

Paul Fulton Jr. '57

Carolina's business school will celebrate two of its most important milestones in 1997. Ground will be broken in the summer for a world-class executive conference center at Meadowmont. This fall, the doors will open at the school's grand new building on South Campus.

Make that three milestones. The third is not such a happy occasion. The brief but marvelously productive deanship of Paul Fulton will conclude this year. As Paul departs, the Kenan-Flagler School of Business is a monument to the future of business education, in which he can take a good deal of the credit. It also is a very short walk from the Dean Smith Center, and one must assume that is merely coincidence.

When you recall Paul's extraordinary career in business, it's wanted to do. It took a couple of years for him to settle on a management track with Hanes Hosiery. But once he got his sleeves rolled up, it didn't take long for him to shift into the fast lane. Within seven years he was vice president of marketing, and three years later he headed the team that developed a hall-of-fame marketing strategy — stuffing women's stockings into little cardboard eggs and selling them in supermarkets and drug stores for the first time.

To this day a gold plate on his desk proclaims Paul "Pantyhose King of the World." He rose to the presidency of Hanes in 1981 and went on to be president of Hanes' parent company, Sara Lee.

Anyone who knows Paul is familiar with the phrase, "six-thirty comes twice a day." A typical day since Paul took the helm at Kenan-Flagler in 1994 starts with a 6:30 breakfast at Breadmen's and winds up in the Fulton home in a meeting that ends about 9:30.

In the business world he stuck close to the old-fashioned principles of results-oriented hard work, attention to the customer, and efficient philanthropy. He brought them all to Chapel Hill, along with his passion for golf and Carolina basketball.

Major companies which previously had not come here to recruit do come here now, because Paul did what comes naturally to the best sales people — he asked for the order.

He decided Carolina was worthy of the best business faculty available. Now we are recruiting aggressively, and attracting teachers from places such as Stanford, Michigan and Cornell.

Another of his favorite beliefs goes like this: The term "international business" is redundant. UNC has established a business education presence in key areas around the globe, with invaluable student and faculty exchange programs. The enrollment of international students in the school has increased from 14 percent to 22 percent during Paul's tenure. Kenan-Flagler is an important ambassador for North Carolina business interests.

Paul has developed a rapport with the state's business community and the General Assembly — they understand how this school contributes to economic development. Major business leaders from around the world visit Chapel Hill, in large part due to his networking skills.

He understands philanthropy from both sides. In Winston-Salem Paul headed the United Way campaign, and in 1989 he chaired a \$25 million capital campaign for Winston-Salem State University — at that time the largest such undertaking at any public historically-black university.

Under his leadership at Kenan-Flagler, alumni giving doubled to \$3.5 million, and participation doubled to 27 percent. Of the \$43 million cost of the new McColl Building, \$27 million was raised from private sources.

On January second of this year, Walter McDowell '73, the head of Wachovia told Paul, "You're the first person who's asked me for money in 1997." Paul replied, "Walter, I just want to be the first person you say yes to in 1997."

Paul Fulton came to Carolina the year Carroll Hall opened as the business school's home. He leaves in the year that the school's magnificent new home opens. Michael Rierson '75, the school's associate dean for external affairs, said, "He is someone who did not need to make the commitment he made, and he made it every day. He ran this place with great respect for the institution, and the faculty and students, but with forward thinking that has positioned it very well for the future."

In the words of Jack Kasarda, director of the Kenan Institute of Private Enterprise, "Whoever succeeds him as dean will be extremely grateful."