

# SOUTH CAROLINA BUSINESS

NOVEMBER/DECEMBER 2013  
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THE PUBLICATION OF THE SOUTH CAROLINA CHAMBER OF COMMERCE

## CHARTING THE COURSE

**BUSINESS LEADER OF THE YEAR**

**S.C. TOP 100**

**TRANSFORMSC**

**THE ROAD MAP TO THE FUTURE**

**PUBLIC SERVANT OF THE YEAR**

**PORT INFRASTRUCTURE**

**SGT. JASPER FREEDOM AWARD**



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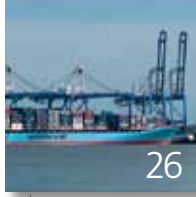
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# Congratulations

*Congratulations*



*Anita Zucker*  
Chair and CEO  
The InterTech Group, Inc.

The InterTech Group, its member companies and associates salute Anita Zucker as the South Carolina Chamber of Commerce's "2013 Business Leader of the Year." As Chair and CEO of a global holding company, headquartered in the Lowcountry, Ms. Zucker exemplifies and inspires true leadership through her commitment to excellence, unwavering generosity and passion for giving back to the community. Ms. Zucker is an extraordinary leader who is helping to reshape education and business in the Lowcountry and across South Carolina.

*Thank You*



# Charting the course

BY MIKE BREMAN

**T**he crisis has not ended, just delayed.

The deal to reopen the federal government and step away from economic Armageddon lasts only until early 2014. All signs point to another crisis because there is no evidence that the executive and legislative branches of government will be able to work together. Brinkmanship, not statesmanship, rules the day.

This type of stalemate is frustrating to business leaders and citizens alike, who get up every day and work together to solve problems - agreeing and disagreeing - but usually working things out. No business or, for that matter family, would survive if everyone adopted a take-it-or-leave-it mentality.

As a business community, we should applaud leaders in Washington such as Senator Lindsey Graham, the South Carolina Chamber of Commerce's 2013 Public Servant of the Year, who know the importance of getting things done.

Senator Graham refuses to compromise basic conservative principles, but respects those who disagree. That's what makes him so effective for the people of South Carolina.

There is much serious work to do.

Because the federal government's impact on businesses has become so acute, the South Carolina Chamber of Commerce has included a list of federal issues as part of the *2014 Competitiveness Agenda*, the business community's annual list of legislative priorities. These important issues include funding for the Port of Charleston deepening project, ensuring that federal regulations are not overly burdensome to business from agencies like the NLRB, EPA and OSHA, reauthorizing the Export-Import Bank, reforming immigration policy and finding energy and environmental solutions to offshore drilling and the XL Pipeline.

Each of these issues is important, but none is more critical than fiscal reform to get the national debt under control.

Historically, the nation's public debt as a share of GDP increased during wars and recessions, and subsequently declined during periods of economic growth. Over the past 40 years, the size of the U.S. public debt has averaged below 40 percent of the economy, after having peaked at 113 percent during World War II. Today, the national debt is more than 70 percent of the U.S. economy, topping \$17 trillion, and over the next decade, the debt is expected to exceed 100 percent of the economy.

Without significant reforms of tax policy and entitlement programs, the national debt will strangle business, job creation and economic growth.

Because the situation is so dire, a broad-based national coalition called Fix the Debt has been formed to urge leaders in Washington to solve the nation's debt crisis. In South Carolina two bipartisan co-chairs have come together to lead the charge: former South Carolina Attorney General Henry McMaster and Representative Leon Stavrinakis. Thousands have joined the coalition from a variety of economic and political perspectives around the common belief that the nation's growing federal debt threatens the future.

Our deep national debt is not sudden news. We have known for many years that this fiscal crisis was coming, and it now provides another opportunity to reduce the deficit, reform our tax code and make necessary substantive reforms to entitlement programs at the federal level.

Our federal leaders must now have the courage to tackle these tough issues together for the common good.

Policymakers need to enact a plan that stabilizes and cuts the debt. Savings will have to come from all areas of government, and there are many ideas available for policymakers to pick and choose from. One plan, Simpson Bowles, would enact enough deficit reduction to reduce the debt, replace mindless cuts with thoughtful changes to promote growth, reform the tax code and cut spending.

These are perilous times for America, internationally and at home. The war on unchecked deficits should be just as focused as the war on terror. It is just as dangerous to America's future.



*Mike Brenan is president of BB&T South Carolina and 2012-13 chairman of the South Carolina Chamber of Commerce.*



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# A statewide business strategy for South Carolina

BY OTIS RAWL

The business community is committed to adopting measures to ensure South Carolina is successful in the global economy. Businesses know what it takes to make their companies profitable over the long term, and we need our legislative officials to join us in a partnership to make South Carolina the leading state in the nation.

This year, *Forbes* released a list of the best states for business, measuring six categories. South Carolina ranked 28<sup>th</sup>, while Virginia, North Carolina and Georgia all ranked in the top 10. To ensure South Carolina is as competitive – or even more competitive – than our neighbors, a proactive statewide strategy is key to addressing critical economic drivers.

South Carolina's per capita income still ranks well below the national average. The way to raise the incomes of our citizens starts with the creation of well paying jobs. All legislative policy decisions have either a positive or negative impact on job creation, and these impacts must always be at the forefront of policy makers' minds in the decision making process.

Issues key to the state's economic competitiveness that must be addressed in a comprehensive statewide strategy include: taxation, health care costs, economic development, workforce development, the regulatory climate, infrastructure, and many more. As we make strides in each of these areas, we cannot rest on our laurels. After all, other states are making strides as well.

It is our goal to collaboratively address these issues in order to make substantive policy changes in the coming years. Conversations have started, beginning with our meetings with business leaders, local chambers of commerce, academia and state officials. In partnership with our numerous business community allies, we will create a blueprint for success. Together, we must make creating and committing to a long term plan a priority.

A comprehensive strategy is so important for the future because we face a myriad of challenges and opportunities in the Palmetto State. We must work together to create jobs, and that begins with strong workforce development, a competitive tax system, sound infrastructure and overall legislative policy that promotes growth. We know that this cannot be achieved in one or two years. Instead, it will take a long term, concerted effort by all stakeholders to get it right.

We must work to ensure officials who make economic development a priority get elected and stay in office. Efforts to enhance economic development should be considered an investment for the state, and it must be the top priority in every discussion. A main component of this is the state's tax structure. Since 2006, South Carolina industrial properties have faced the highest property tax rates in the nation, and commercial properties bear the 7<sup>th</sup> highest rate. Until the damage created by Act 388, which eliminated a large portion of homeowner property taxes and shifted the burden to business, is addressed, South Carolina cannot be truly competitive.

The business and education communities are working together to identify priorities like never before. We must continue this forward momentum by ensuring companies who decide to locate or expand in South Carolina have a ready and able workforce. We must address early childhood education and reading readiness. An initiative called TransformSC aims to bridge that gap even more by tailoring students' strengths and learning styles to curriculum. It is a powerful initiative that the business community is behind. A focus on STEM education will also help prepare students for the jobs of tomorrow.

Initiatives like the Manufacturing Skills Standards Council certificate program, which is being implemented now at the state's technical colleges, will prepare

students for entry level jobs in manufacturing. Other programs throughout the K-16 education system are working to prepare students to enter a successful career as well. We must also focus on making our two and four year colleges and universities affordable for South Carolina residents once again. All of these workforce development strategies must be worked on collaboratively, using the sum of their parts to create a comprehensive pipeline for students and the largest consumers of the education system, business leaders.

South Carolina's infrastructure is significantly linked to the long term prosperity of the state. The deepening of the port has taken significant strides and is well underway. We must ensure that our larger infrastructure network follows this lead. Based on the annual hours of delay and average hourly rates of individuals and commercial operators, over \$394 million dollars is lost to congestion every year in South Carolina. That translates into significant dollars to each business transporting cargo across the state. In 2013, the General Assembly took a strong step forward by allocating dollars to the state's roads and bridges. We cannot stop there. Much more is needed, and legislators must agree on a recurring and sustainable funding stream to address the more than \$600 million per year in needs. As we look ahead, all revenue options should be on the table.

Roads and bridges are just part of the infrastructure equation. We must address water and sewer needs and anticipate the state's future port growth by preparing megasites and existing warehousing facilities.

There are many more issues we must address, like the state's tort climate, permitting process and business license fees, among others.

This is just the beginning, but I am energized by the collaborative spirit I see growing every day. South Carolina's business community has pledged to work alongside legislators and other officials to positively and proactively shape the state's future. Global competitiveness is vital to advancing South Carolina's position, not just with our neighboring states, but across the world.

This is our long term goal, and I invite you to join the South Carolina Chamber, the unified voice of business, in this open discussion to determine the future of our great state.



*Otis Rawl is president and chief executive officer of the South Carolina Chamber of Commerce.*

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**9,300 jobs created**

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9,300 jobs



**35%**  
above average state  
**WAGES**  
**\$473 million**  
in additional income

# Our future is bright

BY GOVERNOR NIKKI HALEY

It has been another exciting year in the Palmetto State. With existing businesses expanding and new companies investing, our future is bright.

We have worked hard to show that South Carolina knows what it takes for businesses to do well, and businesses have responded by continuing to call our state home.

Over the past three years, companies have announced more than 37,700 new jobs and over \$9.1 billion in capital investments in our state. These businesses are taking care of our families and investing in our communities and, as governor, I could not be more grateful for their partnership.

Companies are investing in South Carolina because we understand, even as we recruit new industry, that we must take care of the businesses we already have. Maintaining a low cost of business for our existing companies is crucial as we continue to grow the economy. We must cut red tape and make our state more business friendly and that is why we launched the Regulatory Review Task Force earlier this year. The Task Force is an initiative that will review and roll back overly burdensome regulations, making it easier for small businesses to succeed in South Carolina.

Our Cabinet agencies are reviewing their current regulations, and we are getting a comprehensive understanding of our state's regulatory landscape. I look forward to the Task Force's final report this November, and I know our business community is looking forward to reaping the benefits of these reforms.

As a state, we have to keep growing with our businesses and creating pathways to a sustainable economy. This is about improving workforce readiness — another area in which we have been especially aggressive. With businesses choosing to invest and expand in South Carolina, we must have a trained workforce ready to fill these new positions. When a company breaks ground in South Carolina, we want them to be able to find all the talent they need within our borders and put South Carolinians back to work.

South Carolina's Work Ready Communities initiative is helping us realize this goal. In August, I was excited to announce Clarendon County as the first county to meet both the state and national requirements and earn the Certified Work Ready Community designation. With all 46 of our counties participating in the program, our entire state is telling companies that we have a deep pool of available certified workers — trained, skilled and ready to get the job done.

We have also seen other testaments to South Carolina's commitment to growing with businesses. Boeing took a chance by deciding to partner with South Carolina and tasked us with building their airplanes. Our Boeing South Carolina employees proved they were up to that task and showed the true potential of the South Carolina workforce. Consequently, Boeing greatly enlarged its footprint in South Carolina, announcing a \$1 billion expansion in April that is set to create at least 2,000 additional jobs in the Lowcountry.

Like Boeing, other companies in our state's manufacturing sector are pushing the momentum forward. ZF Group in Laurens County decided to invest another \$175 million and committed to add another 450 jobs. EcoDual announced a \$13 million investment and the creation of more than 300 jobs in Beaufort. Element Electronics decided to bring its television manufacturing operations from China to Fairfield County, committing to invest \$7.5 million and create 500 new jobs for South Carolinians.

The products made here in South Carolina are reaching markets the world

over, shipping goods to 197 countries around the globe. South Carolina's exports increased to approximately \$25.3 billion in goods sold — an all-time record for the state. We rank first nationally in tire exports, manufacturing nearly 30 percent of American made exported tires for the second consecutive year.

Additionally, South Carolina is known to international companies as the ideal business environment. According to the most recent IBM-Plant Location International report, South Carolina is the premier state for jobs linked to foreign investment. Global companies know that when something is made by the skilled hands of South Carolina's workforce, it is guaranteed to be made well.

While our manufacturing sector continues to grow, we have also seen diversity in the companies interested in expanding or setting up new operations here. Information technology company SPARC announced an expansion in Berkeley County, investing \$11 million and creating 310 new jobs. Time Warner Cable has invested an additional \$24 million in Lexington County and committed to adding 644 jobs. In York County, Physicians Choice Laboratory Services is investing \$24.1 million and creating 364 new jobs.

Our success, now and in the future, is based on teamwork. The "Team South Carolina" approach is working and is the driving force behind our successful recruitment and economic development initiatives.

It's a great time to invest in our state and it's a great time to do business in our state. That makes every day a great day in South Carolina. God bless.



Governor Nikki Haley

# Rural South Carolina: Ripe for business growth and development

BY BOBBY HITT

South Carolina is made up of sprawling city centers, small towns, farming communities and metropolitan areas. Each of our 46 counties has a special element, a unique quality that sets it apart. From the Upstate to the Lowcountry, our southern charm and unmatched hospitality have made us a desired location for people all over the globe. This southern draw is especially true of our rural communities in South Carolina.

Over the last five years, our state has emerged as a world leader in manufacturing. The Palmetto State has one of the fastest growing manufacturing sectors in the nation, and our rural counties have been integral to attracting businesses to South Carolina. Since 2011, South Carolina has been able to successfully land more than 8,700 jobs and more than \$1.2 billion in investment to our rural areas. And with more than 20 percent of South Carolina's workforce living in these communities, it is vitally important that we continue to drive growth and economic development into these parts of the state.

It is my philosophy that when one of our counties is successful, it creates a ripple effect that is felt not just in that area or region, but also statewide. South Carolina is a sum of its parts. And as the Palmetto State continues to hold firm to its lead in the nation's manufacturing renaissance, our rural areas will be essential to business recruitment.

The advantage of doing business in these untapped communities can be seen in the numbers. In the last two and a half years, more than 30 percent of the projects announced and nearly a quarter of the jobs created have gone into the state's rural counties.

Every dollar invested and job generated in these areas equals an opportunity – an opportunity for residents to find sustainable employment, while enjoying the quality of life found in their hometowns.

In the past, the majority of jobs rooted in South Carolina's rural communities have been in the agribusiness sector. As the state's No. 1 industry, agriculture and forestry have planted billions of dollars into rural South Carolina. However, in recent years a new trend has emerged. Manufacturers are finding success in our rural areas, making them ripe for growth and development.

Here are some of the state's top announcements in our rural counties: Element Electronics plans to move its television manufacturing operations from China to Fairfield County, committing to invest \$7.5 million and create 500 new jobs there; Spirit Pharmaceuticals is building its new facility in Clarendon County, and the



*The South Carolina Department of Commerce's Community Development Block Grant (CDBG) program has provided millions of dollars in funding for neighborhood development and infrastructure improvements in counties statewide.*

\$12 million investment plans to bring 300 new jobs to the area; aviation supplier GKN Aerospace located its new manufacturing facility in Orangeburg County, and the \$38 million investment is expected to create 250 jobs in the central South Carolina region. Another boon for Orangeburg, Innovative Composites International opened a new facility in the county and plans to employ 300 people. Additionally, Essex Holdings in Marion County and Harbor Freight Tools USA in Dillon County have also joined the list of new manufacturers bringing quality jobs and investment to South Carolina.

Thanks to increased investments, the unemployment rate has dropped by three percent in the state's rural communities. While this is positive news for South Carolina and our workforce, to keep the momentum going forward we must continue to drive businesses to our untapped areas.

To help move the dial, the South Carolina Department of Commerce has been working with local leadership to support economic development in rural counties, and one of the ways to do this is creating strong and reliable infrastructure in these areas.

Commerce's Community Development Block Grant (CDBG) program has provided millions of dollars in funding for neighborhood development and infrastructure improvements in counties statewide. More than half of these projects have been in rural areas. Another department working to enhance our

state's infrastructure is the newly established Rural Infrastructure Authority (RIA). In less than a year, the RIA has provided grant funding to support more than 30 water and sewer projects throughout the state. These grant programs will benefit all aspects of South Carolina's economy, including business recruitment and jobs.

Success in our rural communities is important to the entire state. No matter where you call home, we are a team here in South Carolina, and our futures and interests are inextricably linked. To ensure we remain economically viable in the future, we must continue to chart a course of job creation and development in our state, so that everyone wins.

*Robert "Bobby" M. Hitt III was appointed by Governor Nikki Haley to serve as Secretary of Commerce in January 2011.*

# TransformSC schools are designing the future of learning

BY PAMELA LACKEY, MIKE BRENNAN AND JIM REYNOLDS

About 700 policy makers, educators, students, parents and business leaders recently attended TransformSC's Fall Education Summit presented by New Carolina.

During a student discussion, Clay Hamilton, a senior at Dorman High School in Spartanburg, took his iPhone out of his pocket and said:

"This is an iPhone... it's got this little sensor down here where if I put my fingerprint on it and it recognizes me and unlocks the phone... So my question is, if a phone can distinguish me from anybody else in this room, why in the world is our current system of education unable to distinguish one student from another?"

The audience roared in agreement. He conveyed in a few sentences the mission of TransformSC and the reason that everyone came together that day: to transform public education in South Carolina.

As employers, we know that by and large the public education system does not prepare students for college, careers or citizenship. Many students are learning the way their grandparents did. Time is allotted for each subject. Students hear the same lecture, work at the same pace and move to the next subject whether they are ready or not. Teachers have neither the time nor the flexibility to tailor individual curricula to meet students where they are and are often forced to teach to the test instead of helping students master subjects.

The Fall Summit keynote speaker, Sir Ken Robinson, summed it up: "If you're running a business... and if you adopted most of the principles that teachers and principals have to follow, you would be bankrupt in a month."

## SO, WHAT DOES THE FUTURE OF LEARNING LOOK LIKE?

Imagine students grouped in small teams with laptops working on projects, and teachers moving around the classroom engaging with them. In a math class, they may design a zoo. Students research how much space the animals would need and then use geometric formulas to lay out the footprint of the exhibits. One student helps another calculate the area of an enclosure. When the team completes the design, they present their plan with pride and confidence.

This may sound familiar, because it's the way business operates - working in teams, critical



thinking, creative solutions, using technology and meeting deadlines.

One size will not fit all; school districts must have flexibility to build models based upon local needs. But, there will be commonalities.

Learning will be personalized to challenge each student's ability and engage his or her interests. Teachers will be facilitators and allow students to drive their own learning. Technology will be widely available and actively integrated into the curriculum. Learning will be focused on competency rather than seat time. Testing and assessments will be evidence-based and meaningful to students, their families, educators and employers. Schools will maintain effective partnerships with parents, families and communities.

## HOW WILL TRANSFORMSC DO IT?

TransformSC will provide a framework of knowledge, skills and characteristics that a graduate needs and the qualities each school needs to be more effective.

But real, sustainable change occurs from the ground up. Each of the 35 TransformSC schools is developing a strategy to transform the model of teaching. Some will use project-based learning or blended learning (a combination of virtual and face-to-face instruction). Others may focus on early childhood education or STEAM (Science, Technology, Engineering, Arts and Math).

TransformSC provides a forum for schools to collaborate with each other and engage with experts to receive technical support as new strategies are implemented. During the Fall Summit, teams from each TransformSC School were introduced to the customized, online platform called TransformED. The



From left: Anita Zucker, CEO of The InterTech Group, leads a student panel at the TransformSC Education Summit.

Jim Reynolds, CEO of Total Comfort Solutions and chairman of New Carolina's Education and Workforce Development Task Force, discusses the initiative with stakeholders.

platform gives educators the ability to collaborate with each other in real time, as well as instant access to experts from across the nation. The teams also received hands-on training called "Innovation 101" to further develop and refine their plans for change.

## HOW CAN THE BUSINESS COMMUNITY HELP?

Business and education partnerships must be stronger. Reach out to your community's schools, and explore opportunities for closer involvement. Educators are eager for this engagement.

The business community must also give its resources and its voice to TransformSC schools as they explore a new approach. Change is difficult. Educators need us to stand beside them as they design the future of learning.

To learn more about how you can support TransformSC, please contact Moryah Jackson, director of education initiatives at New Carolina, at [mjackson@newcarolina.org](mailto:mjackson@newcarolina.org).

Pamela Lackey is president of AT&T South Carolina. Mike Brennan is president of BB&T South Carolina. Together, they co-chair TransformSC.

Jim Reynolds is CEO of Total Comfort Solutions. He is chairman of New Carolina's Education and Workforce Development Task Force, and he serves on TransformSC's Executive Committee.

# Technology Center aligns education, workforce needs

BY SANDY MAU

A national worker shortage will be well underway by the time 2020 arrives, set in motion as 10,000 baby boomers cross into retirement each day. In South Carolina, the numbers add up to a projected 355,000 more jobs than in 2010.<sup>1</sup> How should today's high schools prepare students to meet the state's growing workforce demands?

One answer is to align education with the attributes employers are looking for: innovative thinking, problem-solving skills, and the ability to work in a team-based environment to envision, manage and complete real-world projects. Combine that with hand-picked instructors and classrooms equipped with the latest tools and technology, and you arrive at Lexington-Richland District 5's Center for Advanced Technical Studies.



The Center, which welcomed its first students in August 2012, offers a wide range of programs, from aerospace engineering to welding. Students typically take a single course that meets every other day in a three-hour block and attend their home high schools the rest of the week. The idea is to prepare every student to graduate either ready for a career or well-prepared for further study in college; many courses can be applied for college credit.

You're more likely to smell something cooking up in the biomed lab or the culinary arts area than

wood shavings from a traditional shop class here.

"All of our courses and programs are delivered in a lab environment, so students learn using hands-on, project-based activity, often working in teams," said Bob Couch, director of the Center for Advanced Technical Studies. "That concentration of time enables them to do some serious training and study."

Couch helped formulate the vision for the Center and took its leadership reins after 15 years as South Carolina's state director of career and technical education. "The model positions the teacher as a facilitator of learning within the classroom environment, so the concept of learning is based on discovery, innovation and creation—they're solving problems," he said. It requires carefully selecting faculty that bring both content knowledge and experience in industry.

The students, in turn, bring motivation and interest to the challenging curriculum. "We have 24 honors-level program courses in the Center; last year we had six National Merit finalists who attended," Couch said. "It's truly a mix of very high achieving students and middle-achieving students."

Attention to the needs of South Carolina businesses is perhaps the model's most critical differentiator. Advisory committees involved in planning the facility included employers, and each program has an advisory committee to provide input and ensure programs remain current.

"It's a hand and glove relationship—students will need jobs, and employers need good employees," Couch said.

Ideas and solutions make money, so it's no wonder that firms like SCANA and Intel Corporation are invested in innovative programs in South Carolina schools. Allen Templeton, senior analog validation engineer with Intel in Columbia, has enjoyed a hands-on role with the Lexington-Richland District 5 middle school Lego Robotics League for more than a decade. He also volunteers on the Center's advisory committee for cyber security technology.

"When students are using that problem-solving method to learn, it helps nurture scientific and engineering kind of thinking," Templeton said. "They want to get in there and figure out what's going on. I've seen that light bulb turn on. Nurturing an interest to figure out how things work is valuable."

Fundamentally, companies like Intel benefit from involvement in technical education.

"Particularly in math and science, it's the only

## CENTER FOR ADVANCED TECHNICAL STUDIES: BY THE NUMBERS

**INSTRUCTORS..... 20**

**COURSES OF STUDY ..... 17**

**STUDENTS IN 2012 ..... 650**

**STUDENTS IN 2013 ..... 975**

**COST FOR BUILDING\* ..... \$22M**

**FURNITURE, FIXTURES AND EQUIPMENT\*\* ..... \$2.5M**

\* via bond referendum

\*\* approximately

way to ensure we can supply the need for engineers in the future," said Sam Gause, Intel's Columbia site champion. In addition to offering expertise, Intel often donates refurbished equipment to schools; it donated six computer work stations to the Center's technical networking center, enabling every student in the classroom to be on a computer at the same time. Gause said Intel plans to ship 40 servers to the school "so students can learn, hands-on, how servers generate traffic with the network equipment they have in place."

"The ability for companies like us to step in and support the goals of the schools is critical," Gause said. "Also, there's the whole idea of an individual student recognizing there's more than one person who is taking a personal interest in their success and for what the future can be. That's valuable, too."

"And a lot of times this networking and connectivity means they have more of an opportunity to make a run at an idea they have," he added. "There's always a need for a workforce that performs at a baseline level in the engineering discipline, but one of the things Intel really needs is a workforce that's creative. You don't get a lot from an engineer who gets straight As but doesn't have the creativity to apply it to a changing environment."

*Sandy Mau is a freelance writer in Lexington, SC.*

<sup>1</sup> Carnevale, A, Smith, N, Strohl, J. *Recovery: Job Growth and Educational Requirements through 2020*. Georgetown Public Policy Institute. June 2013

# 10 steps for family business succession planning

BY HENRY HUTCHESON

**R**esearch shows that a shocking two-thirds of family businesses don't survive to the next generation. Fortunately, there is a great deal of information on why many family businesses aren't successful from one generation to the next and what actions can increase the odds of the business crossing the chasm of succession.

Much of the emphasis regarding succession concerns who will lead the company going forward. This is a bigger question than meets the eye. Not only does the current generation wish to see their life's work continue, but they must also consider the impact on future family members and employees.

When planning for the future, certainly one looks first to those heirs who are currently in the business. Who is qualified? Who has earned the respect of the employees? Who has not only the capability, but also the drive required to move the business forward? At the same time, the future leader must possess sufficient emotional intelligence if they are to be truly successful. And, if there is more than one child working in the business, another key part of solving the puzzle comes in the relationships among the siblings. Can they work together for the good of the company? Can they accept leading or working for one of their siblings?

The list of potential successors does not stop with family members though. High level key employees also must be considered if they may be better suited and qualified. And, complicated dynamics can come into play if employees feel that leadership roles are reserved



for family only, regardless of how qualified a non-family member may be.

There may also be the out of sight, out of mind successor that should be considered: the family member who does not currently work for the family business. I recall a prominent family business where a son and daughter were working in the business quite successfully, but there were concerns about how to move forward. It turned out that the third sibling had risen to a vice president role in another company and was considering starting her own business. It turned out that the answer was to bring her in to lead the company.

Planners must also consider the exiting of the current generation. This is an often overlooked aspect of the succession process. Indeed, there are situations where the exit process of the current generation can be quite difficult. This can prove especially true for business founders. With the amount of time, sacrifice and personal pride a leader may have spent growing a business, it can be difficult to hand over the reins. As such, while intellectually the current generation understands that the best way to guarantee the future is to ensure good leadership, sometimes they can unwittingly undermine or drag out the process.

Family business succession can be hard, but those that put forth effort and plan accordingly can span multiple generations.

## 10 steps to improve the succession planning process

- 1** Realize that succession is difficult and requires putting forth effort to be successful.
- 2** Begin early. There is a high correlation to success when starting early.
- 3** Install a system of good and regular communication. All successful family businesses will tell you this is essential.
- 4** Realize that the ultimate goal is to maintain or improve the company while maintaining good family harmony. One without the other is meaningless.
- 5** Don't force the business on an unwilling successor.
- 6** Don't give the business to an incapable successor.
- 7** Realize that non-family members may be the answer to leadership.
- 8** Have formal family meetings to discuss the business, and get everyone's thoughts on its future.
- 9** Install good governance: family employment policies, buy-sell agreements, board of advisors, etc.
- 10** Establish leadership first, and then figure out ownership and the estate.

*Henry Hutcheson is a nationally-recognized speaker, author and the president and founder of Family Business Carolina. He comes from his own family's business, Olan Mills Portrait Studio, and is a certified family business advisor.*

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# The Road Map to the Future

BY KATIE SCHANZ AND JULIE SCOTT

Travel through South Carolina, and it will be hard to find anyone who would disagree that the state's infrastructure needs a great deal of work. From lane expansion to bridge replacement to surface improvements to creating build ready industrial sites, South Carolina's needs are at a critical juncture. Other states are facing the same difficulties. In fact, the nation's infrastructure as a whole needs significant improvement.

The American Society of Civil Engineers (ASCE) grades the nation's infrastructure according to capacity, condition, funding, future needs, operation and maintenance, public safety, resilience and innovation. The U.S. received an overall D+ ranking this year, and ASCE estimates that \$3.6 trillion will be needed nationally for infrastructure improvements by 2020. The ranking includes a look at roads and bridges, but also other infrastructure needs as well, which are vitally important to economic development.

In South Carolina, there are more than 800 structurally deficient bridges and more than 400 that are load restricted. Forty percent of major roadways are rated in poor or mediocre condition and are taking a toll on vehicles and pocketbooks. Driving on roads in need of repair costs South Carolina motorists \$811 million a year in extra vehicle repairs and operating costs. That translates to \$255 per motorist. And, based on the annual hours of delay and average hourly rates of individuals and commercial operators, more than \$394 million is lost to congestion every year.

As a whole, the nation's infrastructure is woefully underfunded relative to demands placed on it, and South Carolina is no different. Inadequate infrastructure negatively impacts economic development. With each passing day that South Carolina waits to address a sustainable and recurring funding source for infrastructure, overall costs over the long run increase.

Compound this national crisis with the fact that South Carolina does not receive its fair share of funding back from the federal government. Considered a "donor state," South Carolina only receives about 92 cents for every infrastructure related dollar it sends to Washington. The South Carolina Department of Transportation's (SCDOT) annual budget is \$1.4 billion a year, including state and federal allocations. South Carolina Transportation Secretary Robert St. Onge recently said with this type of budget, he is tasked with maintaining the "decline of the transportation system." The agency's limited funds primarily go to maintenance with few overall improvements along the way. According to SCDOT, there will be a \$29 billion shortfall for the state's roads and bridges over the next 20 years with the current funding pattern.

Scott Fant, vice president of business development for Sloan Construction Company, sees the deterioration of the state's infrastructure on a daily basis. "The longer we postpone repairing our roads and bridges, the more it will cost the state in the end," he said. "At this point, there are a great deal of roads that will have to be reconstructed, which costs roughly three times as much as overlaying them. Roads are just like houses. You have to keep them up or they totally fall in. We have to maintain them, and we are not currently doing that due to the lack of funding of the SCDOT." Business owners are deeply impacted.



"Like thousands of other businesses, Cox Industries utilizes the state's infrastructure on a daily basis, carrying products to and from the port and using our state's interstates and secondary road system," said Mikee Johnson, president and CEO. "Time is money. It is imperative that we have a reliable and safe infrastructure system so that commerce can easily flow throughout the state."

#### WHAT OTHER STATES ARE DOING

**A**s soon as I hit the South Carolina border, the lanes shifted from three to two, the quality of the roads deteriorated and traffic backed up." It's a sentiment expressed by just about everyone who has traveled out of state and returned to an interstate system that is just plain beat up.

Other states are making strides towards addressing infrastructure concerns, including Virginia and Wyoming. In 2013, Virginia passed a comprehensive infrastructure package that will invest \$4 billion in infrastructure projects over the next five years and then \$900 million annually thereafter. The package contains various funding mechanisms, including eliminating the motor fuel user fee but replacing it with a wholesale tax on gas. The statewide sales tax was raised by three-tenths of a percent, bringing it to 5.3 percent. In addition, Virginia's General Fund dollars will be transferred to transportation, and a fee for hybrid, alternative fuel and electric motor vehicles was introduced.

North Carolina and Georgia both indexed state motor fuel user fees to inflation, which means the fees will steadily rise over time to meet funding needs for infrastructure. North Carolina is also looking at how to fund future infrastructure improvements in the state with various funding mechanisms.

Wyoming raised its state motor fuel user fee by 10 cents effective this past July to fund infrastructure, making South Carolina's motor fuel user fee the third lowest in the United States. Compound this with the fact that South Carolina's motor fuel user fee revenues fund the nation's fourth largest road network.

Historically, across the nation, the majority of infrastructure funding came from the motor fuel user fee, but with declining revenues from fewer miles driven and more fuel efficient vehicles, many states believe the time has arrived to examine all road funding mechanisms. South Carolina's last motor fuel user fee increase was in 1987, and the state did not index it, so it



has remained stationary at around 16 cents per gallon for more than 25 years.

"Thinking that we can maintain our roads and bridges on 1987 funding is like kidding yourself that you could do home repairs for what you could in 1987," said Mark S. Ashmore, president of Ashmore Brothers, Inc. "We need our leadership in the state to be willing to provide a funding source that is perpetual by escalating as time moves forward. Our infrastructure has deteriorated past normal repairs to the stage of total reconstruction in many areas. Our interstates capacities are overloaded. We can't keep turning a blind eye to this major economic engine catalyst."

#### SOUTH CAROLINA'S STEP FORWARD

**A**fter the business community and its allies urged the General Assembly to dedicate funding to the state's roads and bridges, in 2013, the state took a step forward. Both the House and Senate included infrastructure funding in their respective budgets. In the end, the final package invested nearly \$600 million in roads and bridges, including moving half of the sales tax on automobiles to the Highway Fund on a recurring basis, \$50 million for bridge repairs and \$50 million in



recurring funds allocated to the State Infrastructure Bank (SIB) to be bonded for \$500 million.

"The General Assembly designated the State Infrastructure Bank (SIB) as the funding conduit to address several high-priority transportation projects. The responsibility of the SIB is to partner with SCDOT to review and determine the projects to be funded by the SIB, generate exceptional revenue derived by the selling of bonds to provide funding of \$500 million or more for major transportation projects and create an efficient process of getting these dollars into respective projects," said Max Metcalf, vice chairman of the State Infrastructure Bank. "Over the years, we have successfully provided funding solutions to over \$5 billion in projects in 20 counties and cities, as well as



Governor Nikki Haley signs the 2013 infrastructure package at the South Carolina Chamber of Commerce.

statewide median cable barriers and statewide bridge replacement programs. By all measures, we have been the most successful State Infrastructure Bank in the country.”

The 2013 infrastructure package represented a step forward for the Palmetto State, and the business community applauded the effort. The measure was the first significant infrastructure funding increase since 1987. Governor Nikki Haley signed the legislation at the South Carolina Chamber of Commerce joined by



business leaders from across the state. She was also joined by Transportation Secretary St. Onge.

In 2013, the General Assembly also allocated \$16 million to the South Carolina Department of Commerce Closing Fund, which aids site ready specific initiatives for economic development announcements.

#### OPEN FOR BUSINESS

Sound infrastructure means more than just improving roads and bridges. It also means being truly open for business. With economic development and jobs the No. 1 concern of citizens, it is important for infrastructure talks to also include site readiness. As other states address their road and bridge needs, the General Assembly needs to look at infrastructure as a whole. To create a competitive edge, South Carolina must be ready to address roads, bridges, water, sewer, etc. If handled proactively, the state could be site ready when companies decide to locate or expand in South Carolina.

“Over the past ten years, South Carolina has been successful in recruiting many companies that have invested billions of dollars and created thousands of jobs. These companies include BMW, Boeing, Bridgestone, Continental, Michelin, ZF, Amazon, QVC, adidas, Walgreen’s, Home Depot, Monster.com and Starbucks, just to name a few,” said Deepal Eliatamby, president of Alliance Consulting Engineers. “In doing so, the inventory of some of the South Carolina’s best industrial sites, industrial parks and megasites has been depleted. In an effort to continue to be competitive, the state must develop infrastructure to position itself to recruit potential industries.”

To learn more about the state’s infrastructure and the *Road Map to the Future*, visit [www.scchamber.net](http://www.scchamber.net).

#### ROAD MAP TO THE FUTURE

There is no doubt that finding a sustainable, recurring funding solution for the state’s roads and bridges must occur sooner rather than later. This includes specifically prioritizing interstate improvements as well as secondary road maintenance. Every funding mechanism must be on the table.

In early 2013, the South Carolina Chamber of Commerce and 14 allied organizations released the *Road Map to the Future*, a detailed package outlining three critical areas of infrastructure in need of a revenue stream for continued economic development success in South Carolina. The *Road Map* calls for widening South Carolina interstates, fixing load restricted and deficient bridges and resurfacing existing roadways.

The interstate priority projects included in the *Road Map* are according to SCDOT’s statutorily-prescribed priority rankings as mandated by Act 114. The lone exception is the state’s single most critical commercial and economic development artery – Interstate 26. It deserves special and immediate improvement to serve tourism, the port, manufacturing, just-in-time shipping and everyday travel requirements.

Additionally, the state must replace load restricted and structurally deficient bridges in every county. The bridges included in the *Road Map* are based on priority rankings, and attention would improve the safety and efficiency of the overall transportation system.

South Carolina also needs dedicated funding for resurfacing. Numerous routes are well beyond acceptable service intervals and are in dire need of repair now before they become even more costly to fix or rebuild.

There are a number of funding mechanisms the General Assembly can choose from. Some options include: additional dedication of General Fund revenue, Capital Reserve funds, redirecting additional vehicle related revenues, and of course, increasing the state’s motor fuel user fee.

One thing is clear: South Carolina cannot afford to fall behind on economic development, and infrastructure is a huge part of being successful – today and over the long term.

Business leaders are in agreement.

*Katie Schanz is legislative counsel and Julie Scott is associate vice president of communications at the South Carolina Chamber of Commerce.*



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# South Carolina Business Week

COMPILED BY JULIE SCOTT

In July, close to 200 of South Carolina's brightest young minds from every corner of the state descend upon the campus of Presbyterian College in Clinton, S.C. to spend an exciting week learning about the business world. South Carolina Business Week, presented in 2013 by the South Carolina Cable Television Association, offers high school students the unique opportunity to interact one-on-one with business leaders and student peers to learn more about a successful career.

During the week, teams of students develop mock companies led by Company Advisors loaned from some of South Carolina's most prestigious businesses. Students test newly acquired knowledge in a computer business simulation designed to achieve a real company feel with challenging, real-world situations. Along with an emphasis on teamwork and leadership skills, Business Week includes programs on career readiness, ethics in business, personal finance, leadership, diversity in business and entrepreneurship.

Each year, Business Week presents college scholarship awards to stand out student leaders. Here, they offer their perspectives in their own words.



## CASEY STANCELL

### 2013 RON MCNAIR LEADERSHIP AWARD RECIPIENT

My first Business Week experience was a great one. In the course of one week, I made lots of new friends from all over our wonderful state, grew my business expertise and insight and had a great time too. Once we arrived at Business Week, we said our goodbyes to family and were split into companies of between 10 and 12 people, led by well known business minds from across the state. Our group was Company C.

From then on, the bulk of my time at Business Week was spent creating and managing a virtual clothing company. Using an online program designed for college students, companies decided on the names of our businesses, strategies (high-end, low-end, etc.) financing, costs, staffing, marketing, and even dividend payouts. The program then scored teams based on the amount of profit, sales, customer service, etc. The company with the highest score at the end of week won.

Today, I plan to attend either the University of South Carolina or Presbyterian College and would like to pursue a business-related degree. My dream is to run or own a large company, then enter into politics and transform America back into the nation she was meant to be: a nation friendly to business and corporations, and a nation where self-reliance and Christian values are encouraged above all else.

Many people have asked me what I took away from Business Week, and one

overwhelming thought comes to mind: teamwork. Being part of a company with positive, easy-going people made it easy for us to manage our company "Unique Trends." We learned to work together to sort out problems or disagreements and once a consensus was reached, we moved on to our next matter of discussion. We made sure everyone had a voice. Our Company Advisor was a great leader and helped us get started early in the week and explained the program to us, then gave us the "reins" to make the rest of the decisions.

Business Week has, without question, given me a deeper understanding of both how to start and grow a business. It will continue to prepare the young people who will be leading our state and nation and charting the course for the next century.

*The Ron McNair Leadership Award is a \$3,000 in state college scholarship provided by South Carolina Electric & Gas Company for overall leadership ability and top performance in both written and verbal communication skills.*



**MONICA NELSON**  
**RAWL FAMILY SCHOLARSHIP RECIPIENT**

As I walked past the information table outside the guidance counselor's office at my school, something caught my eye: an informational packet about South Carolina Business Week. I grabbed the packet and began to read more about it. It was then that I knew this was what I wanted to do over my summer. I was so excited when I received my acceptance letter. I did not know what to expect from the camp, but I wanted to explore the opportunity.



Business Week was more than I could have expected. I learned so much about how to successfully run a corporation and how to handle everyday situations that a real life business owner could encounter. I had never thought about business being something I might want to study in college, but this experience has opened my eyes. I made friendships that have outlasted the summer, and I was able to connect with students from all over the state. Working with new people allowed me to see the motivation others have for business and that made the experience that much more enjoyable.

Receiving the Rawl Family scholarship was the highlight of my week. I went into the application process unsure of how well I would do because I knew there was competition with other students who wanted the scholarship as much as I did. I was overjoyed to find out that I had been chosen as one of the finalists, and I began to prepare myself for the interview. I am still in shock that I was chosen for this exclusive award.

Earning this scholarship has prompted me to work harder for my goals and has given me a sense of importance and self-fulfillment. Participating in Business Week has opened my eyes to a new career choice I never thought of before. I thoroughly enjoyed the work aspect of the camp as well as the social side of it. As my high school career comes to an end, I will work hard to chart my course to achieve all the dreams I have for my future.

*The Rawl Family Scholarship Award is a \$2,000 in state college scholarship for leadership ability and performance in both written and verbal communication skills.*

**LEAH GARRETT**  
**CHELSE WARD ELLIOTT MEMORIAL SCHOLARSHIP RECIPIENT**

My experience at South Carolina Business Week was one that I think every South Carolina teen should have before they graduate from high school. From the many different students from all parts of South Carolina, and their different backgrounds and stories, to the many mentors who offered guidance, there were so many different stories to hear and learn from.

From the first day arriving, I could tell I would make new friends from many different backgrounds, helping me make connections for the future. Aside from making new friends and the many social activities, the business side of the week was also very interesting. Figuring out how to work as a company and using everyone's expertise to make our business successful was a huge learning experience. Though my company did not achieve the No. 1 spot, we were very happy with our growth as a team.

I grew personally during the week. I learned from working with my team and Company Advisor that trying to figure out a way through the course of creating a successful company was not a one man task, and that it took many



**LANCE FOXWORTH**  
**S. HUNTER HOWARD, JR. SCHOLARSHIP RECIPIENT**

South Carolina Business Week was one of the most educational and exciting weeks of my life. I feel so blessed that business leaders decided to invest in my education, and I am truly grateful.

Business Week takes groups of strangers and creates tight knit, competitive companies equipped with newfound knowledge about business. The skills I learned are essential not only in business, but in everyday life as well. It teaches leadership, risk taking, courage, teamwork and a plethora of other valuable qualities that will create the next generation's leaders in South Carolina and around the world. Business Week was unique and eye opening in that it transformed a traditional classroom style learning environment into a more interactive style with self discovery. The speakers throughout the week really made me reflect on, not only how business works, but also about my personal brand and the fact that how I present myself to others directly impacts my future.

I am now a Political Science and French double major at the Honors College of Charleston. Thanks to Business Week, I have a new appreciation and understanding of the business world, and I plan on carrying that with me for life in my career aspiration as a foreign representative of the USA. Without this scholarship, it would have been more difficult ensuring my tuition, and I again thank everyone involved.



*The S. Hunter Howard, Jr. Award is a \$5,000 in state college scholarship provided by the South Carolina Excellence in Education Foundation for overall leadership ability and top performance in both written and verbal communication skills.*

different people from all sorts of backgrounds for your company to be highly successful. South Carolina Business Week helped me chart my course by making me realize the many different worlds that business has to offer when it comes to career opportunities. After being able to become marketing team lead and experience a simulation of what that job would be like, I realized I was on the right track with my decision to major in marketing when I go off to college.

The multitude of advisors from different backgrounds and the various speakers provided an array of information to learn about career opportunities. I was inspired many times by their openness about their courses in business, and it put a fire in my heart to set out and accomplish things like they did. Overall, South Carolina Business Week has charted my future course for the better, and I feel very fortunate to have had the opportunity to hear so many different stories and advice from so many different professionals from South Carolina.

*This \$2,000 college scholarship is in memory of Chelse Ward Elliott, who passed away in the spring of 2010. Mrs. Elliott was the wife of Business Week Company Advisor, Tony Elliott.*



# STATEWIDE EFFORTS HELP JUMP START ENTREPRENEURIAL INITIATIVES

BY BUNNY RICHARDSON



**I**ncubators, accelerators, business development centers and technology councils are ventures with different names but with the same intent - to jump start entrepreneurial initiatives, help establish settings that foster growth and keep new companies in South Carolina. These types of systems nurture entrepreneurs and their new companies and ultimately prepare them for long term success.

Supporters believe that incubation dramatically increases the survival chances of a company by providing consultation in the early stages of a business as well as facilitating networking and collaboration between companies. Ultimately, incubation drives economic growth.

Ten medical technology start-ups from all over the world made up the first class of The Iron Yard LLC's new business accelerator in Spartanburg that began in July 2013. It is a sister program of Iron Yard's Greenville initiative, launched in May 2012, that focused on creating web developers, computer systems analysts and software engineers.

The Iron Yard was founded by former Wall Street stock broker and computer guru Peter Barth. Spartanburg business legend George Dean Johnson, Jr. contacted Barth to ask him to bring the concept to Spartanburg. Program manager Kate McCarthy said the expansion to Spartanburg reflects The Iron Yard's regional outlook. Each program lasts for 13 weeks, and seven of the 10 start-ups from last year's accelerator remained in Greenville, one of which came from Ohio.

Each start-up team receives \$20,000 in seed funding in exchange for six percent equity in their company, and each team gets access to mentoring as well as legal and financial advice. The companies can use the Iron Yard co-working space as headquarters for \$250 per month or utilize what's called a "cafe membership" for half of that cost to use as touchdown space.

The focus of some of the start-up ventures has been health, and McCarthy said some interesting doors have opened because of the health focus. One company, Prime Genomics of San Francisco, will go from the accelerator into a pilot project at the Mayo Clinic. The company analyzes and marks genes to track health, disease and responses to medications in an individual or study group. It's just one Iron Yard success story though. Partner companies include AbbVie, Zebra Technologies, Spartanburg Healthcare System, Greenville Healthcare System, BlueCross BlueShield of South Carolina, Nora-Moseley, JM Smith and (QS1).

McCarthy said the companies are at different development stages, and the goal is to get them to next level, whatever that may be, to help them succeed.

The University of South Carolina/Columbia Technology Incubator in the Midlands has been named by *Inc.* magazine as one of the top three college town incubators to watch. The Incubator's 40,000 square-foot facility is home to nearly 50 start-ups with 150 full time jobs. The portfolio of companies spans all fields of innovation with seven exporting internationally and demonstrating impressive growth. Cumulative sales volume topped \$17 million in 2012.

Entrepreneurs receive an array of free services including on-demand coaching and access to a community of people willing to collaborate. The Incubator has graduated 35 companies thus far, with more on track to do so in the future.

"Incubation is critical for economic development and job creation in the community. We continue to recruit tech-oriented companies from across the country and create programs that are specifically tailored to their needs," said Bill Kirkland, executive director of the University of South Carolina/Columbia Technology Incubator.

Two new companies, Integrated Micro-Chromatography Systems (IMCS) and



*Supporters believe that incubation dramatically increases the survival chances of a company by providing consultation in the early stages of a business.*

Selah Genomics, have locations in USC's IdeaLabs in the Horizon building. IMCS makes micro-filters that eliminate several time-consuming steps from traditional procedures to separate a particular biological material from a complex mixture. Selah Genomics specializes in advanced molecular and genomic diagnostic services.

With over 363,000 square feet of multi-use warehouse and office space, the Center for Business and Entrepreneurial Development, located at the Spartanburg Community College Tyger River Campus, is the fourth largest business incubator in the United States. Serving small to large companies through a variety of specialized programs, the Center offers start-ups and established companies assistance in four key areas: incubator services, soft landings, workforce employment services and special projects.

Participating companies can utilize services or space for up to a year at no cost (other than utilities) if they agree to establish a permanent location within Spartanburg County. The Center offers them office and warehouse space, specialized training, technical support, market research, industry expert mentors and cultural support for international companies.

"The Center has served over 25 companies since 2006 and has assisted in the creation of over 3,900 jobs, approximately \$200 million in company earnings and over \$10 million in combined income and sales tax revenue for the state," said Mike Forrester, Spartanburg Community College's executive assistant to the president and director of economic development. "The Center has proven to be a valuable resource for start-up companies, industry and our community."

An accelerator space for manufacturing companies will be housed at Greenville Technical College's new Enterprise Campus, which will open in the fall of 2014, according to Keith Miller, president of the college. In addition to the accelerator space, the campus will create a pipeline of trained workers for Upstate manufacturers.

In Florence, the Francis Marion Center for Entrepreneurship offers internships, mentoring, incubation and the creation of new ventures and contributes to South Carolina's economy by providing an environment and resources that enable people

**Entrepreneurs receive an array of free services including on-demand coaching and access to a community of people willing to collaborate.**



*Incubation is alive in every part of the state, nurturing small businesses along the way.*

to create new businesses and improve existing ones. The Center assists through all development and start-up decisions to the launch of a business. Staff then offers coaching, troubleshooting, training and other assistance. In fact, the Center will also aid business owners in succession planning, selling their business and business closure decisions.

"We consider ourselves cradle-to-grave assistance for small business," said Susan D. Peters, Ph.D., director of the Center for Entrepreneurship. "We assist through all the development and start-up decisions to the launch of a business. One of our biggest assets is our network, both tapping the expertise of Francis Marion and its staff and faculty as well as a network of community partners, many who are also small businesses. If we can't help you, we usually know who can."

After locating his company to Bluffton, Don Ryan, co-founder of CareCore National, a leading specialty benefits management company, became involved in efforts to recruit similar companies to the area. Ryan donated office space and resources to the venture. Today, The Don Ryan Center works in cooperation with the Clemson University Institute for Economic and Community Development to link participants to

intellectual property, technology evaluation, product development services, seed financing, business mentorships, corporate relationships and hands-on consulting support.

"We are able to use our many resources across Clemson to help these companies develop," said Karl Kelly, director of commercialization and technology incubation in Clemson's economic development division. He said the program hopes to help establish 15-30 companies per year.

EngenuitySC is an active public/private partnership focused on the knowledge-based economy

in the Midlands. It is comprised of business and industry leaders along with representatives from local government and academia. EngenuitySC's goal is to encourage entrepreneurship to commercialize ideas, technology, research and public policy in an effort to help knowledge-based companies and create access to start-up investment capital.

EngenuitySC hosts an annual event called Ignite! that features a three part program combining professional networking with high impact presentations and a communitywide ideas and innovations competition. Ignite! demonstrates that anyone can be a catalyst for change in the knowledge economy.

Other accelerators and business development teams can be found across the state. The Greenville Chamber of Commerce's Minority Business Accelerator is designed to advance economic inclusion. The program prepares minority-owned businesses for growth and expansion through business development

services, mentoring and access to large corporations for partnership opportunities.

The Charleston Digital Corridor is a creative effort to attract, nurture and promote Charleston's knowledge economy. This is accomplished through a combination of technology-enabled initiatives and



*Incubation is critical for economic development and job creation in the state.*

business incentives, private business support and member-driven programming. The Digital Corridor serves as a portal to government, infrastructure, real estate, education, venture capital, professional resources and a trained workforce. Part of this network is known as The Flagship, with approximately 5,500 square feet and 12 professional offices available for lease to growing knowledge-based companies. The resident mix of companies currently comprises software, technology and life sciences firms.

The Entrepreneur Network at York Technical College in Rock Hill was organized to assist local small business owners, entrepreneurs and potential entrepreneurs to network and engage in valuable educational opportunities. There is no charge to join the network, which welcomes entrepreneurs from York, Chester and Lancaster Counties.

The GSA Technology Council is a board driven, not-for-profit technology networking organization supporting the continued growth of Upstate South Carolina's technology economy. The Council provides networking, education, business development and community service opportunities to technology professionals and entrepreneurs through its technology newsletter, monthly meetings, annual job fair and FastTrac training.

There is no doubt that incubation is alive in every part of the state, nurturing small businesses along the way and contributing to the long term economic success of South Carolina.

*Bunny Richardson is president of bsrcommunications, a communications consulting firm based in Simpsonville, S.C.*

## LEARN MORE:

**The Iron Yard**  
theironyard.com

**USC/Columbia Technology Incubator**  
usccolainc.org

**SCC Center for Business and Entrepreneurial Development**  
sccsc.edu/EconDev

**Greenville Technical College Enterprise Campus**  
greenvilletechfoundation.org

**Francis Marion Center for Entrepreneurship**  
fmarion.edu/academics/centerforentrepreneurship

**Don Ryan Center for Innovation**  
ryan-innovation-center.com

**EngenuitySC**  
engenuitysc.com

**Greenville Chamber Minority Business Accelerator**  
greenviltechamber.org/minority-business-accelerator.php

**The Flagship**  
charlestonflagship.com

**York Technical College Entrepreneur Network**  
yorktech.com/en

**GSA Technology Council**  
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# PORT INFRASTRUCTURE: KEY TO JOB CREATION AND TRADE GROWTH

BY JIM NEWSOME

**A**s our nation grows its international trading capabilities and doubles exports, our transportation infrastructure – including deep water harbors to serve bigger ships – must keep pace.

This message of infrastructure development was the focus of a multi-port tour by Vice President Joe Biden earlier this year, which included a visit to the Port of Charleston. To a crowd of hundreds of elected officials and maritime and business leaders, the nation's Vice President underscored that harbors in the region's key exporting hubs, like Charleston, are needed as gateways of trade and job creation for the men and women that work in related industries, such as manufacturing and distribution.

Here in South Carolina, we are carrying that banner by actively investing in our transportation networks. In total, around \$2 billion in port-related infrastructure investment is either planned or underway. This includes \$1.3 billion in capital spending by the Ports Authority for major upgrades to capacity, new equipment and upgraded information systems, and nearly \$700 million in investment by the State of South Carolina on additional port-related projects.



For our state's port system, our infrastructure needs begin on the waterside. Today, the Port of Charleston is the deepest port in its competitive region, offering a five foot depth advantage over our next-deepest competitor. Charleston routinely handles ships drafting up to 48 feet, albeit on a tidally restricted basis.

However, given the trend toward bigger and bigger container ships, fueled by the multibillion dollar expansion of the Panama Canal, further deepening is required. The Ports Authority, along with the U.S. Army Corps of Engineers, has embarked on a post-45 project to deepen the port's shipping channels to accommodate fully loaded, post-Panamax ships under any tide.

Under new Corps of Engineers' streamlining measures and as one of President Obama's "We Can't Wait" priorities, Charleston's harbor deepening project will be completed up to five years earlier than initially expected, or by 2019. And the project presently has no constraints on either funding or staffing resources.

Recognizing that completing this project is the state's No. 1 economic priority, South Carolina's General Assembly set aside the full \$300 million needed for harbor deepening construction. This allocation includes not only the state's estimated \$180 million share of the project, or 60 percent of the estimated cost, but it also would cover the \$120 million federal share needed to complete the deepening construction if the federal funding is not available down the road. Today, South Carolina is the only state that has set aside the entire cost of its deepening project.

Once cargo arrives at our docks, the efficiency of our inland networks—including road and rail—is vitally important.

On the rail side, two major projects will help increase the productivity of goods traveling via the railways. The first is the Ports Authority's inland port in Greer, South Carolina, which opened this fall and is expected to handle up to 40,000 container lifts a year initially.

The South Carolina Inland Port will link the Port of Charleston's deep water container terminals to the heart of the fastest growing region of the Southeast—the I-85 corridor—midway between Charlotte and Atlanta.

The facility will serve a key customer base, as the Upstate is already home to the largest concentration of in-state port users. Major industries in the region include BMW, Michelin, adidas and others located in the Greenville/Spartanburg area, and the facility also will offer easy access to customers in eastern Tennessee, western North Carolina and northern Georgia.

By utilizing rail, importers and exporters can maximize tonnage moved per gallon of fuel, providing both environmental benefits and cost savings. Shippers in the region also will benefit from proximate access to empty containers for loading export goods and the availability of intermodal chassis on site.

Market access is another attractive aspect of the Greer location. From this hub, customers will have access to nearly 100 million consumers within 500 miles, making it an ideal location for import staging and e-commerce distribution, particularly with the ability to incorporate air freight transportation at the adjacent GSP airport.

The construction of the Intermodal Container Transfer Facility by SC Public Railways will provide valuable dual-access for CSX and Norfolk Southern at the former Navy Base in North Charleston. The new facility will create a more efficient distribution channel for companies in South Carolina while giving a balanced approach to managing rail traffic to ensure competition among the Class 1 railroads. Additionally, the state rail plan leverages existing rail lines, eliminating the need for new rail lines in North Charleston neighborhoods.

The state is working towards improving our roads as well. Last session, Governor Haley and the General Assembly took important steps forward to address transportation infrastructure funding. Act 98 of 2013 made a commitment to ensure a sound transportation system with modern infrastructure exists so that goods are shipped and received in an efficient manner.

Under the legislation, the South Carolina Department of Transportation (SCDOT) will transfer \$50 million per year to the Transportation Infrastructure Bank. This will allow the Infrastructure Bank to issue up to \$500 million in bonds to accelerate the construction process. The bill also directs 50 percent of the sales tax collected on motor vehicle purchases to be annually directed to the SCDOT for highway, road and bridge maintenance, construction and repair. Finally, up to \$50 million in surplus General Fund revenues were transferred to SCDOT to serve as a state match for bridge projects for which federal matching funds are available on previously approved projects.

In addition to general transportation infrastructure funding, the state is making a strong investment in the development and construction of the Port Access Road leading into our future Navy Base Terminal. The SCDOT has developed a plan to efficiently route traffic in and out of the new terminal, which is currently under construction. Under the plan, the road will provide direct access to and from the new terminal and Interstate 26, keeping port-related traffic off local roadways. The road project is fully funded, and its completion will coincide with the opening of the Navy Base Terminal.

Infrastructure is critical to the ability to safely and efficiently move products in and out of South Carolina's ports. The steps that the State of South Carolina and the Ports Authority are taking to improve our infrastructure will secure our ability to grow in the global marketplace and better serve our markets, as well as the people of our state.

*Jim Newsome is president and CEO of the South Carolina Ports Authority.*



## LATEST NEWS

### AWARD

Managing Partner, **Wilbur E. Johnson**, received the 2013 Joseph P. Riley Leadership Award presented by the Charleston Metro Chamber of Commerce.

### VERDICT

YCR attorneys **Duke R. Highfield** & **Stephen L. Brown**, along with **Catherine H. Chase**, **Brandt R. Horton** & **James E. Scott, IV**, received a defense verdict in a difficult case in Federal Court on behalf of Camden Military Academy.

### RECOGNITION

**Michael A. Molony**, **Carol B. Ervin**, **Wilbur E. Johnson**, **William J. Bates**, **C. Michael Branham**, **Wallace G. Holland** & **F. Drake Rogers** have been chosen for inclusion in *Best Lawyers in America* 2014 Edition.

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# FORMER BUSINESS LEADERS OF THE YEAR SHARE THOUGHTS FOR THE FUTURE

The men and women who have been named Business Leader of the Year by the South Carolina Chamber of Commerce share many characteristics but a common thread is a commitment to making a difference in the lives of South Carolinians and improving the climate for businesses in the Palmetto State.

We touched base with some former Business Leaders of the Year to see how they have continued to chart the course for South Carolina and what they see for the future.

BY BUNNY RICHARDSON

## WILLIAM BARNET III 2001 BUSINESS LEADER OF THE YEAR

Bill Barnet came to Spartanburg in 1976 to become president of textile company Barnet and Son and move the corporate headquarters to Arcadia, a community adjacent to Spartanburg. He led the company



until 2001 when he sold it to the associates and management team. "I am still close to them and proud that the company that was founded in 1898 has stood the test of time," he said. The company serves Europe, China and Asia, and the Arcadia headquarters remains in Spartanburg County.

And while his focus may have shifted from the company, it has not moved away from his hometown. Barnet was elected mayor of Spartanburg in January 2002

as a write-in candidate and served as mayor until January 2010. "Eight years was enough," he said. "The best politicians are those who give it up when it is time. Serving as mayor, I learned a great deal about myself and how to effect change."

He has worked to ensure under represented areas, such as the north side of Spartanburg, grow stronger and that the community captures the resolution to change and become a place of choice to live and remain.

Barnet teaches a civics engagement class to juniors at Wofford College, "that allows me to share some of my experience with students on how to create change in the community," he said. Throughout his teachings, he invites outsiders to join the conversation.

"I am built to stay busy and active, and these are ways to give back and enjoy life," Barnet said.

In the past, Barnet has played a key role in South Carolina's education reform efforts, chairing the South Carolina Education Oversight Committee, and it remains a priority for him still.

"South Carolina is a great state and has great geography but still does not value education at the level it must," he said. "Life-long learning needs to be a core value if the state is to compete internationally and attract jobs. We must continue to invest in education and not allow mediocrity. We must take scarce resources and apply them where the need is most."

Barnet also believes a dedication to the arts should not be forgotten because it improves the quality of life in the community, plays a role in instilling creativity in children and creates a dynamic creative center. "The creative class migrates to dynamic places and if we think through the educational matrix, we will attract the next generation of idea makers and savvy professionals," he said.



## GEORGE DEAN JOHNSON JR. 2003 BUSINESS LEADER OF THE YEAR

The entrepreneurial spirit has been alive in George Dean Johnson Jr. since he was eight years old and selling Christmas trees. He has devoted his business career to building companies that create wealth and bring job opportunities to South Carolinians.

"Extended Stay America, Advance America, and more recently, American Credit Acceptance, are examples of businesses in Spartanburg that are employing many young, bright and well educated people who are having a positive influence on their community," Johnson said.

The economic health of South Carolina is wholly dependent on employment, the number of citizens employed and the quality of those jobs, according to Johnson, and the metric by which that health is measured is the per capita income. South Carolina's per capita income is approximately \$34,266 versus Georgia at \$36,879 and North Carolina at \$37,049, and all three states rank below the national average of \$42,693.

"If South Carolina is able to close the income gap on its neighboring states, our GDP would increase by more than \$12 billion, and every facet of our society would improve," Johnson said. "We will only be able to raise the GDP by creating a more highly educated and motivated workforce that will justify and attract higher wages and higher levels of employment."

The Johnson family's advocacy and support of education is exemplified by the opening of the George Dean Johnson College of Business in downtown Spartanburg, the Spartanburg City campus of Spartanburg Community College and the creation of the Spartanburg location for Meeting Street Academy.

"I am optimistic about the future of South Carolina, but we must do the things today that will create a positive future," Johnson said. "Our state has great resources—harbors, abundant water, excellent highways and infrastructure, cheap power, a pro-business government and hard working citizens who are committed to the betterment of the state. This all bodes well for the future."

He believes improvement starts with education.

"To achieve our potential though, we must improve the outcome of our educational systems from early childhood all the way through college. This will require new and more flexible teaching methods and high standards of accountability," he said. "It will require parents' commitment to supporting and challenging their children, and it will require children to be engaged and work hard in school."

He encourages leaders to align education with future workforce needs.

"We must match our education outcomes to the needs of the employers of the future. We must be good stewards of the natural and man-made resources under our control. We must be tolerant and respectful of others and plan for and embrace change," Johnson said.



## PAULA HARPER BETHEA AND WILLIAM L. BETHEA JR. 2006 BUSINESS LEADERS OF THE YEAR

Paula and Bill Bethea function as a team and still follow the philosophy of, "We make a living by what we get. We make a life by what we give."

Education has been their focus. Paula Bethea helped establish the South Carolina Education Lottery in 2002 and became the lottery's Executive Director in 2009. "I come to work each day, not for the ticket sales, but to transfer money to education. I am one of the luckiest people because I am able to marry my passion

to what I do," she said. "The lottery transferred \$300 million to the state of South Carolina last year - \$300 million that the state could not find anywhere else - to underpin education funding." Since its beginning, the lottery has generated more than \$2.8 billion.

Paula Bethea said she may be the only person that has served the lottery in multiple ways: governance through the Centers of Excellence, utilizing lottery money and raising dollars through the lottery.

In October 2013, Paula Bethea became president elect of the North American Association of State and Provincial Lotteries (NASPL), the umbrella organization that represents 52 lottery organizations. In addition, she is president elect of the University of South Carolina Alumni Association, vice chair of the Presbyterian College Board of Directors and vice chair of South Carolina Bank and Trust.

Bill Bethea describes himself as a "recovering attorney" who continues to counsel a few clients and use his experience as a former Marine and a board member of the South Carolina State Ports Authority to give back to South Carolina. He works with the Joint Project Office of South Carolina and Georgia that is focused on building a port in Jasper County and serves on the federal Base Realignment and Closure Commission, which reviews the list of bases suggested by the U.S. Department of Defense for realignment or closure.

"Bill and I feel that giving back to South Carolina is more than a responsibility but an obligation when we are recognized with such an honor as Business Leaders of the Year," Paula Bethea said. "It is a great joy to do this."

They both believe that educating and preparing a ready workforce is one of the challenges facing the state. "I continue to believe that our educational system must change, re-engineer and revitalize to match a rapidly changing environment," Paula Bethea said. "The workforce must be ready in a different way as business has become far more sophisticated and technology is now part of the economic environment."



## W. LEE BUSSELL

### 2007 BUSINESS LEADER OF THE YEAR

Strategy could be Lee Bussell's middle name, and his ability to develop and guide the execution of a strategic vision has paid off for the organizations in which he has been involved, such as the South Carolina Civil Justice Coalition, the University of South Carolina Alumni Association and the Greater Columbia Chamber of Commerce. When named Business Leader of the Year, Bussell said he lived "at the intersection between politics, public policy and community development," and that life continues today.

"I like to have a finger on community issues, politics, public policy and development - all of these together make you passionate about what you do," Bussell said.

With the development of Chernoff Newman, Bussell became president and CEO, moving from chief operating officer where he managed clients and operations to focusing on strategic growth and outside activities with clients. "I am senior counsel in their offices, not my office," he said. "It helped grow the agency's business as well as meld relationships."

Bussell's strategic focus has added a dimension to the communications business and that is accountability through metrics. "You are not guessing about impact but measuring the business results, which is different from a few years ago because you never got close enough to see the impact to business," he said.

"Our challenge as a state is that we are divided on some key issues, and it's hard to find agreement without it taking years for a coalition to find a solution. There is not a strong majority," Bussell said. "There is polarization among elected officials through all levels of government. It is hard to be in politics. If you are



independent minded, you almost get ostracized for not toeing the party line."

Bussell said the business community "must provide leadership to help overcome obstacles because business leaders are much more goal and metric driven than elected officials."

Bussell believes business leaders must talk openly about their issues and serve as catalysts to accelerate programs for job creation and growth. Business leaders must also help elected officials become more goal and metric driven.

*Bunny Richardson is president of bsrcommunications, a communications consulting firm based in Simpsonville, S.C.*

*Business Leaders of the Year are chosen based on leadership in South Carolina and the embodiment of personal success. Other criteria include a business record based on ethical conduct and corporate responsibility, public service, contributions to the preservation of South Carolina's government and commitment to creating a positive business climate to improve the state's economy.*

## HARRIS E. DELOACH JR.

### 2008 BUSINESS LEADER OF THE YEAR

As chairman, president and chief executive officer of Sonoco Products Company in Hartsville, Harris DeLoach led the company's growth from \$125 million to \$4.8 billion. That's good for South Carolina as a whole in terms of tax revenue, jobs, expenditures and growth. And, all of that was accomplished during the recent recession.

"I am very proud that we were instrumental in helping to keep South Carolinians working and in helping the state get through one of the worst economic times in our country's history," DeLoach said.

"We contribute more than \$1 billion to the state's economy, create almost 9,300 jobs and generate more than \$473 million in income for South Carolinians on an annual basis."

DeLoach is also a champion of education. Sonoco's Partners for Unparalleled Local Scholastic Excellence (Pulse), funded with a \$5 million grant from the company, has been hugely successful. With the funding and through the leadership of former

Darlington County School District Superintendent Dr. Rainey Knight, DeLoach said the district, which historically has been one of the poorer districts in the state, now ranks third in terms of overall academic achievement, students' SAT scores have dramatically improved, and the district has the second highest graduation rate in the state and the third lowest dropout rate.

In charting South Carolina's course, DeLoach said education is the No. 1 priority followed by comprehensive tax reform and improving the state's infrastructure. While he agrees that additional investments are needed in education, especially early childhood, DeLoach said the growing skills gap must also be addressed.

"Studies show that 45 percent of the jobs require mid-level skills demanding an associate's degree or professional certification. Yet only 29 percent of workers today have the skills to fill these jobs. We must support the creation of a statewide WorkKeys initiative, continue funding for the Education and Economic Development Act and support the Manufacturing Skills Standards Council certificate to educate and prepare a portion of the workforce for manufacturing jobs," he said.

DeLoach also notes that South Carolina has the highest industrial taxes in the nation and the seventh highest commercial property tax rates. "Clearly, tax policy is critical to existing businesses and potential businesses deciding to locate, expand or relocate to South Carolina. It's time to tear off the band aid and take a comprehensive approach," he said.

"Finally, we must address our poor infrastructure," DeLoach said. "It appears that our political leadership has finally realized that neglecting our highways and bridges limits the state's ability to grow. There are many options being discussed but a reasonable and common sense approach where at least \$250 million is invested annually going forward will create jobs and improve quality of life."

In fact, studies show that for every \$1 billion invested in infrastructure, 28,600 jobs in construction, manufacturing and other industries are created. "South Carolina businesses are once again investing in growth and creating jobs. It's time the state also invested in infrastructure to meet the needs of business," he said.

DeLoach is proud that Sonoco is a South Carolina success story and the state's largest global company with operations in 34 countries. "We are proud to call South Carolina home but we want more success stories," he said. "It's in our best interests and that of our children and grandchildren."



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# 2013 Business Leader of the Year

~ Anita Zucker ~





# Lifelong learner

BY JULIE SCOTT

The InterTech Group's offices are nestled on a quiet street in North Charleston, far from the busy corridor you may expect the reported \$4 billion company to call home. The company's CEO, Anita Zucker, feels most at home in this community she is helping make better every day. The InterTech Group's diverse investments and global reach have landed it, and Zucker, on numerous "most powerful" and "most successful" lists for years, but she believes what's most meaningful is how she uses her time and talents.

The pillars of her late husband and founder of the company, Jerry Zucker, are what drive Anita Zucker and her employees in their daily work. Jerry Zucker started The InterTech Group from scratch with the fundamental belief that honesty, integrity, respect and fairness in every relationship will enable the company to honorably continue its long legacy of success. It is a belief subscribed to by all employees and led through the example set by Anita Zucker.

# 2013 BUSINESS LEADER OF THE YEAR

## ~ ANITA ZUCKER ~

### EARLY LIFE

Zucker learned what it meant to be a survivor early in life. Born in Jacksonville, Florida, her parents were survivors of the Holocaust who settled in the city in 1949 aided by a New York based organization called the Hebrew Immigrant Aid Society. It wasn't an easy transition. Her parents had to learn English and adapt to a new culture in the United States. Still, they prided themselves on educating their three daughters and putting them through college.

"For me, I always feel like I wouldn't be here if it wasn't for a nonprofit getting involved in helping my family get settled," Zucker said. She never forgot that, and perhaps it helped forge her inspiration for helping others.

Zucker spent her Florida childhood with her family by the water, and days spent at the lake or beach were always a part of making them happy. It also didn't cost the family any money, a commodity that was in short supply in those days.

Anita Zucker's mother was left a young widow 22 years ago, a similarity unfortunately Anita and her mother share today. Jerry Zucker, who Anita married at 18 years old, passed away in 2008 after a battle with cancer. Over the years, Zucker leaned on her mother's experience to carry on.

"It's remarkable to see what its like to be a survivor, and it taught us a lot about having strength ourselves," Zucker said. "I have my mother as my role model. She was a tremendous leader who never gives herself any credit."

### LOVE OF LEARNING

Zucker's love of learning began early in her life. Starting at age 12, she spent her summers teaching arts and crafts at a day camp. In the sixth grade, she joined a program called the Teachers of Tomorrow (TOT), which would prove to be one of the largest influences in her life. It was then she realized the power of teaching. She also credits her sixth grade teacher as one of her role models. In college, Zucker served as a teacher's aide for 20 hours per week all four years except when she did her student teaching. Zucker would eventually become a teacher, and she and her sixth grade educator would meet again.

"The first convention that I attended as a teacher, there was my sixth grade teacher," Zucker said. "We were now colleagues. It was so awesome to see someone who played such a role in my young life."

As an educator, Zucker most enjoyed teaching English, History and Science. Jerry Zucker would often join her classes and perform chemistry projects with the students. As Anita looked on, Jerry would wow the students with incredible projects using household items like sugar.

"He taught me a lot of hands on

things that I could do with my students," she said. "We made motors. We did a lot of things with magnets. We had a lot of fun, and he was always someone that enjoyed helping me come up with ideas of projects I could do with my kids and with our own children."

Anita and Jerry Zucker have three children: two sons and a daughter. Jonathan serves as president of The InterTech Group. Jeffrey is a Chicago entrepreneur, and Andrea lives in Maryland with her family that includes three children. Naturally, education was very

important to Anita and Jerry, and their children were blessed with excellent educational opportunities. Each attended college in larger cities, graduated with honors and traveled the world. Today, Zucker has five grandchildren.

No surprise, Zucker family science projects were always amazing. The children received a ton of guidance on the proper scientific method from their father. The Zuckers had great fun with the science projects that came through their household. Often, the kids would pick a topic, then study it thoroughly. In fact, a young Andrea studied water for five years straight. Jonathan tried different methods for growing plants and actually gained a patent on his 6<sup>th</sup> grade science project.

Anita Zucker's love of learning has transcended into a unique hobby: ballroom dancing. She has now been dancing for 2 ½ years, has learned 10 dances and boasts a Mirror Ball trophy that she earned in a Dancing with the Stars of the Lowcountry fundraiser. Today, she works to perform in at least one competition annually and recently made the finals in a competition where she danced more than 70 times in two days. She's even gotten her daughter-in-law involved, and the two often travel to competitions together.

"It's been great for me. I needed to have things in my life after losing Jerry 5 ½ years ago," Zucker said. "When your life changes, you have to do things to help yourself move forward. I couldn't just put myself in a cocoon. After making the commitment, it made me a happier person."

### A CONFIDENT LEADER

Zucker is also an astute business woman, something she may not have necessarily planned. After Jerry's death, she took over the helm of The InterTech Group after having served as Director of Community Relations.

"With Jerry unfortunately, when he was diagnosed with his illness, he had two years to work with me," she said. "We talked, and talked and talked and worked together. Yes, it was a tragedy but he helped me to know that I would be okay and able to do whatever was facing me."

One of her first decisions as a business leader, and one Zucker



believes may be her best, was to sell The Hudson Bay Company, a retail business with more than 600 stores and 75,000 employees. The global economy was signaling difficult times ahead, and Zucker believes the sale of that business helped the company as a whole get through it without any significant issues. When someone offered to purchase at a handsome premium, Zucker jumped at the opportunity.

As a multi-billion dollar company, The InterTech Group is involved with diverse businesses across the globe.

"We've worked hard on businesses that Jerry cared about," she said. "Making sure we help them grow and in some cases turn around the ones he said, 'I know you can save these businesses and I want you to do it.'"

Zucker believes that being successful starts with confidence and taking leadership opportunities. In the 1990s, she chaired the chamber of commerce board and was only the second woman to do so. She encourages others to be courageous, speak up and take stands when necessary. She also admits that it is still tough for women in the business world.

"I've had to face dilemmas but the most important thing is what you take away from them and learn from them," Zucker said. "I work with a lot of men and women and have had to do some interesting things to be sure they were working with each other."

As she took over leadership of The InterTech Group, she spent a lot of time on relationship building.

"I think people I work with were surprised at my abilities because they hadn't really worked with me without my husband. So, I had to overcome that and gain their trust and their respect," she said.

Zucker also credits her role models and mentors, amazing leaders who have helped her along her journey. First and foremost are her mother and husband. She also acknowledges Dr. Howard Rudd, former dean of the College of Charleston Business School, who she said helped her grow in her style as a speaker and her ability to move to new levels. Dr. Rudd helped Zucker change from a teacher to a more focused business person, she said. Zucker hopes that she, too, can be a guide for others.

#### TIKKUN OLAM

One of the guiding forces Jerry Zucker left with the company is a Jewish concept called Tikkun Olam, which means "repair the world." Led by the Zuckers, the InterTech Group continues that focus today.

"As a family, as a company, we pride ourselves on working to make a difference and changing lives," Zucker said. "We can change lives through education. We can change lives by feeding people and making sure they have the ability to learn because they've had a meal."

Zucker lives her life daily in the spirit of Tikkun Olam. She is naturally deeply involved in education, investing in the endowed chairs program at the University of South Carolina and working with the Medical University of South Carolina's neuroscience program. She often visits elementary schools to work with students, and the company contributes scholarships for engineering students attending Trident Technical College.

She is passionate about her work with a

Lowcountry start-up called the Cradle to Career Collaborative, an initiative with the mission of changing the quality of life of young people from the minute they are born until they enter into a successful career. Goals include ensuring every child will be prepared for school, supported in and out of school, successful academically, will graduate from high school prepared for post-secondary education or employment, and ultimately, enter a career.

"For the first time leaders from our region's top businesses, school systems, colleges/universities, foundations, not-for-profits and governments have agreed to align our efforts to ensure every child in the tri-county region will graduate from high school prepared for either further education or employment in the modern workforce," she has said.

With Zucker's leadership, the Cradle to Career Collaborative raised more than one million dollars in just two months. Zucker believes health, academics and



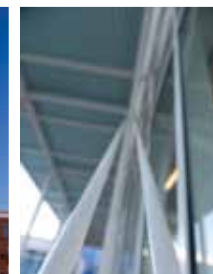
social issues must be worked on simultaneously to achieve real success.

She also continues Jerry Zucker's philanthropic work. He helped found the Jewish Studies Program at the College of Charleston and was involved with the Boy Scouts of America.

During the last year of his life, he loved serving as chair of the South Carolina Aquarium, and his son, Jonathan, carries on that support by serving on its board today. He also greatly valued STEM (science, technology, engineering and mathematics), and Zucker said he would be thrilled that the company is concentrating and focusing on education in this area. Recently, Anita Zucker was selected as one of 100 national CEO leaders in STEM education.

"I have to look back and think about what he might have done. Hopefully, he's watching and seeing everything I'm doing and what our children are doing and he's approving of the direction we have chosen to head," she said.

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## CHARTING THE COURSE

Zucker believes business and education are working together better than ever before and would like to see state legislators do the same.

"I would like to see our government work with us as well as our business and education communities are working together. I would love for them to come in, see what we're doing and really understand what we're focusing on and why," she said.

She believes the link between education and economic development is sometimes overlooked.

"If we want to keep the Boeing style companies here and growing, we must make certain that we're providing the kind of workforce they need so they don't have to go to other states to recruit. You can't keep bringing the companies without providing the education, and sometimes that message gets lost," Zucker said.

She said that, without a doubt, her work is about creating a future.

"After all, if we don't have educated young people, it will not be the kind of future we want," she said. "It's about aligning our region around education and making certain that all the organizations focused on educating our young people are working together to push the needle forward."

There are still things she wants to do, too, including seeing new parts of the world.

"I believe in continuous learning. Learning is lifelong," Zucker said. "I definitely am learning to do new things to help me grow as a person every day."

### GET TO KNOW ANITA ZUCKER

**Favorite Spot in South Carolina:**  
Charleston

**Favorite Book:**  
*Beach Music* by Pat Conroy

**Favorite thing to do on the weekend:** Take a walk

**People might be surprised to know that:**  
She dances often

**Song Playing on her iPod:**  
*The Rose* by Bette Midler



Julie Scott is associate vice president of communications at the South Carolina Chamber of Commerce.

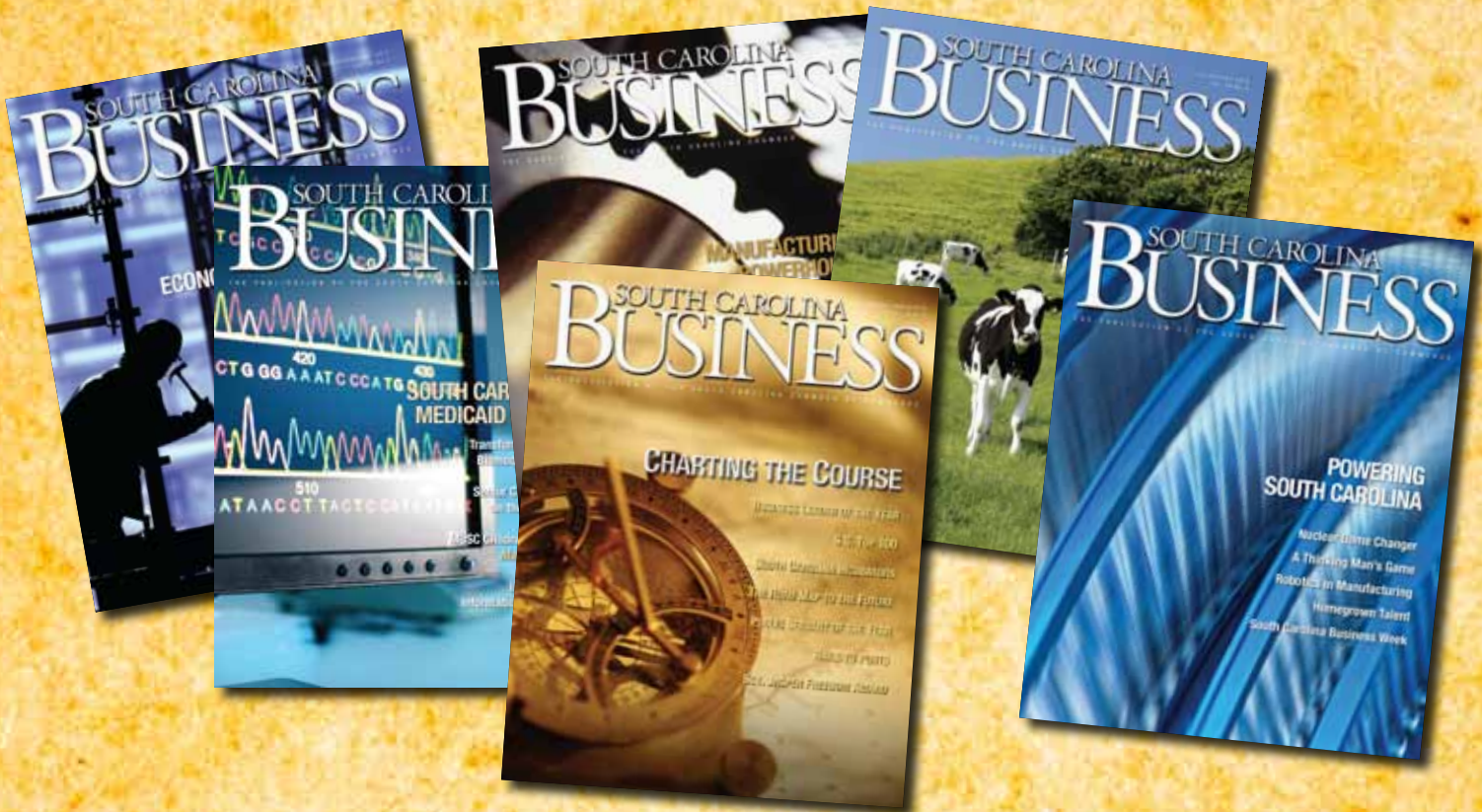


# PREVIOUS BUSINESS LEADER OF THE YEAR HONOREES



- 1981- FRANCIS HIPP  
1982- ROGER MILLIKEN  
1983- W.W. "HOOTIE" JOHNSON  
1984- BUCK MICKEL  
1985- WALTER MONTGOMERY, SR.  
1986- CHARLES W. COKER  
1987- JOHN M. RIVERS, SR.  
1988- ELLISON S. MCKISSICK, JR.  
1989- E. CRAIG WALL, JR.  
1990- GAYLE O. AVERYT  
1991- HENDERSON BARNETT  
1992- JOHN A. WARREN  
1993- ROBERT V. ROYALL, JR.  
1994- JOEL SMITH  
1995- LAWRENCE M. GRESSETTE, JR.  
1996- RUFUS C. BARKLEY, JR.  
1997- ROBERT E. MCNAIR  
1998- JAMES C. SELF, JR.  
1999- ROBERT STATON  
2000- WILLIAM CASSELLS  
2001- WILLIAM BARNET III  
2002- M. EDWARD SELLERS  
2003- GEORGE D. JOHNSON, JR.  
2004- DON HERRIOTT  
2005- DARLA MOORE  
2006- PAULA HARPER BETHEA AND WILLIAM L. BETHEA, JR.  
2007- W. LEE BUSSELL  
2008- HARRIS E. DELOACH, JR.  
2009- EMERSON GOWER  
2010- JIM REYNOLDS  
2011- PAMELA LACKEY  
2012- JOSEF KERSCHER

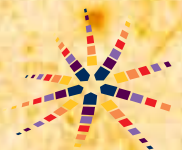
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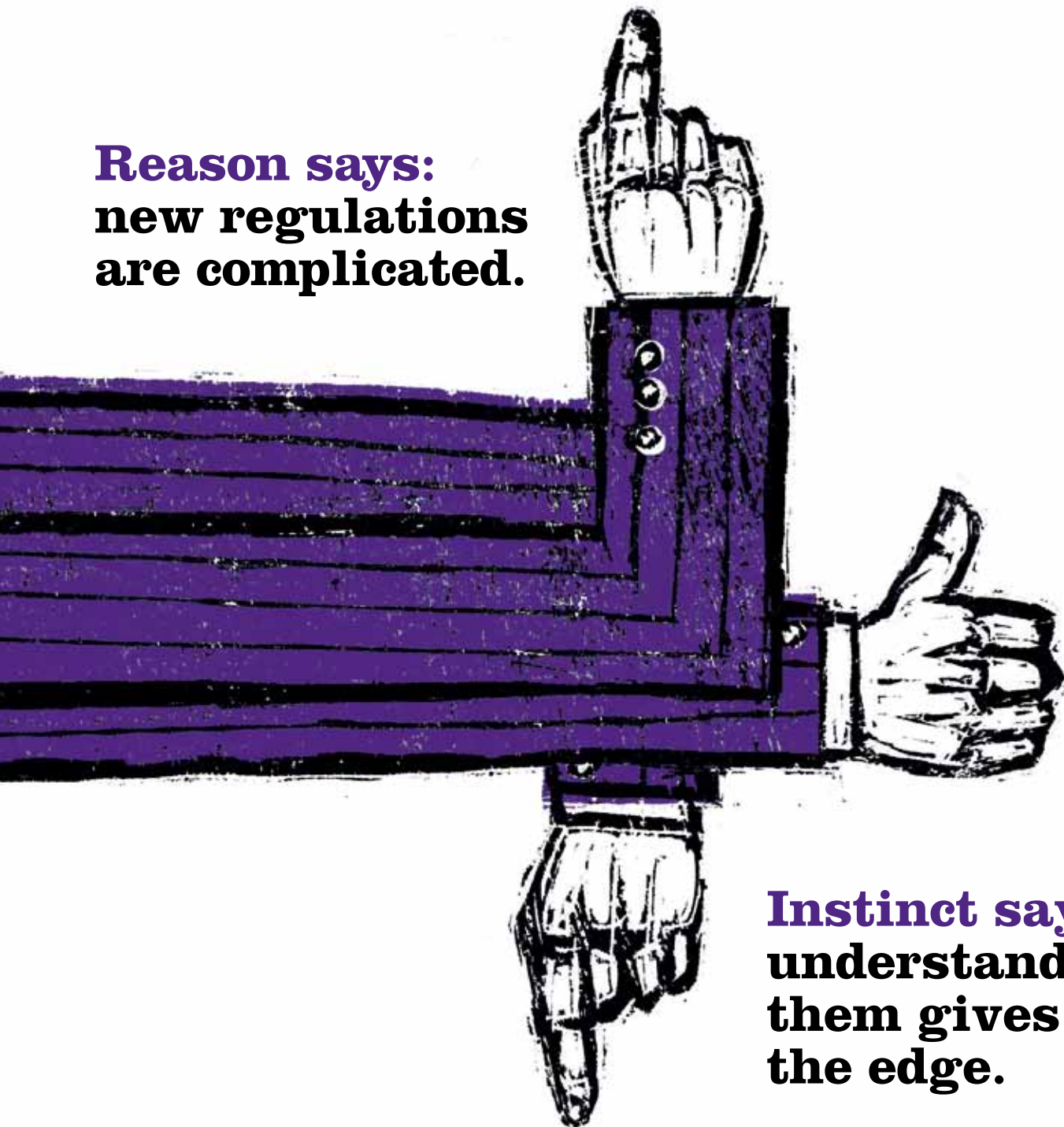


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IN ASSOCIATION WITH THE  
SOUTH CAROLINA CHAMBER OF COMMERCE,  
THE 29TH ANNUAL RANKING OF THE  
STATE'S LARGEST PRIVATELY OWNED  
COMPANIES.

This year marks the 29th edition of the Grant Thornton South Carolina 100™, the only ranking of South Carolina's largest privately held companies. The South Carolina 100 is compiled by Grant Thornton LLP under the direction of Mark Ballew, partner-in-charge of the Columbia Office, in cooperation with the South Carolina Chamber of Commerce.

Dynamic companies share five traits: innovation, expansion, talent, culture and agility. The Grant Thornton South Carolina 100 private companies each embody these traits. As evidenced by the changes in the listings over the past few years, privately held companies in South Carolina have undergone considerable change. This is evident from the changes seen in below in comparable statistics between the 2013 and 2012 South Carolina 100 (\$ amounts in billions).

Participation in the South Carolina 100 is

voluntary, and companies are ranked based upon their net revenues for their most recently completed fiscal year. To qualify, companies must be privately held, headquartered in South Carolina, and cannot be a subsidiary of another company. Financial institutions, insurance companies, real estate and other brokerages, health care organizations and companies primarily engaged in retail are not eligible for the South Carolina 100 listing.

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in South Carolina, the United States and around the globe.

To learn more about this year's survey, please contact

Mark Ballew, partner-in-charge of Grant Thornton's Columbia office, at (803)231-3045 or e-mail mark.ballew@us.gt.com. Visit GrantThornton.com. For more information on the Grant Thornton South Carolina 100™, including prior year rankings, go to www.gt.com/sc100.

#### COMPARABLE STATISTICS BETWEEN 2013 AND 2012 SOUTH CAROLINA 100™

Category	2013 #	2013 Revenue	2013 Employees	2012 #	2012 Revenue	2012 Employees
Manufacturers	22	\$ 7.6	32,900	23	\$ 7.7	32,700
Distribution	23	6.3	5,200	25	7.2	10,000
All other	55	5.7	45,400	51	5.4	47,300
Total	100	\$19.6	83,500	99	\$20.3	90,000

The top 10 companies saw very little movement as indicated in the comparison below:

2013	2012	Company	2013	2012	Company
1	1	Milliken & Company	6	7	Carolina Eastern, Inc.
2	2	The InterTech Group, Inc. and Affiliates	7	8	W. Lee Flowers & Company, Inc.
3	3	JM Smith Corporation	8	10	Hilex Poly Co LLC
4	6	United Sporting Companies, Inc.	9	9	Mount Vernon Mills, Inc.
5	4	Southeastern Freight Lines, Inc.	10	14	Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

The companies with increases in rank over 10 for 2013 are as follows:

INCREASE	COMPANY
19	O'Neal, Inc.
14	Greystar Real Estate Partners, LLC
13	The Beach Company
11	Gateway Supply Company, Inc.
12	Palmetto Synthetics

The most significant movement was with the addition of 12 companies joining the ranking for the first time or after an absence. This compares to 11 companies joining in the 2012 ranking:

2013	COMPANY
11	Comporium Communications
32	WDS, Inc.
47	Human Technologies, Inc.
52	Greenfield Industries Inc.
60	Encore Technology Group, LLC
69	Sumter Transport Company
80	Eagle Construction Company
89	Wing Fan LP
90	FGP International, Inc.
91	Ishpi Information Technologies, Inc.
93	V3, Inc.
98	Alliance Consulting Engineers, Inc.

## THE 29TH ANNUAL SOUTH CAROLINA 100™

NO.	COMPANY	CITY	CEO	BUSINESS DESCRIPTION
<b>MORE THAN \$1 BILLION</b>				
1	Milliken & Company	Spartanburg	Dr. Joseph M. Salley	Manufacturer of chemicals, carpet and textiles
2	The Intertech Group, Inc. and Affiliates	North Charleston	Anita G. Zucker Jonathan M. Zucker	Diversified company with core operations and investments in consumer, industrial, real estate and financial services, among others
3	JM Smith Corporation	Spartanburg	William R. Cobb	Wholesale distribution of pharmaceutical and computer hardware, software and data processing service
<b>\$100 MILLION TO \$999 MILLION</b>				
4	United Sporting Companies, Inc.	Chapin	Bradley P. Johnson	Wholesale distribution of a broad line of products for hunting and shooting sport, marine, camping, archery, and other outdoor services
5	Southeastern Freight Lines, Inc.	Lexington	William T. Cassels, Jr.	Motor freight transportation
6	Carolina Eastern, Inc.	Charleston	Alton Phillips	Distributor of fertilizer, agricultural chemicals and seeds
7	W. Lee Flowers & Co., Inc.	Scranton	Heyward King	Grocery distribution
8	Hilex Poly Co., LLC	Hartsville	Stanley B. Bikulege	Manufacturer of plastic bag and film products
9	Mount Vernon Mills, Inc.	Mauldin	W. David Hastings	Manufacturer of apparel fabrics, denim, workwear, napery, sheets, towels & chemicals
10	Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	Greenville	Kim F. Ebert	Legal services

## THE 29TH ANNUAL SOUTH CAROLINA 100™

NO.	COMPANY	CITY	CEO	BUSINESS DESCRIPTION
11	Comporium Communications	Rock Hill	Bryant G. Barnes	Diversified communications company providing voice, video, data, wireless and advertising services
12	Blanchard Machinery Company	West Columbia	Joe Blanchard	Heavy equipment dealer that specializes in CAT products. Parts, sales, service and rental of heavy equipment and power generation equipment
13	Nelson Mullins Riley & Scarborough LLP	Columbia	James K. Lehman	Legal services
14	EDENS	Columbia	Terry S. Brown	Retail shopping center owner and developer; national
15	M.B. Kahn Construction Co., Inc.	Columbia	William H. Neely	Construction company offering a full line of services including general contracting, design-build and construction management
16	Southeastern Paper Group, Inc.	Spartanburg	E. Lewis Miller, Jr.	Distributor of disposables and JanSan products
17	Medical Services of America, Inc.	Lexington	Ronnie L. Young	Healthcare services, rental and sale of home medical equipment and supplies
18	Consolidated Systems, Inc.	Columbia	Bradford L. Pemberton	Manufacturer of metal building products
19	Shealy Electrical Wholesalers, Inc.	West Columbia	David White	Wholesaler of electrical products
20	Spartanburg Forest Products, Inc.	Greer	Steve Michael	Sell, distribute and manufacture pressure treated lumber and all related products
21	Prestage Farms of SC, LLC	Camden	Dr. Ron Prestage	Live turkey production
22	JHM Enterprises, Inc.	Greenville	Hasmukh P. Rama	Developer, owner and operator of upscale hotels
23	Cox Industries, Inc.	Orangeburg	R. Michael Johnson	Manufacturer and distributor of treated lumber products for the residential, commercial, industrial and utility markets
24	West Oil, Inc. (DBA Markette)	Hartsville	Lex West	Convenience store chain, propane business, mini-storage facilities and liquor stores
25	Metromont Corporation	Greenville	Richard H. Pennel, Jr.	Manufacturer of precast and prestressed concrete products
26	O'Neal, Inc.	Greenville	Kevin C. Bean	Planning, design and construction services for manufacturing, chemical, pharmaceutical and heavy industrial clients
27	Mungo Homes, Inc.	Irmo	Steven W. Mungo	Residential development and homebuilding
28	G&P Trucking Co, Inc.	Gaston	G. Clifton Parker	Truckload transportation of freight
29	SCTG, LLC (formerly Spirit Communications)	Columbia	Robert M. Keane	Voice, data and internet services
30	Greystar Real Estate Partners, LLC	Charleston	Robert A. Faith	Investor and operator of multi-family real estate assets across the United States with a fully integrated, national platform
31	Diamond Hill Plywood Company, Inc.	Darlington	John C. Ramsey	Wholesale distribution of building materials, along with manufacturing of hardwood/plywood
32	WDS, Inc.	Lake Wylie	Jennifer Maier	Custom warehousing, inventory management and distribution company with 18 locations throughout USA and Canada
33	Defender Services, Inc.	Columbia	G. Hollis Cone	Janitorial, security and staffing services
34	Terminix Service, Inc.	Columbia	M. A. (Lex) Knox, Jr.	Termite and pest control services, moisture control, repairs and insulation

## THE 29TH ANNUAL SOUTH CAROLINA 100™

NO.	COMPANY	CITY	CEO	BUSINESS DESCRIPTION
35	Dilmar Oil Company, Inc.	Florence	Earle Atkinson, III & Gray Atkinson	Petroleum distributor and commercial real estate
36	Cregger Company, Inc.	West Columbia	Morris Cregger	Distributor of plumbing and heating and cooling products
37	Cafe Enterprises, Inc.	Taylors	Jim Balis	Owns and operates Fatz Cafe, Tavern 24 and Tablefields restaurants
38	IH Services, Inc.	Greenville	Ryan D. Hendley	Contract facilities maintenance and temporary staffing
39	Thompson Construction Group, Inc.	Sumter	Greg A. Thompson	Industrial and commercial construction/maintenance services
<b>\$ 50 MILLION TO \$ 99 MILLION</b>				
40	The Beach Company	Charleston	John C. L. Darby	Full service real estate sales, leasing, development and management
41	Life Cycle Engineering, Inc.	N. Charleston	James R. Fei	Consulting, engineering, applied technology and education solutions
42	Springs Creative Products Group, LLC	Rock Hill	Derick S. Close	Wholesaler of retail fabrics, packaged crafts and specialty fabrics
43	ISO Poly Films, Inc.	Gray Court	Jon T. McClure	Manufacturer of flexible plastic films for food, medical, commercial and industrial applicants
44	T&S Brass and Bronze Works, Inc.	Travelers Rest	Claude I. Theisen	Manufacturer of commercial and institutional faucets and fittings
45	General Information Services, Inc.	Chapin	Raymond Conrad	Employee screening and HR onboarding solutions
46	CoLinX, LLC	Greenville	Donavan A. Louis	Logistics and e-commerce services
47	Human Technologies, Inc.	Greenville	Herbert W. Dew, III	Multi-faceted human resource advisory firm providing professional recruiting, industrial staffing, human resource consulting, outplacement services and logistics/warehouse management services
48	H. G. Reynolds Company, Inc.	Aiken	Jeffrey G. Reynolds	General contracting
49	The Yahnis Company	Florence	Ken Emry	Distributor of beer and non-alcoholic beverages
50	First Sun Management Corporation	Clemson	Joseph J. Turner, Jr.	Quick serve restaurant
51	Thompson Industrial Services, LLC	Sumter	Greg A. Thompson	Provider of integrated industrial cleaning and facilities support services
52	Greenfield Industries, Inc.	Seneca	Ty Taylor	Manufactures and sells drills, taps, end mills and other cutting tools for a variety of industrial, maintenance, commercial and construction applications
53	Industrial Packaging Supplies, Inc.	Fountain Inn	Jerry W. Murdock	Distribution of packaging materials
54	Merritt Veterinary Supplies, Inc.	Columbia	Robert M. Mims, Jr.	Distributor of supplies, equipment and drugs for the veterinary industry
55	Gateway Supply Company, Inc.	Columbia	Sam P. Williams, Jr.	Plumbing and HVAC wholesaler
56	Whaley Foodservice Repairs, Inc.	Lexington	Wells F. Whaley	Commercial foodservice parts distributor; service contractor for commercial cooking, refrigeration and HVAC equipment

## THE 29TH ANNUAL SOUTH CAROLINA 100™

NO.	COMPANY	CITY	CEO	BUSINESS DESCRIPTION
57	Levelwing Media, LLC	Charleston	Steve Parker, Jr.	Business analytics and marketing intelligence firm mining and analyzing data to help businesses market and operate with greater clarity and profitability
58	Palmetto Synthetics	Kingstree	Henry M. Poston	Producer of synthetic fibers
59	The Ritedose Corporation	Columbia	Umesh Dalvi	Contract pharmaceutical manufacturer
60	Encore Technology Group, LLC	Easley	Chris Powell	Provider of innovative technology solutions for K-12 classrooms, higher education institutions, state and local government agencies, and commercial enterprises

### LESS THAN \$50 MILLION

61	Palmetto Corp. of Conway	Conway	Shawn Godwin	General contractor, asphalt manufacturing, sidewalk paving, grading, concrete and vertical construction
62	McNair Law Firm, P.A.	Columbia	David J. Tigges	Legal services
63	Eldeco, Inc.	Greenville	Allen McKinney	Electrical contractor
64	Gregory Electric Company, Inc.	Columbia	Robert E. Livingston, Jr.	Electrical and mechanical construction
65	Wolverine Brass, Inc.	Conway	Lloyd W. Coppedge	Manufacture/distribution of brass plumbing products
66	Beverage & Food Group, Inc. (DBA BFG Communications)	Bluffton	Kevin Meany	Marketing service; including strategic promotions, field marketing/experiential, digital and creative services
67	Yeargin Potter Shackelford Construction, Inc.	Greenville	R. Lynn Yeargin	Commercial and industrial general contractor
68	Southern Weaving Company	Greenville	Ron Mohling	Design, development, and manufacturing of industrial woven products
69	Sumter Transport Company	Sumter	Robert Rumph	Provider of turn key environmental solutions to refinery and chemical industries
70	Greenville Meats, Inc.	Greenville	Dan Sloan	Meat and poultry processing and distribution
71	Park Place Corp.	Greenville	Jimmy Orders	Manufacturer of mattresses, box springs and foundations
72	Dillon Provision Company, Inc.	Dillon	Dan Bozard	Wholesale meat distributor
73	Interstate Management & Investment Corporation (DBA IMIC Hotels)	Columbia	E. L. (Bert) Pooser	Owns, operates and manages hotels in five states; owns and operates Lighthouse Marina, Rusty Anchor Restaurant and Stowaway Storage facilities
74	H.R. Allen, Inc.	Charleston	Rod Allen	Electrical and mechanical contractor
75	AME, Inc.	Fort Mill	Gregg S. Campbell	Industrial contracting, crane rental and fabrication
76	Martin Engineering, Inc.	White Rock	Whitney Delbridge	General contractor
77	General Wholesale Distributors, LLC	Greenville	Tee Hooper	Distributor of HVAC systems to contractors in South Carolina
78	Trehel Corporation	Clemson	William W. Huss	Design-build general contractor
79	GBS Building Supply, Inc.	Greenville	Robert J. Barreto	Distributor of quality start-to-finish products to the professional building/remodeling market
80	Eagle Construction Company	Newberry	Jeff D. Spotts	Heavy highway construction



## THE 29TH ANNUAL SOUTH CAROLINA 100™

NO.	COMPANY	CITY	CEO	BUSINESS DESCRIPTION
81	Commercial Foodservice Repair, Inc.	Greenville	Kurt Herwald	National service provider to hospitality, retail and restaurants; repairs, maintains and installs hot and cold foodservice equipment
82	Augusta Fiberglass Coatings Inc.	Blackville	John W. Boyd	Fiberglass reinforced plastics
83	Waldrop, Inc.	Spartanburg	William Caldwell	Full service HVAC mechanical contractor serving residential, commercial, institutional and industrial customers
84	GMK Associates, Inc.	Columbia	Thomas P. Monahan	Architecture, engineering, design-build, construction services and interior design
85	Dove Data Products, Inc.	Florence	Richard B. Coxe	Manufacturing and sales of computer printing supplies
86	New South Construction Supply, LLC	West Columbia	Jim Sobeck	Construction products distributor
87	Sumter Packaging Corporation	Sumter	Benjamin DeSollar	Corrugated shipping containers and industrial packaging
88	Companion Professional Services, LLC	Columbia	Terry M. Floyd	Information technology consulting group dedicated to providing innovative and cost-effective IT solutions primarily to the healthcare industry
89	WingFan LP	Rock Hill	Patrick Hogrefe	Manufacture modular axial impellers
90	FGP International, Inc.	Greenville	John Uprichard	Temporary staffing for IT, accounting and administrative services; executive search and human resources consulting
91	Ishpi Information Technologies, Inc.	Mount Pleasant	Noah Leask	Technology business specializing in Information and Cyber Dominance with core capabilities in Information Operations, Information Warfare, Information Assurance, Electronic Warfare, Cybersecurity and Cyberwarfare, among other capabilities
92	Colite International, Ltd.	Columbia	Martin C. Brown	Global signage manufacturer with turnkey project management and program implementation
93	VC3, Inc.	Columbia	David Dunn	Full range of IT services to the private and public sectors in three states offering: technology assessments, managed support services, hosted desktop, hosted and on premise voice services, website design and hosting disaster recovery, application development, network security, technology consulting and data center services
94	J.L. Anderson Co., Inc.	Wallace	Robert S. Rogers, III	Manufacture of brick, wholesale and retail sale of brick and full line of masonry products
95	Dearybury Oil & Gas Inc.	Spartanburg	C. W. Dearybury, Jr.	Wholesale distributor of petroleum products and distillates
96	Carolina Ceramics, LLC	Columbia	Micheal Borden	Brick manufacturing and distributor of brick, mortar and other masonry products
97	Chicora Affiliates LLC	Myrtle Beach	Don J. Smith	Residential and commercial sales, residential and HOA property management and land development
98	Alliance Consulting Engineers, Inc.	Columbia	Deepal S. Eliatamby, P.E.	Professional civil engineering firm providing technical consulting services to architects, developers, healthcare providers, industry, municipalities, school districts, state and county governments and other public and private entities throughout the southeastern United States
99	Chernoff Newman, LLC	Columbia	W. Lee Bussell, Sr.	Integrated marketing communications
100	C. Ray Miles Construction Co., Inc.	Lugoff	C. Ray Miles	Heavy road construction, grading, concrete, water/sewer, masonry, hauling, pond/dam site work, etc.



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# 2013 PUBLIC SERVANT OF THE YEAR

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## U.S. SENATOR LINDSEY GRAHAM

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# SOLUTIONS SENATOR

BY JEAN CECIL FRICK

In his memoir, *An American Life*, Ronald Reagan said, "If you got 75 or 80 percent of what you were asking for, I say, you take it and fight for the rest later." It is this philosophy that drives South Carolina's senior senator, Lindsey Graham, every day.

Senator Graham has a solid seat at the table on major issues facing the country, from foreign affairs to domestic policy, and often gets the 80 percent. Since 2003, Graham has held the Senate seat once held by the legendary Senator Strom Thurmond.

Senator Thurmond was well known for the number of years he served in the United States Senate, and Senator Graham has made a name for himself on the national level too. Turn on Fox News any given day and you are likely to see Senator Graham speaking on issues he is passionate about, including national security or defunding President Obama's Affordable Care Act.

Senator Graham is known for being a solutions oriented senator who is focused on finding common ground on the big issues of our time, whether it is immigration reform or combating radical Islam.

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### EARLY LIFE

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Growing up in Central, South Carolina to parents who owned a liquor store, a restaurant and a pool room, Graham was not immersed in politics at an early age, but he did learn what it was like to be a small business owner. He watched his parents go to work every day, even if they were sick, because if the doors did not open, they didn't earn any money.

While owning a small business had its joys of interacting with a variety of people, it also had its challenges. Graham's family faced its biggest challenge when his mother was diagnosed with Hodgkin's disease and

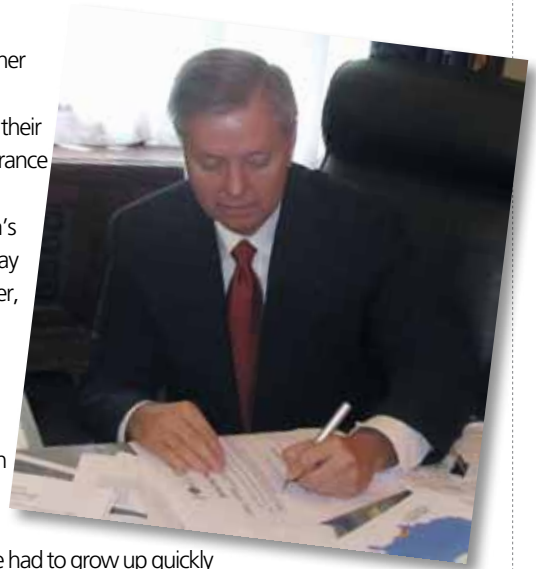
he watched his father struggle to pay the medical bills under their small business insurance plan. At the young age of 52, Graham's mother passed away and 15 months later, he lost his father.

At only 22, Graham had lost both of his parents and was faced with taking care of his younger sister,

Darlene. He said he had to grow up quickly and he doesn't take anything for granted anymore. Graham said, "I learned the value of family, faith and friends quickly."

While he attended D.W. Daniel High School, Graham wanted to be an FBI agent. By the time he was in college at the University of South Carolina, he got involved in the Air Force Reserve Officers' Training Corps and wanted to be a pilot. Unfortunately, a hearing problem prevented him from being able to qualify as a pilot, and he started to seriously consider law school.

While in law school, Graham got his first taste of the political bug after serving as a page and intern at the State House. Upon graduating from law school, Graham was commissioned as an officer and judge advocate in the United States Air Force. From 1984-1988, he was assigned overseas and served at Rhein-Main Air Force Base in Germany as a military



# 2013 PUBLIC SERVANT OF THE YEAR

## ~ U.S. SENATOR LINDSEY GRAHAM ~

prosecutor. He left active duty in 1989 and entered private practice as a lawyer.

By 1994, Graham had decided to run for the U.S. House of Representatives and was elected during the Republican Revolution that propelled Newt Gingrich to Speaker of the House. Graham's election also made him the first Republican to hold the seat from the Third Congressional District of South Carolina since 1877.

Graham would go on to serve in the U.S. House until he was elected to the United States Senate in 2002. He won reelection to this Senate seat in 2008 and plans to run again in 2014.

### NO. 1 PRIORITY FOR SOUTH CAROLINA

Graham's No. 1 priority for the state is to deepen the Charleston Harbor to handle the future shipping needs of the world economy. He says it is important to realize that this is a state issue, not a regional issue. Graham said the Port of Charleston almost got left behind, but that the state would not take no for an answer. He has been happy to be able to work across party lines to ensure the Port of Charleston stays relevant on the federal level.

"The Port of Charleston is the economic ace in the hole for South Carolina. One in five jobs is created from the port system and our export markets are growing. I cannot stress how important it is to get the port right," Graham said.

His leadership on the issue has been key.

"Senator Graham has shown unwavering support of the South Carolina Ports Authority and Charleston's post-45 harbor deepening project. He has championed the importance of deepening to our port and our state with the Administration and his colleagues in Congress, and we are immensely grateful for his efforts

on our port's behalf," said Jim Newsome, president and CEO of the South Carolina State Ports Authority.

### A CHAMPION FOR BUSINESSES

Representing South Carolina in Washington, Graham has not been afraid to take on the tough issues of the day. Graham said that "real leadership is putting the public's interest ahead of yourself."

"Senator Graham puts the interests of South Carolinians first. He understands that South Carolina's economic future depends on the strength of our port system and he has fought to deepen the Charleston Harbor. Additionally, he ensures that South Carolina has a seat at the table for any major issue being debated at the national level," said Mike Brenan, 2013 chairman of the South Carolina Chamber of Commerce and president of BB&T South Carolina.

Earlier this year, Senator Graham was involved in getting comprehensive immigration reform passed in the Senate. Graham said, "I think the biggest threat to the American worker is illegal immigrants being paid under the table."

Senator Graham said doing nothing on immigration reform represents amnesty and is not fair to American businesses. He believes it is vital for a state like South Carolina,

with tourism and agribusiness as two of its largest industries, to have a legal immigration system that works. In addition, companies like BMW and Boeing are bringing more high-tech jobs to the state, while foreign students are getting educated in American universities only to get sent back home because they are not able to get visas to work in the United States. "We have a broken legal immigration system today," Graham said.



"The challenge of our time is dealing with demographic changes," Graham said. "Without legal immigration, our economy cannot keep growing. In the future, we will see enhanced legal immigration and green cards will be reserved for the economic needs of the country, not the family needs of individuals."

Senator Graham has also been a champion for South Carolina businesses as he helped lead the fight in Washington against an overzealous National Labor Relations Board (NLRB). "The NLRB became more political than ever under President Obama. As long as I am the Senator from South Carolina, we will stay on top of the NLRB," said Graham.

"Boeing deciding to locate in South Carolina tells you everything you need to know about where South Carolina is today," said Graham.

"When Boeing was deciding where to open a new facility to build the state-of-the-art 787, Senator Graham worked closely with Boeing and legislative leaders in South Carolina to make it a reality. He





believed in the talent and work ethic of South Carolinians and stood up to the NLRB when that agency threatened to shut down Boeing South Carolina. He's also been a consistent supporter of policies supporting our military, free trade and the Export-Import Bank which are fundamentally important to our business. Senator Lindsey Graham has been a champion of the Boeing Company in South Carolina and in Washington, DC and I am proud to call him a friend," said Tim Keating, senior vice president of government operations at The Boeing Company.

Senator Graham is also staying on top of health care reform. He says the Affordable Care Act should be renamed the "Unemployment and Part-time Employment Act" because businesses across South Carolina are having to go to part-time employment due to the new mandates. Graham has a bill for states to be able to opt out of the mandates, and he hopes to see that happen.

"Senator Graham is a strong advocate for small businesses," said Dr. Louis B. Lynn, president of ENVIRO AgScience. "His staffs in South Carolina and in Washington are always available to answer questions and help resolve issues or make introductions. Senator Graham has encouraged me to participate in the civic affairs of the communities where I do business." Lynn continued, "Senator Graham is more than an accomplished politician. He is a model public servant."

**REPRESENTING THE MEN AND WOMEN IN SERVICE**

Senator Graham acknowledges that his proudest personal achievement was getting a bill passed to provide TRICARE, the family

health insurance coverage offered to active-duty military personnel, for members of the Guard and Reserve.

His efforts allowed guardsmen and reservists to enroll themselves and their families in TRICARE at any time, assuring continuity of health coverage and access to family doctors when the service member is activated. The bill has helped lower premiums, reduced out of pocket expenses for the reservists and is an incentive for employers to hire guardsmen and reservists.

"The increased demands placed on the men and women who serve this country in a part-time capacity require a modernization of



their benefits," said Graham. "We must be sure to take care of every person that puts their life on the line to fight for liberty and freedom throughout the world."

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3  
4

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### BUSINESS SPEAKS AT THE STATE HOUSE

MARRIOTT, COLUMBIA

JANUARY 22, 2014

4:00 – 5:30 pm, Town Meeting

5:30 – 7:30 pm, Reception



BUSINESS  
SPEAKS



SOUTH CAROLINA  
CHAMBER OF COMMERCE  
scchamber.net

Senator Graham says that as he travels the world, he has men and women come up to him and say, "Thank you for TRICARE." It gives him great satisfaction knowing he was able to help provide this service to so many people.

### CHARTING THE COURSE

According to Senator Graham, maintaining a pro-business climate is the best way for South Carolina to chart a positive course.

Graham said his goal, "Is to chart a course where different regions work in a collaborative way and differently than they have in the past because of budget constraints. The main thing is to get people working together. No matter what budget we are talking about (federal, state or local), we are under stress and we have to think about regional partnerships to get the biggest bang for our buck."

"Landing Boeing was a game changer for the state and put the Good Housekeeping seal of approval on the state's workforce," Graham continued. "Making sure our technical schools are well funded and can meet the needs of big and small businesses is very important. Letting employers know that the state can provide the skilled workers it needs. We must also keep taxes and regulations business friendly. All of these things will continue to move South Carolina forward."

Senator Graham said, "South Carolina's best days are ahead and getting the port done is a must."

He continues to put the economic interests of South Carolina first, charting the course for success in his home state.

### GET TO KNOW SENATOR GRAHAM

**Political mentors:** Governor Carroll Campbell, Senator Strom Thurmond and Former South Carolina Speaker of the House David Wilkins

**Favorite place in S.C.:** His backyard

**What is on his nightstand:** *Einstein: His Life and Universe* by Walter Isaacson

**Secret to success:** Being informed, sincere and able to articulate challenges and being able to define the problem and offer common sense solutions

**Favorite historical figures:** George Washington, Winston Churchill and Ronald Reagan

**What inspires him:** The men and women in the service

**Favorite golf course:** Oconee Country Club because that is where he played with his dad and The Ocean Course at Kiawah because it is so beautiful



Jean Cecil Frick is a former editor of South Carolina Business magazine and director of governmental affairs at the South Carolina Department of Employment and Workforce.

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1984- SENATOR JOHN DRUMMOND  
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1986- GRADY L. PATTERSON JR.  
1987- SPEAKER OF THE HOUSE ROBERT J. SHEHEEN  
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2005- SENATOR JIM RITCHIE JR.  
2006- SENATOR WES HAYES  
2007- SENATOR HARVEY S. PEELER JR.  
2008- SENATOR WILLIAM H. "BILLY" O'DELL  
2009- DR. BARRY RUSSELL  
2010- SENATOR GREG RYBERG  
2011- HOUSE MAJORITY LEADER KENNY BINGHAM  
2012- SENATE PRESIDENT PRO TEMPORE JOHN COURSON





# 2013 SERGEANT WILLIAM JASPER FREEDOM AWARD

BRIGADIER GENERAL (RET.) JOHN L. FINAN

## GLOBAL COMMITMENT

BY CAROLINE HALLMAN

As a senior at the University of Connecticut, John L. Finan expected his time with the United States Air Force to last no more than three years. Little did he know, he was on the cusp of embarking on a 30-year journey that would literally take him around the world.

Although Finan calls South Carolina home, some might be surprised to learn he is not a native of the Palmetto State.

"My parents were living in Camden while my father was in flying training school at a privately contracted airport in the area. It was only a couple of weeks after my father finished his training and was moved to Macon, G.A. that I was born," Finan said.

With military roots deeply engrained into his family history, Finan knew from an early age that he wanted to join the Air Force. He grew up admiring the achievements of his father and grandfather, both career officers in the military: his father in the Air Force as a B-52 pilot and his grandfather in the Army.

While pursuing his undergraduate degree in economics at the University

of Connecticut, Finan joined the Air Force Reserve Officer Training Corps (ROTC). The first two years of ROTC were mandatory at that time, but Finan elected to remain in the program for his junior and senior years. With four years in the ROTC, Finan entered the Air Force as a second lieutenant.

Finan excelled both academically and in the ROTC program, but higher education wasn't the only thing he pursued at the University of Connecticut. It was there he met and fell in love with Diane, a beautiful young woman from Connecticut. The two were married by the end of their sophomore year of college.

"Our parents were not very happy with us at the time," Finan laughed.

Shortly after graduation, it was time for Finan to receive his first assignment as a United States Airman.

"When I graduated from college, the Air Force asked me where I would like to be stationed," said Finan. "Since my wife was from Connecticut, we requested to stay on the East Coast. My first assignment was in the Philippines. I guess that was east... Far East!"



## 2013 SERGEANT WILLIAM JASPER FREEDOM AWARD *BRIGADIER GENERAL (RET.) JOHN L. FINAN*

The early years of his Air Force career came with their fair share of challenges. Finan spent the first 16 months of his military career away from his wife. Once his wife joined him overseas, they were constantly moving from one assignment to the next. While this was difficult at first, Finan quickly became well-acquainted with the pattern he saw in each new assignment.

"Due to the brief two or three-year durations of most of my assignments, I became accustomed to coming into a new environment, learning my job and delivering results within the timeframe I was given," said Finan.

Finan's impeccable ability to adapt allowed him to succeed in every new job the Air Force assigned him. He was given promotion after promotion, each with new opportunities and greater responsibilities. He continued to advance by furthering his education. Finan completed command school, squadron officer school, industrial college and several other specialized programs that gave him specific knowledge and skills that set him apart. In 1968, the Air Force even paid for Finan to return to school and obtain his MBA from Michigan State University, where he graduated first in his class.

After serving in a variety of budget officer positions throughout the world, Finan was named comptroller of the Air Force Transportation Command. In this position, Finan was responsible for overseeing the financial operations associated with the Air Force's cargo planes.

"If the Army or the Navy wanted to ship something somewhere, it went on one of our cargo planes," said Finan. "My job was to monitor the finances involved with ensuring the planes were being utilized efficiently. It was absolutely a high-pressure job. All of

the Air Force bases were under the Air Force Transportation Command, which meant all of their finances were under the Air Force Transportation Command as well."

Since assignments were brief, Finan completed about 25 different jobs by the end of his military career. One he particularly enjoyed was his job as vice commander of the Army Air Force Exchange Service. In this position, Finan oversaw all the retail stores at Army and Air Force bases around the world.

"Every military base has a store," said Finan. "At that time, it was a \$7 billion industry. We ran all of stores that had the soft lines and hard goods in addition to all of the gas stations, liquor stores, movie theaters and food service outlets on the bases. We were competing against big-name stores like Wal-Mart, Sears and J.C. Penny."

It was after this job that Finan decided it was time to retire. He had spent 30 years with the Air Force and he and his wife were ready for a change of pace. After spending one year as the head of strategic planning and budgeting for a school district in Maryland, Finan took

on the role of vice president of business and administration at the University of South Carolina. In this position, Finan was responsible for budgets over \$500 million, maximizing investments, initiating policies to contain rising costs and adopting new technology to help the university operate in a more cost-effective manner. Finan held this position for six years before taking on a similar role at a university in New Jersey and eventually retiring "a second time."

Finan and his wife had greatly enjoyed their

time spent in Columbia and decided it would be the ideal location to finally settle down. Despite his retirement, Finan wasn't ready to completely withdraw from the working world. He let it be known that he was eager to become involved



in his community and state. Shortly after, Finan received a call from then Governor Mark Sanford's Deputy Chief of Staff. There was a position open for the director of a newly named agency, the South Carolina Department of Employment and Workforce (SCDEW), and Governor Sanford sought out Finan as his "change agent" for the department.

When Finan stepped in as the director of SCDEW, he faced a running tab with the federal government that was projected to top \$2 billion coupled with one of the highest unemployment rates South Carolina had ever seen. Knowing he had only a brief amount of time, Finan was in his element once again.

"I told Governor Sanford that I only wanted to stay with SCDEW for a short period of time," said Finan. "Just as I had done throughout my career in the Air Force, I came into the position with a timeframe in mind. There was a lot to be done. The state had taken out a federal loan that was close to \$1 billion. The first order of business was to get the state back on a strong financial footing. We were able to begin paying off the loan by implementing a new tax structure. Today, South Carolina has paid off almost half of it, and by 2015, it will be paid in full."



When Finan took the position as the director of SCDEW in April 2010, South Carolina's unemployment rate was 11.4 percent. When Finan left SCDEW, South Carolina's unemployment rate was 8.1 percent.

Almost immediately following his departure from the agency, Governor Nikki Haley appointed Finan as chairman of the Commission on Higher Education. While in the Air Force, Finan was constantly striving to advance by attending numerous specialty schools and completing several training programs. He also spent nearly 13 years working in higher education. Finan's great appreciation for continuing education made him an obvious choice for the board.

"Statistics show that by 2015, over 56 percent of South Carolina's jobs will require some sort of education beyond high school," said Finan. "With these numbers in mind, a superior education system is incredibly important."

Finan and his wife, Diane, have one son and two beautiful granddaughters in Raleigh, N.C. Finan's son had the intention of following in the footsteps of his father and grandfather and joining the Air Force. He had been attending the Air Force Academy for two years when he

suffered a knee injury that would prevent him from ever flying. He completed his degree at the University of Connecticut, just like his father, and is now an IBM executive.

In his free time, Finan enjoys golfing. In addition, Finan holds a volunteer position with the Employer Support of the Guard and Reserve (ESGR), where he serves as the State Director of the Employment Initiative Program. The program was implemented to assist veterans in obtaining jobs nationwide. The ESGR has participated in job fairs across the state and has established a partnership with SCDEW to help guide veterans to available jobs.

Despite not being a born and raised South Carolinian, the Palmetto State doesn't hold it against Finan. His significant contributions, through SCDEW and the Commission on Higher Education, speak volumes for his dedication and pride in the state he now calls home. In 2011, Finan was awarded the Order of the Palmetto, the state's highest civilian honor, for his dedication and service to the people of South Carolina. His military awards and decorations include the Defense Superior Service Medal, Legion of Merit, Bronze Star Medal,



Meritorious Service Medal with two oak leaf clusters and the Air Force Commendation Medal with an oak leaf cluster.

*Caroline Hallman is a fourth-year public relations student at the University of South Carolina and the programs and events intern at the South Carolina Chamber of Commerce.*



#### GET TO KNOW GENERAL JOHN FINAN:



**First Job:** Ice Cream Bar

**Favorite Book:** *The Great Santini* by Pat Conroy

**Favorite Spot in South Carolina:** Hilton Head Island and Charleston

**Favorite Music:** The music of the 60's

*Established in 1984 by the South Carolina Chamber of Commerce, the Sergeant William Jasper Freedom Award, named for the Revolutionary War patriot, recognizes individuals who have made significant contributions to the freedom of South Carolina and the nation.*



# SOUTH CAROLINA CHAMBER of COMMERCE

## OUR VISION

The South Carolina Chamber of Commerce is the unified voice of business and premier advocacy organization in the state. The South Carolina Chamber creates prosperity for all citizens through an economy of increased productivity and global competitiveness.

## OUR MISSION

The mission of the South Carolina Chamber of Commerce, as the single, unified voice of business, is to enhance the quality of life for all South Carolinians. The South Carolina Chamber leads the way in achieving global competitiveness and ultimately increasing prosperity for our citizens by:

- Creating a shared, collaborative vision for South Carolina;
- Increasing productivity through an educated and highly-skilled, capable workforce;
- Advocating a balanced, predictable tax and spending system;
- Fostering a favorable climate among our members and their diverse employees; and,
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Canal Insurance Group

CareCore National

Carolina International Trucks, Inc./ Ideal Lease

Carowinds

CenturyLink

CertusBank N.A.

CH2M HILL

Charleston Place Hotel

CMC Steel South Carolina

Coca-Cola Bottling Co. Consolidated

Colonial Life

Continental Tire the Americas, LLC

Covidien Healthcare

Cytec Carbon Fibers, LLC

Darlington Raceway

Dixon Hughes Goodman LLP CPAs

Domtar

Eastman Chemical Company

Electrolux North America, Inc.

Elliott Davis LLC

EnergySolutions, LLC

Enterprise Holdings

Exxon Mobil Corporation

Fabri-Kal

First Citizens Bank

Fisher & Phillips LLP

FN Manufacturing, LLC

Founders Federal Credit Union

FUJIFILM Manufacturing U.S.A., Inc.

General Dynamics Land Systems – Force Protection

Gestamp South Carolina, LLC

GKN Aerostructures North America

Globalpundits Technology Consultancy Inc.

Google Inc.

Grant Thornton LLP

Greenville Hospital System

Gregory Electric Company, Inc.

Guardian Building Products, Inc.

Haynsworth Sinkler Boyd P.A.

Honda of South Carolina Mfg., Inc.

Honeywell Aerospace-Greer

Hospitality America, Inc.

Intel Corporation, Columbia Design Center

International Paper

InterTech Group, Inc.

Jackson Lewis LLP

Jarden Process Solutions

Johnson & Johnson, Inc.

Johnson Controls

KapStone

KENTWOOL

Kimberly-Clark Corporation

Kingston Plantation - Kingston Shores

Koch Companies Public Sector, LLC

Koyo Corporation of USA Manufacturing Division

Kraft Foods

Lane Construction Corporation

Lexington Medical Center

Lockheed Martin

MasterCard

MAU (Management Analysis & Utilization, Inc.)

McAngus, Goudelock & Courie, LLC

McNair Law Firm, P.A.

MeadWestvaco

Medical University of South Carolina

Nan Ya Plastics Corporation

NBSC, a division of Synovus Bank

Nelson Mullins Riley & Scarborough LLP

Nestle Prepared Foods Company

Nexans High Voltage USA Inc.

Nexsen Pruet, LLC

Norfolk Southern Corporation

Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

Palmetto Health

Parker Poe Adams & Bernstein LLP

Pfizer Inc.

Piedmont Natural Gas

Pratt Industries - Greenville Converting

Prestage Farms

Pure Power Technologies, a Navistar Company

Regions Bank of South Carolina

Republic Services

Resolute Forest Products

Robert Bosch Corporation, LLC

Roche Carolina Inc.

Roper St. Francis Healthcare

Savannah River Nuclear Solutions, LLC

SC Hospital Association

Schaeffler Group USA INC

SCRA

Sealed Air Corp.

Select Health of South Carolina, Inc.

Self Regional Healthcare

Sexton Dental Clinic

Shaw Industries Group, Inc.

Shutterfly, Inc.

Sonoco

South Carolina Education Lottery

South Carolina Plastics LLC

South Carolina State Ports Authority

Southeastern Freight Lines

Spirit Communications

Springs Global US, Inc.

Sunbelt Rentals

T & S Brass & Bronze Works, Inc.

Target Distribution Center Target Corporation

TBC Corporation

Time Warner Cable

Timken Company

United Parcel Service

University of South Carolina

VERIZON Wireless

Wal-Mart Stores, Inc.

West Marine Products

Westinghouse Electric Company

Womble Carlyle Sandridge & Rice LLP

World Acceptance Corporation

WSI-Savannah River Site

Young Clement Rivers, LLP

Zeus Industrial Products, Inc.





# Questions about Health Care Reform?

If you currently have health care coverage, you probably have many questions about health care reform. And one of the biggest questions of all - is if you can keep your current health plan.

Because it matters how you're treated, BlueCross BlueShield of South Carolina will provide you with the strength, stability and trust you've come to expect from us. We've put together a series of informative videos that help answer your questions about health care reform - and it all starts with determining whether you have a grandfathered plan or a non-grandfathered plan.

Ready to learn more? Visit [HCRfacts.com](http://HCRfacts.com) to find out what health care reform means for you and your family.



Because it matters  
how you're treated.

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