Paul College again if they were to start their college career over.

Keeping this in mind, it is also my recommendation that Paul College continues to market the idea of Paul Pride throughout the school. This pride in the school can lead to greater positivity towards Paul College, improve the net promoter score, and be measured in future research for the brand image. A great example is the use of the Paul Pride award for a worthy student.

5. Continuation of Research

This research was created to compare to previous results and better understand how the brand image of Paul College is changing. In doing so, the results greatly show how the brand image of Paul College is changing and some areas that could be improved or emphasized. I strongly recommend that this research is continued to better understand the stakeholders' thoughts and opinions of Paul College. By having a benchmark of when the school was relatively new in 2016 and then 6 years later, my recommendation is to do this study again in 2025 to get a reading post-COVID. While the research shows that the pandemic did not detract from the appeal of Paul College, students, faculty, and staff are all impacted from the stress of the past 2.5 years during this timeframe. Further, by doing this branding study more frequently, this helps to not only understand the perceptions of Paul College and its progression but also any target audience changes and dynamics. For example, in 2016 students were Millennials, in 2022 students are Gen Z and in 2028, the first cohort of Alpha Generation will enter through the doors of Paul College.

6. Corrections to Future Research Survey

If this trend is continued and another student does similar research, I feel there are a few aspects that should be taken into consideration. When asking the Net Promoter Score question, it is clear that several respondents took this seriously and explained that their lower score was due to the fact that their friends are already in Paul College. I recommend keeping this question as it is a beneficial tool, but also ask how likely respondents would be to recommend Paul College to a prospective student and see if this changes the results. Additionally, I recommend getting greater responses from faculty, staff, and alumni to understand their perceptions as well.

Broadening the survey to include all stakeholders is new this year and we can then better understand and crosstab by specific respondent audiences to determine any differences.

Resources

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Hollowell. (2021). *Net Promoter Score 101: What Your School Needs to Know about NPS*. Finalsite. <https://www.finalsite.com/blog/p/%7Eboard/b/post/net-promoter-score-101-what-your-school-needs-to-know-about-nps>

Less Than Half of High Schoolers Want to go to a Four-Year College, Survey Finds | ECMC Group. (2021, November 5). ECMC Group.

<https://www.ecmcgroup.org/news/group/less-than-half-of-high-schoolers-want-to-go-to-a-four-year-college-survey-finds>

Sewell, C., & Theobald, A. (2020). *It's All About the Timing - Developing Online Training Resources for the Post-COVID World*, 20–23.

Tubbs, S. (2016). *Branding a Business School*. Honors Thesis UNH Peter T. Paul College of Business and Economics.

Exhibit 1: Survey

Examining UNH Paul College's Brand Image in Students and Faculty

Start of Block: Demographics

Q1 What best describes your gender

- Male
- Female
- Non-binary / third gender
- Prefer not to say

Page Break

Q2 What best describes your experience with the UNH Paul College?

- Current Student
- Alumni
- Faculty
- Staff
- Other (please specify) _____

Skip To: End of Survey If What best describes your experience with the UNH Paul College? = Other (please specify)

Page Break _____

Display This Question:

If What best describes your experience with the UNH Paul College? = Current Student

Q3 What is your current grade level?

Freshman

Sophomore

Junior

Senior

Graduate

N/A

Display This Question:

If What best describes your experience with the UNH Paul College? = Faculty

And What best describes your experience with the UNH Paul College? = Staff

Q4 How many years have you worked for Paul College?

Less than 2 years

2 - 5 years

6-10 years

More than 10 years

Page Break

Display This Question:

If What best describes your experience with the UNH Paul College? = Alumni

Q5 When did you graduate from Paul College/WSB

Prior to 1990

1990 - 1999

2000 - 2009

2010 - 2021

N/A

Page Break

Q6 What degree do you have or are you currently pursuing?

Economics (BA/BS)

Business Administration (BS)

Hospitality Management (BS)

Graduate Degree (MBA, MA, MS, PhD)

Other (please list) _____

Page Break _____

Display This Question:

If What degree do you have or are you currently pursuing? = Business Administration (BS)

Q7 What is your primary major/option?

- Accounting
- Analytical Economics
- Economics
- Entrepreneurial Studies
- Finance
- Information Systems & Business Analytics
- International Business
- Management
- Marketing
- Student Designated
- Money & Financial Markets

- Global Trade & Finance
- Public Policy & Sustainability
- Food & Beverage Management
- Lodging & Resort Management
- Event Management
- Undecided
- Other (please list) _____

End of Block: Demographics

Start of Block: Background

Q8 When you were applying to schools, where was UNH Paul College ranked in your application process?

1st Choice

2nd Choice

3rd Choice

Safety School

Other (please list) _____

Page Break _____

Q9 How did each of the following influence your decision to attend UNH Paul College?	Not at all (1)	Somewhat (2)	Moderately (3)	Very (4)	Extremely (5)
Access to other colleges within UNH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alumni Success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of Attending	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Aid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honors Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Majors and Options Available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paul College's Brand Name	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paul College's Reputation/Ranking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Paul College Student Organizations and Clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Faculty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Paul College Building and Facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendations from current students/alumni/parents/teachers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scholarships Awarded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Size of Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Size of Paul College	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNH Athletics, Clubs, and Organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNH Campus and Facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UNH's Reputation/Ranking as a
Whole

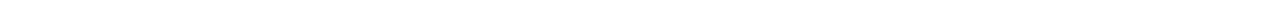


Page Break



Q10 Overall, how satisfied are you with your experience to-date at UNH Paul College?

- Very dissatisfied
- Somewhat dissatisfied
- Neither satisfied nor dissatisfied
- Very satisfied
- Extremely satisfied



Page Break

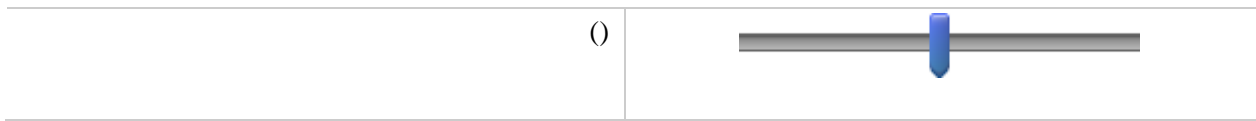


Q11 How likely are you to recommend Paul College to a friend or college

Not at all likely

Extremely Likely

0 1 2 3 4 5 6 7 8 9 10



Q12 Please tell us why that is your feelings.

End of Block: Background

Start of Block: Opinions

Q14 In thinking about UNH Paul College, please rate on a scale of 1 to 5 those qualities that stand out most to you.	Least Impressive (1)	Somewhat Impressive (2)	Neutral (3)	Impressive (4)	Most Impressive (5)
Ability to Participate in Independent Projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Academic Advising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessibility to Faculty Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alumni Connections/Engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business in Practice (BiP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career Services/Counseling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity of Population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Experiential Learning

Programs (FIRE,
Competitions, etc.)

Honors Program

Internship Opportunities

Majors and Minors

Paul College Reputation

Quality of Building and
Facilities

Quality of Faculty

Quality of Students

Student Clubs and
Organizations

Technology Integration

Page Break

Q15 To what extent to you agree with the following statements?	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
At UNH Paul College, I am empowered to pursue my passions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am getting a good value for my education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy being at Paul College.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am part of a positive community where teachers are mentors and classmates are friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe Paul College embraces diversity, inclusion, and equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy/enjoyed attending UNH Paul College	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I like being part of a
Research University

My learning and
experience at UNH
Paul College are
preparing me to be a
well-rounded,
principled business
leader.

My professors are
engaging and want to
see me succeed.

UNH Paul College
affords me the richness
of a small school
experience with all the
vibrancy and fullness
of being part of a
larger UNH campus
community.

UNH Paul College is
preparing me well for
the real world.

UNH Paul College
provides rigorous
academics that are
intellectually
challenging and
stimulating.



Page Break

Q20 What do you feel is most distinctive about Paul College? (Please describe)

Page Break

**Q16 How well
do each of the
following
adjectives
describe Paul
College?**

Not at all
(1)

Somewhat (2)

Moderately (3)

Very well (4)

Extremely
well (5)

Bold

Collaborative

Diverse

Empowering

Engaging

Experienced

Fun

Genuine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspiring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Passionate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surprising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transformative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vibrant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Page Break

Q18 On the scale below, please show how proud you are to be a UNH Paul College student/faculty/staff/alumni.

0 10 20 30 40 50 60 70 80 90 100

Page Break

Q19 If you were the Dean of Paul College, what is one thing you would improve?

Page Break

Q20 If you were to start your college experience again knowing what you know now would you still choose UNH Paul College?

Yes, definitely

Most likely

Maybe

Unsure

No, definitely

End of Block: Opinions

Start of Block: COVID-19

Q21 To what extent to you agree with the following statements regarding UNH Paul College and COVID-19?

Strongly Disagree (1)	Disagree (2)	Neither Agree or Disagree (3)	Agree (4)	Strongly Agree (5)
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My education was not compromised due to learning online and other academic flexibilities that occurred during the pandemic.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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I am not worried about missing out academically if I were to get COVID.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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I feel safe while in person at Paul College

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

My professors were prepared to teach online if necessary.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Paul College supported

students during the
pandemic

The technology
available helped in the
learning process

End of Block: COVID-19
