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As we come to the close of another academic year in University College, I can't help but think about the myriad changes I have seen since arriving at SNHU in 2007. In so many ways we are a completely different institution. And in so many ways we are still that same small, family-feeling place where everybody holds the door open for you, and where people ask how your kids are doing, and when you're not feeling well colleagues call to ask if they can bring you anything. But what's really humbling for me is when I talk to my peers at other institutions and how their stories are just so different from my reality here at SNHU. They are forced to manage a constant, gnawing fear that's just not part of my day-to-day experience. Their futures are so uncertain. I have colleagues dealing with decisions like what programs do they cut, and whose jobs do they eliminate? Some of my counterparts at other schools have to inform their faculty and staff that there will be no raises again next year. A very dear friend of mine is leaving his position as VPAA of a small liberal arts college in Wisconsin and taking a job with his brother-in-law who owns an insurance agency in Milwaukee. He says he can "see the writing on the wall" at his tuition-driven institution where they have always relied on a draw down from their endowment to balance their operating budget. That endowment is shrinking every day, almost as fast as their enrollments. In an April 14th Bloomberg article, Michael McDonald reported how Moody's "downgraded an average of 28 institutions annually in the five years through 2013, more than double the average of 12 in the prior five-year period." That same article hit particularly close to home when it also reported that "Franklin Pierce University in Rindge, New Hampshire, said in January that it would discontinue six majors"

Because of the hard work of a lot of people at this institution (with a special nod to the folks in COCE), some seriously gutsy leadership (I can't tell you how many Presidents become paralyzed when faced with market conditions and consumer behavior they have never experienced), and because of the courage and support of a lot of faculty who have never wavered in their dedication to students - we have created a remarkably secure and stable learning community. This institution provides meaningful work and coveted benefits to over 1000 families. We enjoy a "peace of mind" that eludes many of our peer schools, and countless employers - particularly in New Hampshire. As we close out what's been a bit of a challenging year in University College, let's remember to be grateful for that "peace of mind" we have earned, and let's make sure we never let our financial success overshadow that "culture of caring for our colleagues" that really makes us one of the great success stories out there today.

Patricia A. Lynott

Provost and Sr. Vice President for Academic Affairs

Congratulations to Carol West for 37 years at SNHU

The Provost's Office would like to congratulate Carol West for 37 years at SNHU. Carol first came to SNHU when it was still New Hampshire College on August 8, 1977.

Carol has said that SNHU has become a second home to her and the many people she has met and worked with have become a second family, especially in Shapiro Library. Carol also says that "as in any family, there have been many challenges but also many good times. People seem to rise to the challenges because they are held together by celebrating the good times."

A memorable moment while working at SNHU was in the late 1980's when the Director of the Library, Dick Pantano, asked Carol if she thought a personal computer would be useful in her work. He purchased an Apple II and she fell in love with it. The rapid changes in computer technology since that time have had a monumental effect on libraries and information retrieval.

President LeBlanc Authors Chapter in New Book from AAC&U

Submitted by: Deb Wilcox, Special Asst. to the Provost

President Paul LeBlanc is the author of a chapter in a new publication from AAC&U in their Bringing Theory to Practice series. The book, edited by Jill N. Reich, is entitled *Civic Engagement, Civic Development, and Higher Education: New Perspectives on Transformational Learning*.

LeBlanc's chapter - "Making Civic Engagement Matter to More Students: Expanding Our Reach and Improving Our Practice" - addresses the opportunities for civic engagement with online students and competency-based programs such as College for America (CfA). As LeBlanc writes: "The first step in becoming engaged in the community—in any community—is to think of oneself as first belonging and then as empowered—a sense that grows with CfA students, who form workplace "meet ups" on their own and find ways to support each other. CfA then builds on that sense of community with requirements that they start engaging in professional networks such as LinkedIn as part of a competency called "establishing a professional presence." In fact, social capital theory and social media tools are a critical part of CfA's design. The CfA portal allows students to see who else in their company is enrolled (in design studies, students identified this as very important to them), who else is working on the same competencies, and who else has successfully completed which competencies (since they might then become a peer-to-peer learning resource) ... This peer-to-peer engagement serves learning needs while also building a sense of community. It does so not only from a sense of belonging and shared experience, but also through the empowering confidence that comes from helping peers."

The full chapter is available from this link:

http://www.aacu.org/bringing_theory/documents/4CivicSeries_CECD_final_r.pdf.

Alumni Spotlight: Active Alumni, Vibrant Campus

Submitted by: The Office of Institutional Advancement

Alumni Stories: Sharing Influence, Experience and Expertise

Impact magazine is the SNHU alumni and donor magazine, featuring stories of alumni and current students doing extraordinary things with their education, and the faculty, staff and donors who inspire them.

The new Spring 2014 issue is packed with profiles on remarkable members of the SNHU community, including:

The Men's Soccer Team, 2013 NCAA Division II National Champions and big brothers to a very special ten-year-old boy named Ryan Mentor – cancer survivor, Penmen fan, country music enthusiast, and inspiration to the entire SNHU community;

Dr. Lundy Lewis of the Information Technology Department, whose research with robots and intelligent avatars in addressing social dilemmas like post-traumatic stress in soldiers and new therapy applications for children with autism spectrum disorders, won him the Papoutsy Chair of Ethics and Social Responsibility;

Jessica Higgins '11, '14, a veteran of the U.S. Army and a military academic advisor at SNHU who is dedicating her civilian career to helping student-veterans achieve their educational goals;

And Craig Ahlquist '80, the first Entrepreneur-in-Residence in the School of Business, who is fostering the culture of entrepreneurship at SNHU through experiential learning opportunities and alumni-business leader-student relationships.

Visit alumni.snhu.edu/impact to read the electronic version of the magazine and to browse through bonus features for each story.

As we begin mapping out the next issue of Impact for the fall of 2014, we turn to you, our faculty and staff, for help in selecting alumni to profile. We're looking for graduates whose education and experience at our university has led to professional or personal success. If you know a budding entrepreneur, a steward of the community, a dedicated volunteer, or any alumna/us with a story worth sharing, please contact Audrey Bourque, manager of Alumni Relations and Communications (603.645.9792 or a.bourque@snhu.edu).

Build Your Alumni Volunteer Network

The Office of Alumni Relations encourages you to share the list of alumni volunteers who have helped to enrich your students' experience this year, so we may recognize these outstanding alumni at the President's Reception at Homecoming, October 18. Please forward your roster of volunteers to Kristi Durette, Director of Alumni Relations (k.durette@snhu.edu or 603.645.9780).

Congratulations to Carol West for 37 years at SNHU pt. 2

Carol is excited about her retirement even though she is going to miss SNHU. One activity that Carol is going to be working on during her retirement is quilting. Carol wants to take classes and become better at it; her goal is to make quilts for each of her grandchildren (nine and three great-grandchildren). Carol also said that she will probably continue with her volunteer efforts, especially in her role as a Trustee at her local library.

Congratulations again to Carol for all of her work at SNHU.

Career Development Center's "Career Corner"

Submitted by: Christina Cassella, Administrative Assistant, Career Development Center

The Career Development Center would like to extend a special thank you to our colleagues in the faculty and staff who supported our efforts to expand career programs on campus! We have seen tremendous growth in this past year and we couldn't have done it without your help.

The Career Development Center hosted 30 events on campus attracting over 1500 students from undergraduate and graduate programs across all majors.

Over 140 organizations were represented at career events welcoming nearly 400 recruiters and alumni to campus to promote recruiting opportunities and participate in career networking. The quality of the campus recruiting program has improved with companies like BAE, The Boston Celtics, Easter Seals, Marriott International, and Walmart interviewing on campus.

Company site tours added a new dimension to the career program bringing students to corporate sites to learn first-hand about corporate culture and how to connect with hiring managers. Sites included: Bloomberg, C&S Wholesale Grocers, Fidelity Investments, Smuttynose Brewery, and the Walmart Distribution Center.

We hope to continue to grow these relationships in the next academic year and introduce new partnerships with employers that will ultimately lead to increased student success.

Please remember that the Career Development Center will be available all summer. We will continue to see students and alumni for appointments and will post new job and internship roles as they come in. We would also encourage you to use our office as a resource, if you're looking for ways to partner, or if you would like to connect with an employer to have them come into your class, please reach out to us – we would be happy to help.

We have already set the schedule for our core programs next year. Please share these dates on your syllabus, and if you make attendance mandatory or for extra credit, make us aware and we can let you know which students attend with our student check-in system. Thank you again for your continued support!

Date	Time	Event	Location
September 23, 2014	6:00-8:00 PM	Resume Critique Night	Dining Center, 2nd Floor
October 1, 2014	2:00 -5:00 PM	Career Expo	Athletics Center
October 22, 2014	6:00-8:00 PM	Career Connections: Industry Networking	Dining Center, 2nd Floor
November 12, 2014	6:00-8:00 PM	Career Connections: Demystifying Employment Agencies	Hospitality Salons A & B
February 3, 2015	6:00-8:00 PM	Career Connections: Industry Panel	Hospitality Salons A, B & C, and room HO 202
February 4, 2015	6:00-8:00 PM	Resume Critique Night	Dining Center, 2nd Floor
February 18, 2015	2:00 -5:00 PM	Internship Fair	Dining Center, 2nd Floor
March 18, 2015	6:00-8:00 PM	Career Connections: Tips, Tricks & Tactics	Dining Center, 2nd Floor
April 9, 2015	11:00AM-3:00 PM	Teacher Career Day	Dining Center, 2nd Floor

International Entrepreneurship Class Shares Flipped-Classroom Experiences with Di3 Freshmen

Submitted by: Dr. Charlotte Broaden and Prof. Karin Caruso

The best way to validate successful teaching is by the accomplishment of students. Dr. Charlotte Broaden's International Entrepreneurship class had the opportunity to share their accomplishments with Di3 freshmen. These entrepreneurial students – ranging from sophomores to seniors – stepped out of their comfort zone to tackle a major international consulting project for a local entrepreneur. Their challenge was that most classwork took place outside of the classroom. Playing the role of senior partner in a consulting firm, Dr. Broaden guided her class through the process of researching and preparing a thorough report about expanding into an international marketplace – specifically Malaysia.

These student consultants learned about business research and business models used in the real world. Students learned firsthand that Google Search was inadequate to complete a project of this magnitude. They learned how to conduct detailed analysis of the client's industry, the country, and the client's competitors. In-depth research skills, use of university databases and consultation with reference librarian Ed Daniels was incorporated into the plan. More importantly, students developed teamwork skills required to successfully complete the project. As an "international team" representing four different countries and three grade levels, students brought different skill sets to the project. Understanding and using the strengths of various team players was critical to completing a quality consulting report.

The experiences of these students were a perfect fit for what the School of Business is looking to accomplish with the Di3 students. Drs. Nick Nugent and Kishore Pochampally opened their Di3 classes for this presentation. For the Di3 students it was a chance for them to see what will be expected of them in the future.

The presentation's goal was not to talk about the project, but to provide some insight into a different and, perhaps, better way to learn. As sophomore Alex Bousquet stated, "It's not about the grade it is what I've learned from this course." Bousquet has been using these skills in other classes. Junior Duy Man received a special benefit after posting skills learned on his LinkedIn page. Man was contacted by someone on the site for an interview. As Man put it, "I was given an internship based on what I learned in this class doing this project." As a former corporate executive, Broaden tries to impress upon her students what will be expected of them when they leave SNHU – getting them "day-one-ready" for the world of work. Isn't that part of our mission?



In this photo: Dean Bill Gillett, Alex Bousquet, Duy Man, Yaji Chu, Dr. Broaden, Ron Weidner, Manon Jean, Fatoun Alkhalif, Zhenhao Zhang and Dr. Nugent. Not pictured team member Chad Wilson.