

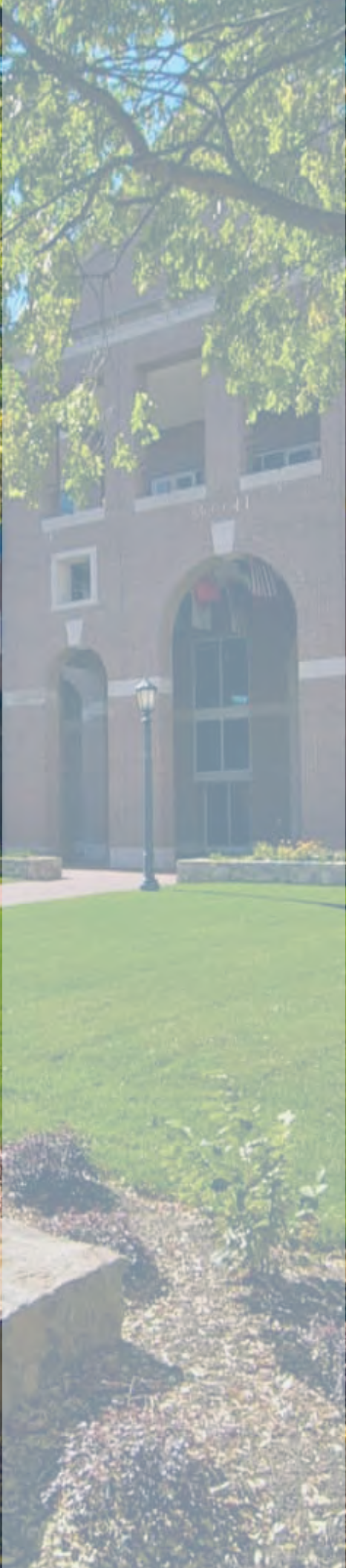


2021-2022 **ANNUAL REVIEW**



To provide a world-class, transformative scholarship experience to exceptional students who are committed to learning and working at the intersection of business and academia, business and policy, business and government, or business and the non-profit sectors at home or abroad

► kenanscholars.unc.edu





*from the
director*

Dear Scholars and Friends,

The past year has been extraordinary. The continuing COVID-19 pandemic continues to change all aspects of our lives, presenting us with the challenge of finding ways to reconnect while staying safe and reordering priorities and centering what is truly important. This year saw us slowing coming out of our cocoons—mask-less lunch and coffee dates, face-to-face classes, in-person meetings, and our first in-the-flesh graduation in 3 years!

This year was also a year of reflection. In December, we kicked-off a 5-year review of the program's operations and performance. We asked, "How well are we hitting the mark?" Our goal was to determine what is working and what is not, and to better position the program as nationally recognized and first-in-class. We learned a lot and came away with fresh insight and ideas, many of which we will roll out in AY 2022-2023.

I invite you to check out our accomplishments and highlights in this our 2021-2022 Digital Annual Review.

We are grateful for your continued support of our scholars, commitment to our mission, and excitement for all the good that is to come.

Open roads ahead,

Kim Allen

Kim Allen, Ph.D.

Director

Kenan Scholars Program





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Taking Action and Moving Forward

5-Year External Review Complete

In December 2021, the Kenan Scholars Program launched its inaugural 5-year review of its operations and performance—are we hitting the mark? The goal was to determine what’s working and what’s not, and better position the program as nationally-recognized and first-in-class. The 4-member team of esteemed professionals of nationally-recognized scholars’ programs was headed by Charles “Chuck” Lovelace, Executive Director Emeritus of the Morehead-Cain Foundation at the University of North Carolina at Chapel Hill and a member of the Board of Advisors for the Kenan Institute of Private Enterprise. Other members included: Dr. Jennifer Axsom Adler, Associate Director of the Roan Scholars Program at East Tennessee State University, Dr. Utsav Schurmans, Director of Research and Scholar Programs for the Wharton School at the University of Pennsylvania, Dr. Heather Brown Smith, Professor of Geography and Faculty Fellow for the Levine Scholars Program at the University of North Carolina at Charlotte. The committee scoured hundreds of documents, administered surveys, and conducted focus groups and interviews with current scholars, alumni, mentors, faculty members, current and former staff, and campus partners.

The committee concluded its work in March and submitted findings and recommendations to the Kenan Institute’s Advisory Board at its April meeting.

The committee identified 6 key strengths. These included the program’s mission; diversity and differentiation; comprehensive programming; applicant pool, scholar community; and dedicated staff.

Barriers to the program’s success included the program’s disconnection from UBP, Kenan Institute, and other campus units; a lack of space for students to gather; an unsettled research competency, and understaffing.

Key recommendations included the following:

1. Cultivate and maintain on- and off-campus partnerships
2. Reposition the public sector internship as a cross-sector internship
3. Resize and refocus the research requirement
4. Expand staffing to address coordination of research and external partnerships
5. Dedicate space within KIPE for scholar and staff use

Sincere thanks to all who took time to meet with or write to the committee. Your feedback was invaluable as we aim to build on our solid foundation and position the program as the premier business scholars program in the country.

Program Overview

Each year, up to 25 incoming business students are selected as Kenan Scholars. Joining with their junior and senior colleagues, they create a community of like-minded business students who are committed to learning and working at the intersection of business, academia and the public sector. These students are recognized for their superior scholarship and genuine interest in putting the private sector to work for the public good. Scholars are introduced to the critical role that business plays in providing evidence-based solutions to contemporary complex problems.

Scholars are mentored by academic and industry thought leaders, business professionals, including entrepreneurs, policymakers, government officials and Kenan-Flagler Business School alumni. Scholars develop competencies in leadership, research and cross-sector collaboration that are essential for their success as future business leaders.

This competency-based program combines classroom learning with in the field experiences with lawmakers, policymakers, and community members working to make life better for residents and businesses in North Carolina and beyond.

In addition, Kenan Scholars receive individualized guidance and advising, research support from Kenan-Flagler faculty and financial support for professional development tailored to their career interests. Scholars also have access to the vast array of resources of the Kenan Institute, which include invitation-only conferences and forums, and connections to the Kenan Institute's affiliated centers.







'22 Graduates in Review



The Class of 2022 leaves a lasting legacy in the Kenan Scholars program. These scholars spent much of their senior year engaged in a wide variety of research, which included completing three honors theses, three independent studies and two group research projects. Additionally, multiple scholars were recognized for their leadership, receiving awards from the Kenan Institute which included the Rollie Tillman Outstanding Achievement Award (Anna Manocha), John Kasarda Research Excellence Award (McCauley Palmer) and the Frank Hawkins Kenan Distinguished Scholar Medal (Paige Murray).

This year's graduates have entered full-time positions in many areas of business including consulting, sustainability, marketing and investment banking. These scholars enter employment with leading business organizations across the world, such as Amazon, Dell Technologies, EY and Proctor and Gamble.

We are so proud of all that the Class of 2022 has accomplished while in the program and look forward to seeing the impact they make in society as they enter their professional careers.

Kenan Scholars '22



Jared Cohen

Hometown: West Long Branch, New Jersey
Major(s): Business Administration & Computer Science
Post-Graduate Plans: Quantitative Analyst at Morgan Stanley in New York City



Carli Ann Cone

Hometown: Nashville, Tennessee
Major(s): Business Administration & Economics
Post-Graduate Plans: Associate at Boston Consulting Group in Denver, Colorado



Caroline Grace Englert

Hometown: Tallahassee, Florida
Major(s): Business Administration
Post-Graduate Plans: Finance Consultant at EY in Atlanta, Georgia



Sam Gordon-Pecelli

Hometown: Voorhees, New Jersey
Major(s): Business Administration
Post-Graduate Plans: Growth Analyst at Proctor & Gamble in San Antonio, Texas



Virginia Abigale Hawkins

Hometown: Wilmington, North Carolina
Major(s): Business Administration & Music
Post-Graduate Plans: Assurance for Financial Service Organizations at EY in New York City



Yingxi Huang

Hometown: Chongqing, China
Major(s): Business Administration & Information Science
Post-Graduate Plans: Securitized Products Analyst at Credit Suisse in New York City



Cara Patricia Kuuskvere

Hometown: Charlotte, North Carolina
Major(s): Business Administration & Environmental Science
Post-Graduate Plans: Sustainability Analyst at HanesBrands Inc. in Winston-Salem, North Carolina



Yichen Li

Hometown: Hefei Anhui, China
Major(s): Business Administration & Information Science
Post-Graduate Plans: Consulting Strategy at Deloitte in Shanghai, China



Anna Manocha

Hometown: Cary, North Carolina
Major(s): Business Administration
Post-Graduate Plans: Business Analyst at Boston Consulting Group in Philadelphia, Pennsylvania



Fridah Mbwaya

Hometown: Nairobi, Kenya
Major(s): Business Administration & Economics
Post-Graduate Plans: Associate Consultant at Bain & Company in Atlanta, Georgia



Nicholas Mignogna

Hometown: Wayne, Pennsylvania
Major(s): Business Administration & Political Science
Post-Graduate Plans: Real Estate Investment Banking at Raymond James in St. Petersburg, Florida



Jack Morningstar

Hometown: Caribou, Maine
Major(s): Business Administration & Political Science
Post-Graduate Plans: Screen Writing and Film Production in Los Angeles, California



Paige Elizabeth Murray

Hometown: Waxhaw, North Carolina
Major(s): Business Administration
Post-Graduate Plans: Marketing Analyst at Dell Technologies in Austin, Texas



Loren McCauley Palmer

Hometown: Denver, North Carolina
Major(s): Business Administration & Computer Science
Post-Graduate Plans: Financial Analyst at Amazon



Ethan Silvey

Hometown: Weston, Florida
Major(s): Business Administration & Political Science
Post-Graduate Plans: Strategy Analyst at Deloitte in New York City



Thomas Alexander Slade

Hometown: Greenville, South Carolina
Major(s): Business Administration
Post-Graduate Plans: Investment Banking Analyst at Regions Bank in Charlotte, North Carolina

Kenan Scholars '23



Alyssa Abraham
Major(s): BSBA



Zain Chaudhry
Major(s): BSBA



Sherrod Crum
Major(s): BSBA



Cate Goodman
Major(s): BSBA & History



Gabriela Goodman
Major(s): BSBA &
Economics



Shane Gravelle
Major(s): BSBA & Political
Science



Alexandra Hatsios
Major(s): BSBA Policy



Nishitha Karumuri
Major(s): Health Policy
Management



Darien Kenner
Major(s): BSBA & Public
Policy



Nick Kirkman
Major(s): BSBA &
Economics



Ivor Kušić
Major(s): BSBA &
Economics



Emily Madrzykowski
Major(s): English/
Comparative Literature



Max Morant
Major(s): BSBA



Esha Parikh
Major(s): BSBA & Public
Policy



Logan Riggins
Major(s): BSBA



Cam Santos
Major(s): BSBA & Statistics



Stuti Shah
Major(s): BSBA & Public
Policy



Victoria Song
Major(s): BSBA &
Environmental Studies



Ashley Teague
Major(s): BSBA & Peace,
War and Defense



**Srilekhya
Vennamaneni**
Major(s): BSBA & Public
Policy



Hari Vijay
Major(s): BSBA



Kenny Xu
Major(s): BSBA & Computer
Science



Kate Yarbrough
Major(s): BSBA

Kenan Scholars '24



Harrison Abernathy
Major(s): BSBA



Katie Goldman
Major(s): BSBA and Statistics



Jonathan Lee
Major(s): BSBA



Angelina Bayrak
Major(s): BSBA and
Computer Science



Merytt Haney
Major(s): Neuroscience
Minor: BSBA



Audrey Lin
Major(s): BSBA and Public
Economics



Derek Brown
Major(s): BSBA and Public
Policy



Alex Jackson
Major(s): BSBA and Public
Policy



Gui Marinho
Major(s): BSBA



Emily Caprioglio
Major(s): BSBA



Jaida Jett
Major(s): Behavioral
Economics
Minor: BSBA



Mary Miller
Major(s): BSBA and Public
Policy



Ryan Crowell
Major(s): BSBA and
Human Organizational
Leadership &
Development



Irfaun Karim
Major(s): BSBA and Global
Studies



Carson Moore
Major(s): BSBA and
Economics



Will Nichols
Major(s): BSBA and
Environmental Sciences



Jules Oringel
Major(s): BSBA and Human
Organizational Leadership &
Development



Sejal Rai
Major(s): BSBA



Koush Sridhar
Major(s): Computer Science
Minor: BSBA



Lydia Thomas
Major(s): BSBA



Kesan Ucheya
Major(s): BSBA and
Economics



Hunter Vaughan
Major(s): BSBA and Public
Policy



Matt Warren
Major(s): BSBA and Public
Policy



Cole Williamson
Major(s): BSBA



Aimee Yan
Major(s): Public Policy
Minor: BSBA

Awards & Achievements



Derek Brown '24

Institute of Responsible Citizenship 2022
Summer Internship Program



Gabriela Goodman '23

James "Jim" Johnson Policy Impact Award



Yingxi Huang '22

Kenan-Flagler Business School Honors
Thesis



Cara Patricia Kuuskvere '22

Kenan-Flagler Business School Honors
Thesis (Highest Honors)



Anna Manocha '22

Rollie Tillman Outstanding Achievement
Award



Paige Elizabeth Murray

Frank Hawkins Kenan Distinguished Scholar
Medal



Loren McCauley Palmer '22

John Kasarda Research Excellence Award
Kenan-Flagler Business School Honors
Thesis (Highest Honors)



Aimee Yan '24

2022 U.S. Department of State Rangel
Scholar



Dr. Kim Allen

2022 UNC Diversity Award



Alumni Spotlight

featuring Mason Martin ('19) on the Business of Medicine



Why did you pursue a business degree and why did you decide to become a Kenan Scholar?

I am passionate about people and problem solving, which naturally led me to focus on consulting. I knew that I wanted to attend the most prestigious business program in my home state. Although I have transitioned to medicine, I value my [business] education at Kenan-Flagler. It is going to enhance how I treat patients and observe health systems.

I chose to become a Kenan Scholar because I believe in the program's mission to use research and innovation in business to improve the lives of those in our communities and

elsewhere. I wanted an [experience] where I could take what I had learned in the classroom and apply it to real world projects. And I wanted to be part of a tight-knit community in the business school that would challenge me to grow and serve as a support system.

What person, course, or experience most influenced you when at KFBS/UNC?

My journey into medicine began because of the Kenan Scholars. [My public sector internship] was a market commercialization project for a healthcare tech startup. The company specialized in virtual reality programs that aimed to enhance the empathy of medical students by putting them behind the eyes and minds of patients suffering from a variety of mental illnesses. As the only undergraduate on a team of professionals and MBA students, I was likely the least knowledgeable person in that room; but that fact only motivated me more to make an impact.

Over the semester, I pushed myself to the limit. My goal was to collect as much information as possible. I even skipped classes to conduct interviews with physicians and hospital staff. I worked overnight with our team to research market trends and competitors and closely observed current treatments and approaches to better understand mental health. I was stimulated and passionate about every hour of work I put into the project. The people in this field are amazing. Nearly every healthcare professional I met was captivated by the technology we shared with them. We could see their minds racing to figure out how they could implement it in their work. Technology, medicine, and business were blending right before my eyes. These people truly cared about their work and welcomed new and innovative methods to elevate and change their field. After nights of contemplation, my decision was clear, I wanted to discover what drove these people. My curiosity grew until ultimately I decided to return to school and begin pre-medical studies.

“I chose to become a Kenan Scholar because I believe in the program’s mission to use research and innovation in business to improve the lives of those in our communities and elsewhere.”

What is your current employer or job title and what do you do day-to-day at work?

I’m a first year (M1) medical student at ECU Brody School of Medicine. My daily work schedule consists of attending classes in my first block on biochemistry, histology, anatomy, embryology, medical ethics, and Foundations of Doctoring. You’ll likely find me in between study groups or in the library when I’m not in class. We’ve been told many times that a metaphor for med school is ‘eating 10 pancakes every single day of the year’. You’re required to maintain this pace of 10 per day or else you will have a “pancake mountain” of review to do.

Luckily, I haven’t gotten sick of eating pancakes just yet, so I’m hoping to keep my average up.

What has your time ‘in the real world’ taught you that you didn’t know as a student?

The real world has taught me that every career field has its unique language. Once I made the transition from business to medicine, I had to quickly learn a new ‘culture’—concepts, terms, and expectations. Knowing how to adapt and discern how people and teams think and problem solve is one of the most important life skills you can develop.

What are some of your hobbies?

My hobbies include fitness and any activity involving going out with friends. I’m an extrovert, so I thrive when I’m surrounded by people. I’ve gotten into coding in Swift. I’m interested in building mobile applications and games to improve patient outcomes. My first project is called PC (Primary Care) Pets. It links a digital pet to a patient’s electronic health record to improve medication adherence.

What advice do you have for students who are transitioning from college to the ‘real world’?

Things are going to change, but that’s necessary and inevitable part of life. When starting your career, one major challenge you will face will be a decrease in your social circle. You likely won’t be surrounded by people your age every day. At first, it can feel lonely...but this will pass as you’re going to make new friends and colleagues.

Make sure to keep in touch with friends and family. Free time is a valuable resource that becomes scarce as you progress in your career.

Is there anything else you’d like to share?

To anyone worried about whether they chose the right industry or major, don’t panic as there’s still time. In our class, we have many talented future physicians who worked years in prior careers and fields before they decided to pursue medicine. The early part of your 20’s should be dedicated to finding your passions and interests that you could build a lifetime career out of, so don’t worry if you start to feel out of place.

Kenan Scholars Board *of* Mentors



The Kenan Scholars Board of Mentors is a select group of business leaders, recent MBA graduates, policymakers and Kenan-Flagler faculty who provide professional guidance to scholars in one-on-one and group sessions. Each class of scholars is assigned its own board of mentors that participate in panel discussions and networking. Scholars are assisted in reaching out to mentors for individual professional advice. Mentors commit to serving for one year, with the opportunity to engage with scholars through the senior year and beyond.

Board of Mentors '22

Keith Bowman

VP Alliances, Accenture/Avanade
Blue Prism Limited

Curtis Clark

Global Government Director
IBM (Retired)

Julie Curd

Director of Client Service
UIA Investment Management

Sreedhari Desai

Associate Professor of Organizational Behavior
UNC Kenan-Flagler Business School

Barbara Entwisle

Professor of Sociology and Training Director, Carolina
Population Center
University of North Carolina at Chapel Hill

Wendell Gilland

Associate Professor of Operations & Associate Dean
of the Undergraduate Business Program
UNC Kenan-Flagler Business School

John Hardin

Executive Director
North Carolina Board of Science,
Technology & Innovation

Elizabeth Kelly

Principal
Holden Health Ventures

Fanny Laufters

Senior Field Marketing Manager
Pendo.io

Jennie Orr

VP, Development and Client Services
Camargo Pharmaceutical Services

Cam Sexton

Founder & CEO
Relay One

Holland West

Principal
Topsail Insights

Board of Mentors '23

Susan Swindell Carter

Executive Vice President, Investment Strategy
Ram Realty Advisors (Retired)

Joe Darcy

Principal
IDEA Fund Partners

Brad Hendricks

Assistant Professor of Accounting
UNC Kenan-Flagler Business School

Jordan Mareno

Partnerships & Recruitment Manager
Project Invent

Rob Mazzoni

Partner
TrueBridge Capital

Adam Mersereau

Associate Professor of Operations
UNC Kenan-Flagler Business School

Ashley Mohney

Marketing Manager
Cisco

John Puskar

Head of Global Communications and
External Affairs
BAI Communications

Penny Rich

Former Commissioner and Chair
Orange County Board of Commissioners

John F. Robbins

Senior Managing Director
Granite Properties

Dan Sullivan

EHSS Lead – Americas, Great Britain & Ireland
GMS Executive
GSK

Dillon R. Vess

Director and Portfolio Manager
Elk Mountain Wealth Partners

Nicole Williams

Senior Internal Consultant & Project Manager
Division of Finance and Operations
University of North Carolina at Chapel Hill

Board of Mentors Spotlight

featuring Curtis Clark ('77) on Leading with Humility and Purpose



Originally born on a family farm in a humble tobacco town (Elizabethtown, NC), Curtis Clark ('77) spent most of his childhood in Clarkton, North Carolina. The son of a WWII veteran, Clark's ultimate goal was to be the first in his family to attend college and pursue higher education at UNC Chapel Hill. His background led to a passion for improving rural communities through business. Following achieving his college dreams of becoming a Tar Heel and completing a successful career as a cross-sector leader, Clark retired to Lakeland, Florida, where he now enjoys spending his days on the water with his grandchildren.

Before attending UNC, Clark spent his first two undergraduate years at Southeastern Community College as the "community college system created an opportunity" to pursue higher education. After transferring to Carolina, he majored in political science on a pre-law track. During his time in Chapel Hill, he was an RA at Granville Towers, a popular first-year residential facility, and a night clerk at the Carolina Inn. Following graduation, Clark's law school plans shifted to a new goal of pursuing a CPA certificate through accounting courses at Kenan-Flagler. In 1978, he married his wife, Sarah, a UNC pharmacy school graduate whom he had met on campus. Their son would later carry on the Tar Heel Clark legacy, graduating from Kenan-Flagler Business School in 2007.

When beginning his professional career search, Clark found opportunities through the career services branch in the state auditor's office. Throughout his career with the State of North Carolina, he would go on to advance through many roles, including Deputy State Controller of

Information Resource Management (State Chief Information Officer), Executive Director for the Legislatively Mandated Statewide Performance Audit, and Director of the Performance Audit Division of the State Auditor's Office. After a streak of promotions, he landed in the general assembly, and then joined KPMG consulting to design government reinvention projects. While a great opportunity, this position included travel demands that often required him to be away from his family, which prompted Clark's decision to transition to the private sector. The state controller's office needed a communicator to politicians about technology issues and initiatives, which led to Clark joining IBM.

At IBM, Clark built upon his previous experience and worked directly with senior government officials (elected and appointed), as well as private sector organizations focused on the public sector, developing and implementing public policies and strategies to drive innovation. His global roles included Director of IBM's Public Sector Briefing Center

“Value soft leadership skills and recognize the importance of learning how to communicate, understand, and lead academically, professionally, and personally.”

in Washington, DC and traveling internationally as a Director in IBM's Global Government Industry to engage directly with government leaders. As a member of IBM's Industry Academy, Mr. Clark was recognized for his government industry eminence and as a member of IBM's Corporate Citizenship Program and has worked directly with emerging countries across Central and Eastern Europe and Africa to address their systemic challenges.

When asked about the most influential factors in his academic and professional journey, Clark acknowledged the mentorships he received throughout his career. They helped him recognize his communication skills, which opened doors of opportunity for him beyond his skillset. He specifically

recognized Bill Billings, Sam Newman, Tom Covington, David White, and his pastor from his hometown, Bill Link, as those who inspired him along the way. Given the profound impact his mentors made in his life, Clark made it a priority to give back in an effort to empower future generations. This desire led to his investment within the Kenan Scholars program.



A former college classmate, Jeff Terry, connected Clark to Kenan Scholars and he quickly identified that the program was a perfect intersection of his career experiences. Serving on the program's Board of Mentors since 2018, Clark enjoys being available to scholars and recognizes the value of interacting one-on-one. Additionally, he helps foster students' development over the course of the program through

providing feedback on research projects and academic work. Clark also now serves on the selection committee for the program's admission process, interviewing prospective candidates for the program. His biggest piece of advice to current students is to value soft leadership skills and recognize the importance of learning how to communicate, understand, and lead academically, professionally, and personally.



Curtis Clark's positive influence in the Kenan Scholars program has added so much to our community. We are grateful for the many contributions that Curtis has made in the lives of our students professionally, academically and personally and look forward to seeing the continued impact his mentorship has on current and future Kenan Scholars.



Research

Scholarly Research in Business

Research remains a signature component of the Kenan Scholars program. It drives innovation and is critical to conducting business in today's data-driven economy. Employers place a premium on workers who are adept at solving problems, who think critically, and can interpret data and communicate findings clearly and convincingly to a variety of audiences. During their senior year, Kenan Scholars worked closely with Kenan-Flagler faculty to explore cutting-edge issues in business.

Scholars chose to work on either an independent research project under the supervision of a Kenan-Flagler faculty member, with peers to work on a group project that addresses the annual theme of the program, or pursued the honors thesis.

Scholars acquired knowledge and skills in three research competency areas: research mechanics, information and data literacy, and communication of research findings.

With the goal to move basic research discoveries quickly and efficiently into practice, Kenan Scholars were supported in producing translational research products. This year, two teams of scholars addressed issues central this year's annual theme of ESG Investing.

Research Workshop and Course

To strengthen the research capabilities of our scholars and prepare them for their senior year research project, the program offered a third quarter mod entitled: Persuasion with Data with the institute's chief economist, Professor Gerald Cohen. Broadly, the students explored the intersection of business and policy research. Professor Cohen's aim is to support our scholars in learning to make effective persuasive data-informed arguments and to teach them to use a data-driven approach to problem-solving and business decision-making. Students enrolled in Professor Cohen's course

produce a research proposal as they're final deliverable, which they could use as the basis for their senior honors thesis application or petition for an independent study.

In addition, the program hosted a fall workshop on information and data literacy with Nancy Lovas, UNC Business & Entrepreneurship Librarian. The session was attended by all Kenan Scholars as data analysis and information and data literacy are two core components of the program's research competency.

Abstracts & Publications

Honors Thesis



The textile industry produces substantial waste and environmental impacts in its production of textile goods. Waste management strategy is an issue in the textile industry as companies seek new ways to reduce environmental impacts of their production. The purpose of this research is to understand how textile companies are currently managing and reducing their waste and integrating sustainability into their production. Through an interview analysis of six textile producers, this study concludes that production optimization and internal resource reuse for waste reduction

along with local recirculation systems provides opportunities for implementing circularity as a means to reduce waste in textile production. I also find that companies that were not founded with a sustainability-oriented mission struggle to create a culture surrounding sustainability. Further, developing technology and intentional product design for waste mitigation present challenges in textile production waste reduction goals and could be used within policy implementations to improve economic indicators.

Opportunities and Challenges for Implementing Circularity in Textile Production

Cara Kuuskvere

Advisor:

Professor Jeff
Mittelstadt

Working from Wherever, Whenever: Lessons from the COVID-19 Pandemic that are Shaping the Future of Work

Loren McCauley
Palmer

Advisor:

Dr. Arvind Malhotra



The COVID-19 pandemic forced millions of workers to adapt to a remote working environment nearly overnight. This reality tested the limits of enterprise technology, making this transition uniquely remarkable. For these reasons, the early 2020s present an important time to revisit the utility of worker autonomy and job meaningfulness to prepare for a post-pandemic workplace. The purpose of my research is to explore the lessons that employers and employees have learned throughout the pandemic, and how these lessons are shaping the future of work. Through 300+ survey responses and four interviews, I investigate the perceptions of autonomy and meaningfulness in different working arrangements. My results indicate that workers generally

desire increased temporal and locational autonomy, although the utility of autonomy varies depending on their circumstances. Additionally, workers seek more opportunities for socially meaningful work in a post-pandemic context, and providing these opportunities benefits multiple stakeholder groups.



Application of Machine Learning for Meme Coin Scam Detection

Yingxi Huang

Advisor:

Dr. Donghwa Shin

Rising technologies enable people to create, list, and trade cryptocurrencies much easier, cheaper, and faster. However, the low entry barriers and censorship-free environment are abused by scammers. Many new cryptocurrencies—including meme coins created around memes and inside jokes and have no fundamental values—were devised following the launch and success of these technologies. Leveraging pop culture to attract investors, meme coins are especially vulnerable to scams. This thesis establishes meme coin scam detection models with three classification techniques: logistic regression, random forest, and SVM (support vector machine). I find that the ex-ante characteristics of meme coins can help with predicting scams with an

accuracy of around 70%. The most effective characteristics are identified. It's also observed that the random forest technique produces overall better performance on validation data compared than the others under this scenario, yet the best performer on test data varies across the three different dependent variables used to categorize scams.

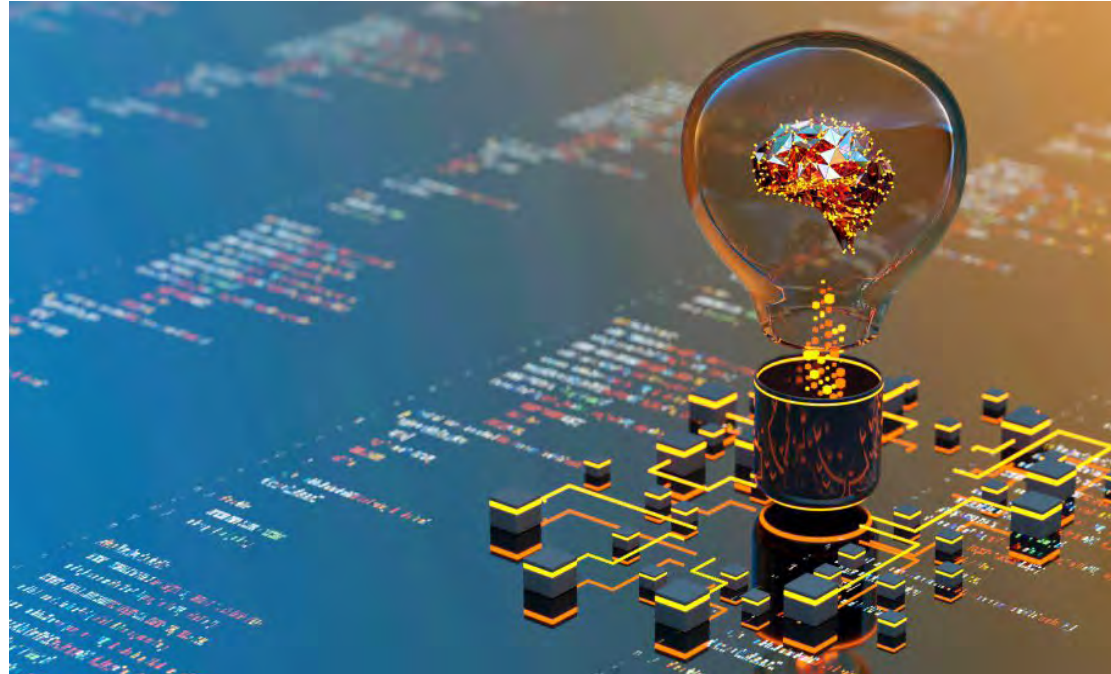
Shapley Values, Random Forests, and Lasso Regression for Explaining Factor Important in U.S. Cross-Sectional Returns

Jared Cohen

Advisor:

Professor Gill Segal

Independent Studies



An asset's expected return is based on a set of risk factors and the asset's exposure to each factor. A core pillar of factor investing research has been the identification of new factors that can best explain cross-sectional returns. Researchers have identified hundreds of factors, but many of these factors are redundant, containing similar information about risk. A key challenge is using this vast collection of discovered factors to determine which factors are actually the most important. I create LASSO and random forest machine learning models for this purpose due to these models' abilities to handle high-dimensional data. I use Shapley values, feature permutation,

and mean decrease in impurity to evaluate feature importance for the random forest model, and I compare those results to the feature importance obtained through LASSO and OLS regression. From a set of 150 factors, I find that the momentum (UMD), earnings announcement return (ear), high-minus-low (HML), sales-to-cash ratio (salecash), and small-minus-big (SMB) factors are the most important overall. The different models produce moderate differences in factor importance rankings, and the different feature importance metrics for the random forest produce slight variations in feature importance rankings.



GCC: Europe's Best Hope to Meet Their Energy Goals

John Jack
Morningstar

Advisor:

Professor Paul
Holshouser

With increased tensions with Russia and the ambitious energy goals set at the Paris Climate Accord, Europe is scrambling to find new sources of low-emissions energy. The Gulf States (GCC) are Europe's best hope to meet their energy goals in the medium to long-term while simultaneously tapering their reliance on Russian natural gas in the short-term. There are five main reasons to support this assertion: 1) GCC have among the highest concentrations of solar radiation and considerable potential for wind. 2) Their political systems lend themselves well to quick development and limited bureaucracy. 3) GCC are desperate to diversify their economies which have historically relied on fossil fuels exclusively.

4) GCC are wealthy and can afford to develop the necessary infrastructure 5) GCC are capable of filling in the supply gap in natural gas caused by the Ukraine crisis. These assertions are tested in three main case studies: Oman, Qatar, and Saudi Arabia.

A Defense of SDG 17: Why Collaboration is our Best Chance at Success

Ethan Silvey

Advisor:

Professor Jeff
Mittelstadt



Often seen as a “blueprint for change,” the Sustainable Development Goals (SDG’s) require a strong commitment on the part of member-states to follow through on the expectations set forth by the international community. That being said, no single country can address the issues without multi-lateral support. For that reason, I contend that SDG 17: “Partnership for the Goals,” is a prerequisite to realizing the impacts of any other goal. The UN explains, a successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the center, are needed at the global, regional, national, and local level. “for smaller nations struggling to reduce carbon dependency or suffering from an inability to uphold standard of public health, this begins with addressing the root

cause of the issue, which for many nations stems from their inability to mobilize resources to improve domestic revenue collection. For larger nations, especially those home to manufacturing giants and large-scale polluters, developing more stringent environmental regulations and offering financial assistance to developing countries would go a long way in curbing the damage. At the end of the day, cross-sector collaboration represents a better chance at success when it comes to fighting climate change. Within this paper, I explore how public-private partnerships, or PPP’s, can help mitigate our climate risk, while fostering resiliency throughout our current systems. In doing so, I plan to describe some of the underlying issues preventing us from realizing this impact and argue that a dramatic paradigm shift is needed to truly embrace SDG 17 and all the potential it offers.

Team Projects



The term ESG (environmental, social, and governance) investing was coined in 2005, but it has only recently become a priority in the business world. Sustainability no longer exclusively refers to climate impacts, but it also considers the effects companies have on their internal employees and the communities in which they work. In order to create a resilient company, business leaders must take into account environmental, social, and governance challenges.

Now, a focus on ESG challenges is not only encouraged, but it is required by many investors seeking a sustainable company. Due to ESG investing's increasing popularity, many corporations have come

forward with bold claims about their efforts towards more sustainable practices. However, many of these claims are made without substantiation or accountability. Words without action have negatively impacted the ESG landscape by allowing companies to "greenwash" or "goodwash" their reputation and actions. ESG investing is the key to building a strong, resilient future, but only if companies are held accountable for their claims. This paper introduces ESG investing, discussing how it began, where it stands today, and important considerations for the future.

Introduction to ESG Investing

Virginia Abigale
Hawkins
Carli Cone
Yichen Max Li
Anna Manocha
Fridah Mbwya
Thomas Slade

Advisor:

Dr. Larry Chavis

ESG Investing, Changing the Business World for the Better

Samuel Gordon-
Pecelli
Paige Murray
Nicholas Mignogna
Caroline Englert

Advisor:

Dr. Larry Chavis



The twenty-first century has marked the growth of the triple bottom line: people, planet, and profits. What was initially a catchphrase used by the most environmentally conscious firms, the triple bottom line has become a priority for firms around the globe. Rather than solely focusing on short-term profitability, the business world is looking to long-term wealth generation strategies that empower stakeholders. The emphasis on firms to balance wealth generation with environmental preservation has culminated in the prominence of ESG investing. Our research explains the widespread impact of ESG investing on the economy, the environment, company CEOs, company stakeholders, and society, at large. Rather than being viewed as a mandatory box to be checked off, modern

business is beginning to leverage ESG investing to generate substantial wealth. Below, our research explores how the business world shifted their perspective and sees ESG investing as a lever for lasting financial growth and the health of society and the environment. While literature supports the notion that ESG investing has produced sizable returns for investors, our research also identifies potential confounding variables and gaps in the literature to ensure ESG investing is not being given undue credit.

Research Advisor Spotlight

featuring Dr. Arvind Malhotra on the Impact of Research



H. Allen Andrew Distinguished Professor of Strategy and Entrepreneurship, Dr. Arvind Malhotra, is a professor at Kenan-Flagler Business School, a Kenan Scholars honors thesis advisor and family man. He spoke with the Kenan Scholars program on the importance of research, his career in academia, and his passion for paying it forward.

Why do you think research is important? Why do you think it's important for students to engage in research? What are some of the benefits?

So the answer to why research is important, is simply, as AI and robotics are gaining ground, there is one thing that distinguishes humans, which is intellectual curiosity. Research is extremely critical moving forward for the future of work, especially for our undergraduates. They will be required to exhibit a great deal of intellectual curiosity (within their careers).

What do you enjoy most about your work?

I'd say I'm particularly right now very interested in the future of work. I'm very interested in what I call belonging in organizations. We talked about the "great resignation" and the "great migration." All of this is saying that many organizations as they stand right now are not attractive to a workforce that is highly intellectually curious and has options.

I'll take a step back and tell you the truth. Every researcher is not sitting in an ivory tower, especially Business School researchers. We're all doing very practical work.

In general, I enjoy being a Tar Heel and enjoy Chapel Hill because I've traveled all over the world, thanks to Kenan-Flagler.

What do you enjoy most about advising students on their research projects?

I've done honors thesis advising at the undergraduate level, independent studies at the graduate level, and PhD theses on the postgraduate level. Last semester, I was doing all three. I think what is common is the intellectual curiosity behind each.

What I enjoy about the undergraduate honors thesis level, in particular, is this unbounded enthusiasm to answer a new question and the amount of passion they bring answering this question. When intellectual curiosity meets passion, it is a great combination.

“I’m forever indebted to a lot of people who’ve shaped my thinking, and I think that when I work with Kenan scholars it’s a small payback each time.”

When you’re not working, what do you do? Or what do you do to relax?

I take my kids to the golf course. There’s nothing more relaxing than going to the golf course and hitting balls. Since COVID, we’ve learned how to hike and so going on hiking trails is something my kids, my wife and I love doing. Those two things combined are things that help us relax.

Why did you decide to pursue a career in academia? Why the switch from industry?

Asking questions is very easy for me. I also came back for research, because I loved doing it at the undergraduate level, I was not very fond of road

knowledge but was very fond of education. For better or worse, I was too intellectually curious to work in the industry.

Who had the greatest influence on your education and your career path?

Without a doubt, my mother, without a doubt. She always kept me right on the path. My parents kept me very straight.

In addition, I would not be here without my advisors. You asked me why I support Kenan scholars and I call it paying it back. There are many great minds that shaped my thinking and continue to do that over almost three decades now.

There is a lot of faculty who actually helped me out, you know even at a cost of an hour of their life without ever asking what’s in it for them. I’m forever indebted to a lot of people who’ve shaped my thinking, and I think that when I work with Kenan scholars it’s a small payback each time.

What one person (living or dead) would you invite to dinner and why?

As an engineer, I would undoubtedly tell you Albert Einstein. As a scholar, I would undoubtedly tell you Peter Drucker. If you let me, I would invite both of them where science meets business. It would be fantastic.

What or who can’t you live without?

I cannot live without my family. When I look at the joys on their faces, it grounds me quite a lot. They give me meaning. There’s a lot of times, where things are not going well research wise, which is more often than not. When I step back and spend time with them hiking and playing golf, I come back refreshed and suddenly I find a breakthrough.

Building Community

The Kenan Scholars program recognizes that a sense of community and belonging are essential for scholars to thrive as individuals, students and professionals. As a result, the program incorporates many opportunities for community building throughout the Kenan Scholars experience.

Following a return to campus for faculty, staff and students in the fall of 2021, we were thrilled to offer in-person programming that followed university and CDC guidelines and maintained the health and safety of all attendees throughout the year. The scholars were grateful to engage in in-person experiences that they were not afforded throughout 2020 and early 2021. Below, you will find a variety of community building opportunities provided by program staff and scholars during the 2021-2022 academic year.

Kenan Scholars Leadership Council

In December 2019, the Kenan Scholars Leadership Council was established to serve as the student voice of the Kenan Scholar experience. The Leadership Council (made up of two scholar representatives from each cohort) has worked to foster student engagement and relationship building, strengthen affinity for the program and provide feedback and recommendations to Kenan Scholars staff. The 2021-2022 council included Yingxi Huang (Senior), Anna Manocha (Senior), Alexandra Hatsios (Junior), Nishitha Karumuri (Junior), Emily Caprioglio (Sophomore) and Mary Miller (Sophomore).

This year's council developed a budget proposal, which was approved by Kenan Scholars and Kenan Institute staff that provided funding for the academic year for a range of events that enhanced the student experience within the program.

Opportunities included:

- A Kenan Scholars sponsored North Carolina State Fair trip
- Team Building Lunches and Coffee Hours at local Franklin Street restaurants such as Med Deli, Purple Bowl and Epilogue
- The first annual Kenan Scholars Semi-Formal, a year-end celebration





New Scholar Orientation



On Friday, January 14 and Saturday, January 15, Kenan Scholars welcomed the Class of 2024 to the program with the annual New Scholar Orientation. This two-day orientation was held in a hybrid format, with day one held via zoom and day two in person at the Kenan Center.

Day one of New Scholar Orientation provided an overview of the program and Kenan Institute. Incoming scholars were greeted by the Kenan Institute Leadership Team, reviewed the many aspects of the program and engaged in some virtual icebreakers.

On day two, scholars met in-person at the Kenan Center for the first time as a cohort. The morning began with "Breakfast with Mike", a conversation with Mike Norona,

a retired Fortune 500 CFO and Kenan Scholars Board of Mentor, which focused on making an impact through business. Attendees then reviewed the internship and professional development funding opportunities afforded to Kenan Scholars prior to wrapping up orientation with lunch together. It was wonderful to return to an in-person orientation experience and connect with the Class of 2024!

Donor Spotlight

featuring Tar Heel Patrick Hartley (BSBA '76) on Accepting and Passing the Torch



Kenan-Flagler alum and professor, Kenan Institute Fellow, investment consultant and golf enthusiast Patrick Hartley (BSBA '76) shared some thoughts about his longtime engagement with Kenan-Flagler and support for the Kenan Scholars program. Patrick recounted his career after graduating from UNC-Chapel Hill, acknowledged those who have mentored and supported him, and shared words of wisdom for students and others well into their career pursuits.

[What can you tell us about your education and career interests?](#)

I will always remember my first day in Chapel Hill as a wide-eyed first-year student having lunch at the Carolina Inn cafeteria. It was one of the happiest days of my life and the beginning of my connection to UNC-CH and KFBS. I was a BSBA major long before the development of the current KFBS campus, and I'm excited that the groundbreaking for a new building and expansion of our facilities will take place this fall! Many of my classes were in Carroll, Hanes, and Phillips — all on main campus.

As an undergraduate, I benefited from getting to know so many smart, dynamic, interesting people with diverse backgrounds. Many professors had a profound impact on me as well, including Jay Klompmaker, Isaac Reynolds, Art Benavie, Jim Leutze, Bernard Boyd and Gerald Unks. Following graduation, I returned home to Washington, D.C., and

began a career in banking focused on investment portfolio and treasury management.

I earned an MBA degree in finance and investments from George Washington University's School of Business. I place a high priority on ongoing education. It's important to remain curious, embrace change and never stop learning. I try to make time to read as much as possible every day. And it's especially good to get out of your comfort zone. That is why I have changed lanes numerous times in my career, leading me to my current role as an investment consultant with a global financial services firm. It is a privilege to help others achieve their dreams.

[What is your role at the Kenan Institute and at Kenan-Flagler?](#)

I am fortunate to be a fellow at the Kenan Institute. We are carrying on the vision and mission set out by our founder, Frank Kenan — leveraging the combined power and strengths of the private, public, nonprofit and academic

“I am excited about the program as it is today but even more excited about its potential for growth.”

sectors with a goal of improving the lives of all in North Carolina and beyond. Fourteen years ago, I joined the board of the KFBS Foundation. I completed my last term in June of this year. It was an honor and privilege to serve on the board for so many years. I move on knowing that Kenan-Flagler, under the leadership of Dean Doug Shackelford, is well positioned to be at the forefront of business education in the future. One of the greatest joys of my life was to be a professor at KFBS, teaching the alternative investments course. I will always be grateful to Greg Brown, Bill Moore and Mustafa Gultekin for their encouragement and providing me with the opportunity to teach and share my expertise.

What is your interest in the Kenan Scholars Program?

The values and tenets of the program are fully aligned with the vision of Frank Kenan. Kenan Scholars participate in

a program designed to deepen their exposure to the private, public and academic sectors. I am excited about the program as it is today but even more excited about its potential for growth. Additional funding is critical if we are to reach our goals, which include being recognized as one of the premier undergraduate business school leadership programs in the country.

What would you like to see next with the program?

First, we need an endowment to provide long-term financial stability and support for the program. This will allow for the expansion of staff and designation of separate space for students within the Kenan Center and help cover internship and research-related expenses, including scholar stipends and travel. We need to expand and diversify our Board of Mentors. Diversity must be a priority across the spectrum at all levels of the program — faculty, staff, mentors and scholars. Mentorship is an integral part of the Kenan Scholars experience. Personally, I have benefited throughout my life and career from mentors, including Luther Hodges, Christy Shaffer and Michael Ryan.

What is something about you that few people know?

When I was much younger, I completed four marathons, including the 1982 NYC Marathon.

What is the last book you read?

“From Strength to Strength,” by Arthur Brooks. It’s so thought-provoking and an especially good read for highly motivated, successful, Type A individuals in midcareer, which includes many of our KFBS alums.

What is your favorite hobby?

That is an easy one. I really enjoy playing golf. There are so many aspects that attract me to the game — the rules and traditions, the natural beauty of the courses, and occasionally striking a pure iron shot within a few feet of the pin. Most of all, I enjoy the hours spent on the golf course with others who are drawn to the game. My life has been enriched by playing golf with so many wonderful, interesting people, especially my wife and brothers! Away from Chapel Hill Country Club, my favorite courses that I have had the pleasure to play are Bandon Dunes, San Francisco Golf Club, Pebble Beach and The Ocean Course at Kiawah.

Summer Internship Experiences



KENAN SCHOLARS

Fall 2021 **Public Sector Showcase**

SEPT 17 2021

Each summer following their sophomore year, Kenan Scholars complete hands-on experiences that put their skills and knowledge to work for the public good. Join us **9:30AM** virtually to see how Kenan Scholars are working to positively impact society!

REGISTER NOW <https://go.unc.edu/PSshowcase>

As future business leaders committed to improving society, Kenan Scholars engage in hands-on activities that make an impact. One experience that separates Kenan Scholars from other Kenan-Flagler students is the completion of a public sector internship following the summer of the sophomore year.

The program provides financial support, a professional network and placement assistance for internship opportunities in multiple areas within the public sector including federal, state and local government, and non-profit organizations. Scholars have the ability to secure opportunities locally, nationally and across the globe.



This summer, the 23 scholars in the Class of 2023 completed a wide range of internship experiences within the public sector with organizations locally, nationally and abroad. Completion of these internship experiences culminated in our annual Kenan Scholars Public Sector Showcase, held on Friday, September 17, 2021. This event provided each scholar

the opportunity to virtually present on their summer experiences to the Kenan Scholars community including Kenan Institute and Kenan-Flagler faculty/staff, Kenan Scholars Board of Mentors and program alumni.

We look forward to next year's showcase and the experiences our future scholars will attain working to change the world for the better!

Fall 2021 Kenan Scholars Public Sector Showcase Presentations

Presenter(s)	Presentation
Alyssa Abraham ('23)	"There's No Place Like Songdo: Interning at Cleantech Corner"
Zain Chaudhry ('23)	"Working as a Private Investments Intern at UNC Management Company"
Sherrod Crum ('23)	"Mission: Scholarship – The CEO Experience"
Cate Goodman ('23)	"The Office of Science and Technology"
Gabriela Goodman ('23) & Esha Parikh ('23)	"Market Expansion at Kenan Foundation Asia"
Shane Gravelle ('23)	"Putting Sustainability on the Map"
Alexandra Hatsios ('23)	"Advancing Social Equity and Economic Mobility"
Nishitha Karumuri ('23)	"Public Sector. Public Health. Public Progress."
Darien Kenner ('23)	"The Electoral Cycle: A Different Perspective of Voter Electorates"
Nick Kirkman ('23)	"Finding Solutions at the Federal Home Loan Bank of Chicago"
Ivor Kusic ('23)	"Helping the Helpless: The Croatian Bank for Reconstruction and Development"
Emily Madrzykowski ('23)	"Data, Community, and Salesforce"
Max Morant ('23) & Logan Riggins ('23)	"Always Think \$mart Financial Literacy Initiative"
Cam Santos ('23)	"Sustainable Finance at CSE"
Stuti Shah ('23)	"Hometown Strong: Championing Rural Communities"
Victoria Song ('23)	"The Future of Energy: The Southeastern Wind Coalition"
Ashley Teague ('23)	"Congressional Chaos: My Summer as a Congressional Intern"
Srilekha Vennamaneni ('23)	"Sustainability, Impact and a Summer Over Zoom"
Hari Vijay ('23)	"Connecting Corporations to Causes"
Kenny Xu ('23)	"Fighting Hunger Using Data Analytics"
Kate Yarbrough ('23)	"Ikhaya le Themba: Home of Hope"

Impactful Programming

A key component of Kenan Scholars is programming, as we offer many events for our scholars to develop as professionals, engage with business and community leaders, strengthen research and networking capabilities and recognize achievements. In the 2021-2022 academic year, we are grateful that we could provide some in-person events (in accordance with university safety protocol), as we engaged Kenan Scholars in a hybrid format throughout the year. The return to in-person gatherings was well received by our students and we had many impactful experiences that supported our students' personal and professional development.



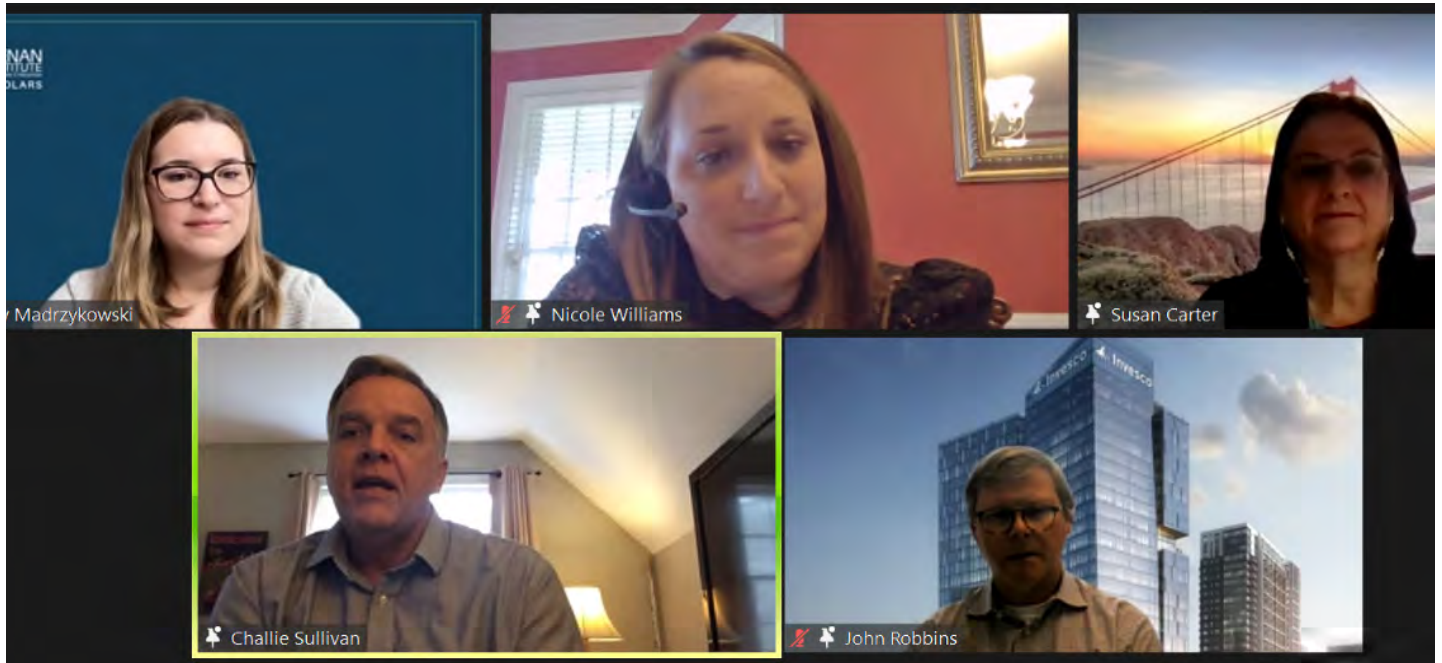
Class of 2020 Graduation Celebration



It is not often that a semester begins with a graduation ceremony, but it was a wonderful way to kick off the academic year!

On Sunday, October 10, the Kenan Scholars Class of 2020 gathered to celebrate together during their rescheduled Commencement Weekend. Graduating scholars, along with their families and friends, had the opportunity to celebrate their achievements within and beyond the program during a celebration reception at the Kenan Center.

Mentor Panel Sessions



Mentor panel sessions are opportunities for Kenan Scholars to connect with 3-5 Board of Mentors in panel and small group discussion formats. This provides our students the ability to build relationships with business professionals, community leaders, Kenan-Flagler faculty and Kenan Scholars alumni. This year, scholars had the opportunity to connect with the Board of Mentors on multiple occasions to gain valuable insights and perspectives on leadership and working in the private and public sectors.

Check out the blog post below for more information on the impact of these sessions on our scholars -

<https://kenanscholars.unc.edu/news-media/mentors-on-mentorship-board-of-mentors-share-valuable-insights-with-scholars-in-panel-session/>.

Lunch and Learns



Another experience available to Kenan Scholars is our “Lunch and Learn” event series. These events provide our students the opportunity to learn from experts as they discuss current and future trends and issues within the field of business.

This year, we were fortunate to host Lunch and Learn events, both virtual and in-person, that covered multiple topics and featured speakers in variety of professional roles.



- **“Navigating Politics & Policy in Government and the Private Sector”** Tonya Williams, Head of External Engagement & Corporate Responsibility at SoftBank Group

- **“Addressing Societal Issues through Business Policy”** Dr. Greg Brown, Executive Director of the Kenan Institute of Private Enterprise



- **“Effective Entrepreneurial Outcomes”** Dr. Bob Eberhart, Associate Director of Research on Entrepreneurship and Society, Graduate School of Business, Stanford University

- **“Credible or Clickbait? Why News Literacy Matters in Business”** Nancy Lovas, UNC Entrepreneurship and Business Librarian Stephanie Brown, Park Library Director, UNC Hussman School of Journalism and Media



2022 Kenan Institute Awards



On Thursday, April 28, the Kenan Institute of Private Enterprise held the 15th annual Kenan Institute Student Awards. This event recognized students who have exhibited outstanding service and commitment to the Kenan Institute throughout their academic career. The following are the five student awards, each of which celebrates valued members of the Kenan Institute community:

1. Thomas A. and Yolanda Kaye Stith Leadership Award
2. James "Jim" Johnson Policy Impact Award
3. Rollie Tillman Outstanding Achievement Award
4. John Kasarda Research Award
5. Frank Hawkins Kenan Distinguished Scholar Medal

Kenan Scholars was well represented at the event, as four of the five awards were presented to our students. Additionally, Kenan Scholars Board of Mentor Mike Norona served as the keynote speaker. More information on the awards, recipients and the ceremony is available on the Kenan Scholars website - <https://kenanscholars.unc.edu/news-media/2022-kenan-institute-student-awards-honors-outstanding-students/>

Class of 2022 Graduation Reception



The 2021-2022 academic year concluded with the Class of 2022 Graduation Reception. This event celebrates the achievements of our graduating seniors within the program and provides an opportunity for the entire Kenan Scholars community to wish our graduates well as they begin their professional careers.



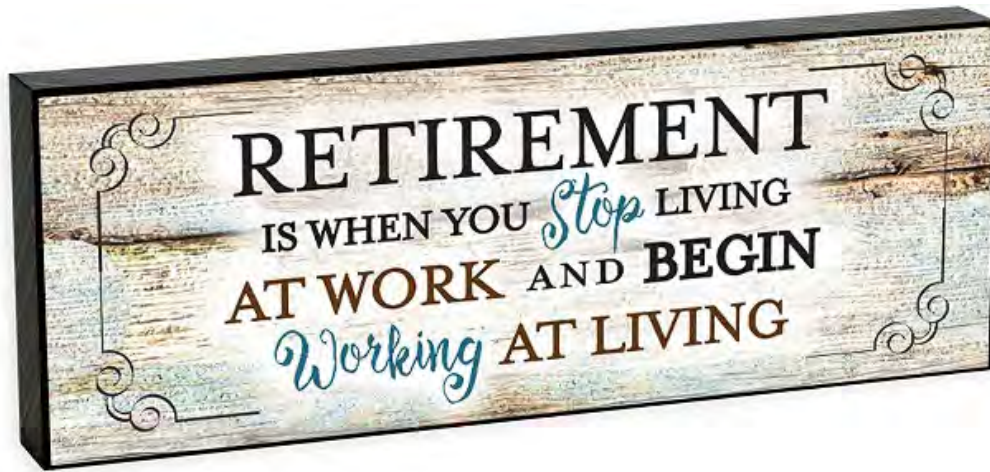
Professional Development



The Kenan Scholars program is committed to developing future business leaders that change the world for the better. We promote and support leadership and professional development for our students. In keeping with these values, Kenan Scholars developed the Exploratory Fund, which provides funding to each scholar for experiences that enhance their knowledge and skillsets outside of the classroom.

Upon acceptance to the program, each scholar has access to financial funding for approved activities. These opportunities range from workshops, training certifications, conferences and research tools. The 2021-2022 academic year broke the record for the most Exploratory Fund experiences yet in the program, as scholars attended more conferences than ever before, completed a wide variety of trainings and certifications, and engaged in research both domestically and abroad.

Celebrating Dr. Lingmei Howell



This year we said so long to our dear friend, mentor, cheerleader and devoted employee, Dr. Lingmei Howell. Lingmei will always be fondly remembered for her unconditional and unwavering dedication to students, her grace, and her congeniality. You will recall that the MBA Kenan Scholars Program sunset at the close of fall 2021. After 30 years of exemplary service to the Kenan Institute, Lingmei, who headed the program, elected to retire from UNC. Throughout her service, she has been an integral part of the Kenan Institute, serving in various roles, including Associate Director. Her accomplishments and her legacy of loving devotion will always remind us of how important she has been to Kenan-Flagler. They live on in her students and their children. We shall never forget them, including her tenure as the inaugural director of the Kenan Scholars program.

In her humble way, Lingmei insisted on quietly departing, without fanfare. We did our best to honor her wishes, but regret that you, her colleagues and students, did not have the opportunity to celebrate and thank her. She has worked so hard for so many years. She will be deeply missed but we can only feel happy for her after so many years of service to our community.

If you would like to reach out, she can be reached at lphowell@email.unc.edu.

Staff Information



Kim Allen, Ph.D.

Director

Kenan Scholars Program

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919-843-3317

Kim is the director of the Kenan Scholars program, UNC's Kenan Institute of Private Enterprise' signature scholarship program for students at Kenan-Flagler Business School who are committed to using their business skills and knowledge for the public good. She also leads diversity and inclusion efforts for faculty and staff at the institute in an effort to address issues of access and equity.

Kim has more than 20 years of leadership experience in education, community engagement and nonprofit management in organizations such as UNC-Chapel Hill, the NAACP and the Martin Luther King, Jr. History & Public Policy Center, where she served as executive director.

Kim holds a doctorate in cultural anthropology from the University of North Carolina at Chapel Hill and a Bachelor of Science in Education and Social Policy from Northwestern University. She lives in Durham, North Carolina, a stone's throw from her three grandchildren who are the reasons why she's dedicated to making the world a better place.



Phil Hardy

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Phil serves as the assistant director of the Kenan Scholars Program. His primary focus is to provide administrative, advising and programmatic support that heightens student development and achievement. Prior to joining the Kenan Institute, Phil served as a student success advisor at the University of North Carolina Wilmington. He has experience working in public, private and community college organizations.

Phil earned his master's degree in higher education and student affairs from the University of South Carolina and graduated from Campbell University with a bachelor's degree in government. He lives in Durham, North Carolina and most enjoys spending his free time with his wife, Karsan, and daughters, Hayden and Landon.



Kenan Institute of Private Enterprise

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Special Thanks

We are especially grateful to the following...

Thomas S. Kenan III, the Kenan Family, and Dan Drake for their unwavering commitment to the fulfillment of Frank Kenan's vision that the Kenan Institute of Private Enterprise be a place of learning that brings together business leaders, academic researchers, policymakers, and future generations of business professionals to help solve some of society's most complex challenges.

Dr. Greg Brown's leadership and his support of our students' efforts in, around and through the Kenan Institute.

The Kenan Scholars Board of Mentors who invest their time and wealth of knowledge to support the professional, academic and personal development of our students.

The affiliated centers of the Kenan Institute for providing opportunities for student learning and professional development. These include the Ackerman Center for Excellence in Sustainability, CREATE, Rethinc. Labs, Center for the Business of Health, Entrepreneurship Center, Leonard W. Wood Center for Real Estate Studies, UNC Tax Center, Institute for Private Capital, and Urban Investment Strategies Center.

Mike and Helen Norona for their unwavering support of the program and our scholars.

Dr. Lingmei Howell for her 30 years of dedicated service to the Kenan Institute of Private Enterprise. During the last 15 of those years, Lingmei garnered a devoted cadre of students who love her and speak highly of her warmth and devotion. Her work to refashion the Kenan Scholars program is respected and well regarded. Thank you, Lingmei.

Our generous and thoughtful donors and the numerous greathearted staff and friends of the Kenan Scholars Program that make our community so special.



