



“We challenge our students not just to learn what is already known but to create what is not yet known as they stand shoulder to shoulder with thinkers and researchers whose discoveries are changing our world.”

— Chancellor Carol L. Folt

Everything we do is driven by a motivation that’s profoundly human. Carolina’s deep roots in public service have grown into a University-wide effort to make more than just a difference, but a better future. We act because we must. Humanity needs us, and we will show the world the strength in humanity. UNC Kenan-Flagler Business School will be central to that vision.

For all that’s now, for all that’s new, for all that’s next, we will continue to forge forward, imbued with compassion and compelled by circumstance. With your help, we will maximize our impact, ensuring it is felt across North Carolina and throughout the world.

Dear Friends of Carolina,

With UNC Kenan-Flagler’s proven track record of success, our future has never been as bright as it is right now — and our aspirations have never been as high. Our goal: to be the best business school of the 21st century.

The best business school of the future will look nothing like the best business school of today. The business of educating leaders is undergoing dramatic change. The issues are global, the market is intensely competitive and technology has changed the way we interact and learn.

Our position as a nimble and innovative school, with best-in-class expertise at the intersection of education and technology, puts us at a competitive advantage. Our agility and resourcefulness have yielded success — and clarified the urgency.

We will go as far as our alumni and friends will take us. With your help, we will transform business education as we develop leaders inspired to change the world.

Sincerely,

Douglas A. Shackelford
Dean, UNC Kenan-Flagler Business School



In 2019, UNC Kenan-Flagler commemorates its 100th anniversary. Ordinarily, a centennial is an occasion to look back, to reflect on past achievements and landmarks.

But UNC Kenan-Flagler is far from ordinary. By ceaselessly looking ahead, by constantly innovating to meet the challenges before us and by holding true to our core values, we are recognized as an outstanding business school.

By developing leaders with the skills and knowledge to do what's best and the courage to do what's right, UNC Kenan-Flagler has contributed positively to the lives of individuals and communities throughout our state and our nation, and around the world. But no matter how hard-earned these laurels may be, we cannot afford to rest on them.

Our Purpose

Our mission, honed over nearly 100 years, is to shape future leaders with our world-class faculty and make a meaningful difference in the world. Top programs, renowned research, award-winning teaching and highly successful graduates are the products of our relentless focus and uniquely collaborative culture. Our goal is not just to solidify UNC Kenan-Flagler's position in the top tier of business education, but to elevate it: to be the very best business school of the 21st century.

Our Promise

The measure of a great business school is the ability to anticipate change and lead it. Our plan is to transform business education; to seize the opportunities that expanded access, technology and innovation bring to experiential learning; and to teach students to look beyond traditional definitions of success and seek outcomes that provide not just a better bottom line, but also serve the greater good.

"UNC Kenan-Flagler Business School students, faculty and alumni are in constant pursuit of excellence," said Douglas A. Shackelford, the school's dean. "They thrive on possibility and know that their connection to UNC Kenan-Flagler is integral to their lifelong pursuit of impact."

At UNC Kenan-Flagler, these are not visions of the future. They are present realities — innovative new directions that are helping us make North Carolina, and the world, a better place.

Our Priorities

UNC Kenan-Flagler enjoys a long tradition of producing strong and effective leaders. But business doesn't stand still — and neither do we. Because the 21st century will demand more from business leaders than ever before, we must prepare them to become the agile, collaborative and principled professionals the world will need to meet the challenges of tomorrow. As much as we have accomplished in our first century, we must do even more in our next. Our scope must be wider, our resources deeper, our reach greater. We need your help to transform business education.

No matter the stage in their lives and careers, leaders seek knowledge and inspiration that make a difference in how the world works. At UNC Kenan-Flagler, we see opportunities to scale our innovations in research and teaching across our community of students, faculty, alumni and beyond, developing critical business leadership in times of rapid change. With your help, we can make innovative business education accessible to more people who will lead impact that transforms the world.

Breaking New Ground: Innovative Directions

In the world of business, the only constant is change. This applies equally to business education. At UNC Kenan-Flagler, we are constantly pioneering new ways to immerse students in real-world experiences that enrich what's taught in the classroom through interactive, personalized experiential learning. Your support will enable us to continue to break new ground in innovative approaches to education.

Shaping the Future: Leadership

Companies large and small value UNC Kenan-Flagler graduates for their ability to hit the ground running and make a meaningful impact early in their careers. This results from top faculty teaching phenomenal students, all supported by outstanding staff. Together, we will seek and shape leaders of the future.

Making an Immediate Impact: The Fund for UNC Kenan-Flagler

The Fund for UNC Kenan-Flagler provides critical and immediate impact. Annual gifts to the Fund are unrestricted, meaning these donations go directly toward supporting the students, faculty and programs that make UNC Kenan-Flagler great, and are applied to the areas of greatest need at the school.

Creating Productive Partnerships: Centers of Excellence

At UNC Kenan-Flagler, we put academics into action by sharing our research and lessons we've learned with business, government and other key economic sectors. The Kenan Institute of Private Enterprise and our centers for real estate, entrepreneurial studies, family enterprise and others have emerged as leaders in showing how collaboration achieves success greater than the sum of its parts. We welcome your partnership.

Growing Not Just Bigger, But Better: Facilities

Our goal is to accommodate more talented students who want to follow their dreams of not only studying business but also using it as an agent for change. Making innovative business education more accessible to those who are leading transformation includes physical improvements. We are planning additions and expansions to our campus buildings to improve access and solve existing space constraints.



✕ Tanyi Fuoching

A New Century of Leadership

Today's business school graduates will shape the future of business — and our world — for much of the 21st century.

To prepare them for whatever tomorrow may bring, we're rethinking, redefining and transforming business education.

We build upon our established strengths in teaching and research with new and original approaches to real-world and experiential learning, including an ever-growing array of cutting-edge technologies such as simulation, gamification, virtual reality and artificial intelligence. "The more we can maximize the use of technology to link intellectual experiences with emotional ones, the greater the impact on our students' education — and their lives," said Dean Shackelford.

One of our most exciting initiatives is using innovative technology to revolutionize learning. In March 2017, two faculty members traveled with M.B.A. student Tanyi Fuoching to his home country of Cameroon. The mission: to get footage for a groundbreaking virtual reality simulation in which students make a series of choices as part of their assignment to set up a new health-care outpost in a foreign country. Their decisions determine their level of success.

Virtual reality simulations like this one provide immersive real-life experiences that broaden students' perspectives — without cost-prohibitive expenses.

THE BUSINESS OF

Health Care

With a greater than \$3 trillion spend each year, the U.S. health-care sector is equivalent to the fifth-largest economy in the world.

The sheer size and complexity of health care in the U.S. and in the larger global economy has created a critical need for innovation — to improve health outcomes and to minimize inefficiency. To address these challenges, UNC Kenan-Flagler launched a Business of Health Care initiative, a pan-University effort that draws upon the wide health sciences strengths across campus, including our top-ranked schools of pharmacy, public health, nursing, dentistry, medicine and business. "To my knowledge, there's no other business school that has built bridges across campus with a medical complex and top-ranked schools that are as strong as ours to establish a business of health care that I believe can be second to none in the world," said Dean Shackelford.

Through this initiative, UNC Kenan-Flagler seeks to prepare students for transformational careers in health care, equipping them with the vision and skills to effect continuous improvement in the delivery of health care. Through continued collaboration both within UNC and across many industry partners, UNC Kenan-Flagler will set itself apart as one of the top destinations for the business of health-care education and thought leadership. This initiative will allow Carolina to further distinguish itself as a place where cross-disciplinary collaboration flourishes in solving some of the biggest health-care challenges of our time.



X Allison Hughes

EDUCATION

Anywhere

UNC Kenan-Flagler was one of the first leading business schools to offer an online M.B.A. program.

From piloting Black Hawk combat helicopters in the U.S. Army to serving as a program director in the nonprofit sector, MBA@UNC alumna Allison Hughes (M.B.A. '14) has experienced much in her working life. But one of her defining moments was also one of her most trying: the wound inflicted on her husband by a roadside bomb while he was deployed as an officer in Afghanistan. Allison was inspired by this tragedy to develop "Heels on the Ground," an initiative to enrich and improve the lives of Gold Star spouses and caregivers of severely wounded Green Berets through local support networks, workshops and retreats.

MBA@UNC enabled Allison to pursue her dream while taking a nontraditional path through school. Heels on the Ground is thriving; in addition to being recognized by our faculty as "the most likely new venture to succeed," it has received valuable funding from the Green Beret Foundation. Allison is just one of hundreds of students who benefit from the flexibility of our online programs as we seek to develop the best and brightest leaders, regardless of circumstance.

THE SHORTEST DISTANCE BETWEEN RESEARCH & RESULTS



X Dr. Camelia Kuhnen

With research productivity ranked in the top 10 worldwide, UNC Kenan-Flagler has a responsibility to ensure that our new ideas and innovations are applied when and where they are needed most. One way to do this is to model through interaction. By being taught and encouraged to collaborate with other disciplines — such as health care — business students can learn firsthand how research can be translated into real-world results.

MONEY AND THE MIND

Associate professor of finance Camelia Kuhnen, Ph.D., is a pioneer in behavioral finance and the emerging science of neuroeconomics. Dr. Kuhnen used imaging technology to study how financial risk affected different areas of the brain. She found that people are wired to learn from good experiences differently than from bad ones — a process she calls asymmetric learning. By shedding new light on the complexities of financial decision-making, Dr. Kuhnen's research can lead to more accurate economic modeling and forecasting, and help people make better financial planning and investment choices.



X Dr. Jan-Benedict Steenkamp

CROSSING BORDERS

For many large American companies, nearly half of their sales come from overseas markets, according to the S&P and Dow Jones indices. But going international without a coherent and comprehensive global brand strategy can be risky. To learn why some brands succeed and others do not, Jan-Benedict Steenkamp, Ph.D., the Knox Massey Distinguished Professor of Marketing and area chair of marketing, studied examples from six continents, interviewed executives around the world and drew upon a quarter-century of research and expertise. Dr. Steenkamp is one of the world's most-cited marketing scholars and an authority on how brands can compete successfully in the global economy.

THE **Roots**
OF OUR *Campus*

THE

Reach Out
TO THE *World*





Leading for the Greater Good

As part of a public university, and as one of the nation's leading centers of business education and expertise, we are uniquely positioned to act as a catalyst for growth throughout North Carolina.

The Frank Hawkins Kenan Institute of Private Enterprise is where UNC Kenan-Flagler engages the world. Putting academics into action, the institute works with affiliated centers, business leaders and senior policymakers to stimulate innovative market solutions to vital economic issues.

NCGrowth — an affiliate of the institute — is one of our largest and most effective outreach programs, partnering with businesses, communities and other organizations at more than 400 sites to foster economic development and entrepreneurship. Created in 2012 with funding from the U.S. Department of Commerce's Economic Development Administration and the Kenan Institute, NCGrowth serves economically struggling counties within North Carolina. Our dedicated staff and a corps of select graduate students are helping communities build for the future and create new job

opportunities across the entire economic spectrum — in everything from renewable energy to foreign trade.

UNC Kenan-Flagler M.B.A. student Ben Holmes is just one example of how NCGrowth is making an impact on the rural economy in eastern North Carolina. Ben is helping a Robeson County tortilla manufacturer grow its enterprise and hire more employees within the community. "I am a true believer that working as a team, you will accomplish more — especially when a university is involved," said Enrique Elizondo, founder of Tortillas Carolina. "I like to work with young people and hear their ideas. I think being part of NCGrowth has given Tortillas Carolina the opportunity to open its doors to a lot of people, so they're aware of all that's going on in the tortilla industry in North Carolina and all the benefits of buying a local product produced with local corn."

FOR THE GREATER GOOD IN GHANA



Callie Brauel

Women and children in Ghana are often stuck in a cycle of poverty, a problem that perpetuates through second and third generations of children living on the street. When Callie Brauel (B.S.B.A. '09) first arrived in Ghana along with a fellow exchange student, she quickly grew disheartened by children's stories of survival, and resolved to help. Callie, with the support of UNC Kenan-Flagler's Launching the Venture program, developed A Ban Against Neglect (ABAN) to help homeless young women by empowering them to create products made from plastic bags littering the streets. And it's a program that's making an impact. "My favorite part of the week is Skyping with the program's director and our girls in Ghana — seeing that the work we are doing is having a huge impact on so many lives across the ocean makes it all worthwhile," Callie said.





✕ Steven Bean

Success Hits Close to Home

“What makes UNC Kenan-Flagler students stand out — and I hear this from other people that hire them — is that they have grit.”

— Steven Bean

Steven Bean (B.S.B.A. '85) is North Carolina born and bred, but his post-graduation ventures led him away from home. After the real estate services company he had helped build was sold, Steven took time for a family visit to his hometown of Robbins, North Carolina, before planning his next venture. Robbins was once a thriving factory town, but as its factories failed in a changing era, the town became ridden with poverty and unemployment. But Steven saw more than shuttered factories. The empty buildings, he realized, could easily and affordably be converted to commercial office space, and, with training, the community's proven work ethic could provide a loyal and motivated workforce.

It was a challenging undertaking, but Steven credits his time at Carolina for instilling in him the fortitude to make it work.

“What makes UNC Kenan-Flagler students stand out — and I hear this from other people that hire them — is that they have grit,” he said. “They have a can-do attitude. They're willing to do whatever it takes to achieve success. And they focus on making sure that the team is the center of that success.”

Today, what was once a sock factory is home to more than 100 employees who work for Situs, a global real estate advisory company. And the town of Robbins has a bright future again.

ALL CAREERS ARE

Global

Traditional business education prepares students for predictable careers. But tomorrow's leaders must be prepared for anything — to discover opportunities and innovate solutions wherever in the world their careers may take them. In the complex world of global business, understanding the nuances of individual markets is key to making a difference where others may have failed. To help our students lead and innovate on a global scale, we link the best and brightest minds on our campus with their peers all over the world. More than one-third of our faculty hail from outside the U.S., representing 20 different countries. And many of our faculty from America have widespread international experience, speak multiple languages and are continually engaged in international business research projects.

“Because all careers are global,” said Dean Shackelford, “we developed the Global Education Initiative, which is a game-changer for business education. It's a strategic framework to deliver Global Education 2.0 — with students mastering specific global competencies inside and outside of class.” To help with this endeavor, we asked business leaders, recruiters, faculty and alumni to tell us what firms look for and what graduates need to know. They identified four critical areas of global business competency: Attitude, Skills, Knowledge and Business Practices. Applying these insights, our Global Education Initiative measures global business competencies and gives our students a unique competitive edge when they step onto the world stage.





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FOR ALL



The University of North Carolina at Chapel Hill is a place like no other.

It's a place built from a public mission, propelled by a shared desire and unafraid to fight for a better future. We come together to make the world a better place for all.

UNC Kenan-Flagler Business School epitomizes that mission. With you, we will have what humankind needs.

The Campaign for Carolina will accelerate UNC Kenan-Flagler's journey to transform business education, generate life-changing economic impact and inspire leaders to change the world.

Please join us on this journey.

To learn more about how you can support UNC Kenan-Flagler and the Campaign for Carolina, visit campaign.unc.edu/kenan-flagler or campaign.unc.edu.





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

FOR
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the
CAMPAIGN
for
CAROLINA