

A Word from the Founder. . .



Creating enterprise excellence consistent with the highest standards of ethics and civic responsibility through best practices.

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Thanksgiving

Thanksgiving, devoid of the commercialism of the yuletide has always been my favorite time of year. As we leave our yuletide season and again set out at breakneck pace to accomplish our goals for 2005, it will do us well to reflect upon the many blessings of this land and to carry with us into this New Year what is at the heart of this uniquely American day of prayer and thanksgiving.

Three centuries four score and three years ago, 46 hearty settlers who had survived the horrible winter of 1620-21 joined with 91 Wampanoag Indians for a three day harvest festival in the fall of 1621 to celebrate their survival, Indian kindness and a bountiful harvest. It cannot be said, however, that the holiday was an instant "hit". It was repeated once in 1623 but not again until 1676. A hundred and one years later, the new nation celebrated a national day of thanksgiving in October of 1777, and in 1789, George Washington in a message oft repeated by his successors proclaimed a national day of Thanksgiving. In setting Thursday November 26, 1789 as a "day of Service" to that... "Great and Glorious Being who is the...author of all the good that was, that is or that will be"... Washington proclaimed it was the ... "duty of all nations to acknowledge the Providence of Almighty God, to obey His will, to be grateful for His benefits and humbly to implore His protection and favor"



Again the holiday was to fall into neglect until rescued in the midst of that horrible war that would finally complete the promise of our War for Independence. President Lincoln, not long after the Battle at Gettysburg, called for the last Thursday in November to be a day of "Thanksgiving and Praise to our beneficent Father" who has provided the "large increase in freedom" and thereby restored Thanksgiving to a prominence from which it has not receded. It did take until 1941, however, for Congress to officially sanction the day as a national holiday.

In words to be echoed by his cousin three decades later, Theodore Roosevelt reminded the nation in 1901, "Let us remember that as much has been given us, much will be expected from us, and that true homage comes from the heart as well as from the lips and shows itself in deeds". Again in 1905 he added, "...We are not threatened by foe from without. The foes from whom we should pray to be delivered are our own passions, appetites and follies, and against these there is always need that we should war."

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Meet Our Management Earl Walker Secretary

by Devin Eakes

The Citadel School of Business Administration (CSBA) is the most recent stop on a road of achievements for Earl Walker. Prior to becoming Dean of The CSBA, Dean Walker had served as Dean at the Hejlsberg School of Management at Rockhurst University, Dean of the School of Business at Our Lady of the Lake University and division chair at The U.S. Military Academy, West Point. He helped gain recognition and raise the standards at all three schools. Dean Walker earned his Bachelor's Degree from West Point and a Ph.D. in Organizational Behavior and Political Science from MIT. Prior to entering academia, Dean Walker served 26 years in the United States Army, retiring with the rank of Colonel. He has also served as a White House fellow under the Carter and Reagan administrations and as an executive at Wal-Mart. Through all of his vast accomplishments, with many more sure to come, Dean Walker decided to return to academics, this time in an administrative role. He feels that through his current position, he can make a strong impact on his students and help to shape them into leaders that can go into the business world, make a positive impact and carry out the citadel's mission to create and educate leaders of principle for the country.



In addition to being the only graduate level accredited Business School in the area, the Citadel School of Business Administration, with approximately one third of all cadets enrolled in the CSBA, is also one of the most popular undergraduate majors for the Corps of Cadets at The Citadel. Producing "leaders of principle" is something that Dean Walker focuses upon heavily. To help ensure that the cadets graduating from The Citadel today will become the leaders of tomorrow, Walker has instituted a mentor/mentee program. Walker has utilized the rich abundance of knowledge that resides in and around the area, within the many corporate executives that have either relocated, or retired in Charleston. Through this program, cadets and graduate level students are matched with mentors that relate to their interest. They are encouraged to communicate at least four times a semester, though many more take advantage of the opportunity and far exceed that number. Walker believes that through the Mentor's Association, students can take what they have gained in the classroom, add the knowledge and advice present in their mentor's, to be able to strengthen their understanding as a whole and become better leaders.

With most of his family including his two children being in the region, Walker was happy to come back east. Coming to Charleston also put him much closer to a home in Virginia where he still likes to visit his family farm. The Citadel was also a very appealing location, allowing Walker to combine his military background and his passion for academic administration. He also admired the leadership in the Charleston area, which has continued to make an impact on him since his arrival.

Walker remains very excited about the current position of the CSBA and the future that is ahead of it. He feels that one of the unique advantages offered in the CSBA is the synergy of teaching both cadet and graduate students. Many of the resources in the CSBA are used jointly by both groups which Walker feels is a benefit for all parties. First and foremost he sees it as a wonderful opportunity for the faculty. He feels that by being able to engage both undergrad and graduate students this helps to "make the faculty more vibrant", as opposed to some schools where the monotony of teaching the same material over and over can lull professors into a relaxed state. Cadets are also able to take advantage of key speakers that are brought in for the graduate school students, an opportunity that would not otherwise exist.

In addition to being Dean of the CSBA, and Secretary of the Board of The Free Enterprise Foundation, Walker stays active in the community as the incoming President for Charleston Rotary and Board member of Cure Source, Charleston First and Think Tech. Walker, a big supporter of free enterprise, believes that the Foundation's program is essential, to "sustaining a free enterprise system in the U.S. by focusing on citizen stewardship and best practice in corporate governance." This is a point he stresses not only professionally within the walls of The Citadel, but also in the community at large. Walker's passion for America's form of capitalistic democracy is evident, and is a direct byproduct of his Ph.D. in Political Science. He believes it is a "sacred responsibility (of everyone) to help others," one way of contributing to this goal by supporting free enterprise at home and around the world.

Best Practice and Port Security: Charleston a Case Study

by Devin Eakes

To talk about the events of 9/11 and the increased security measures that have been brought about in response to them has almost become cliché. The reality however is that from these events, we were shown just how vulnerable we are, particularly our seaports, and the great improvements that would be required to reduce that vulnerability. Imagine having to revamp your business, with multiple new security measures. This would be an overwhelming task in itself, now couple that with trying to run a profitable business that happens to include the fourth largest container port in the entire US. If you were able to do this you would have just one of the many challenges that face Bernie Groseclose on a daily basis. Having served as President and CEO of the South Carolina State Ports Authority since 1996, Mr. Groseclose has seen his share of challenges. In spite of these challenges, Mr. Groseclose has led the Port of Charleston to become the 2nd largest port on both the East and Gulf Coasts.



The SPA was founded in 1942 by the South Carolina General Assembly as an Enterprise Agency of the state. This means that while the SCSPA is a state agency, it receives no appropriations or taxpayer dollars and must remain completely self-sufficient. For this reason, the SPA is run like a private business with a bottom line that must be met. Before coming to the SPA, Groseclose, a graduate of Hampden-Sydney College and the College of William & Mary in Virginia, worked with Rockwell International in the Midwest. He wanted to come back East for the unique blend of business and industry and for the greater international presence that is felt along the East Coast. Charleston presented the best combination available and the one in which Groseclose saw the most potential. The Port of Charleston, by far the most notable of the SPA's three ports, has continued to rise to prominence on a global scale due to a supportive community, dedicated employees, and strong leadership which all contribute to the competitive advantages that the port is able to offer.

Mr. Groseclose must apply his best practice approach to all that he does in order to insure efficient handling of the SPA. Unlike many other state organizations, he does not have the luxury of looking to the State for help. In his own words, "US Ports have large unfunded mandates to provide security measures." In addition to financing their own operations, Mr. Groseclose acknowledges the significance of the efforts of the local private sector and its impact upon the ports and upon international trade in Charleston. The private sector in Charleston and the surrounding community is one of the biggest factors for the success of the ports. Without that infrastructure in place there would be nothing to stand on.

One of the biggest advantages of the Port of Charleston is the setting, not only does its geography make it strategically located, but the city and the area are also very appealing. This assists in drawing more willing and able participants in the supply chain to the area. Despite being located on the East Coast, one third of the business that comes through the port is from the Far East. This is due to the efficiency with which the Port is handled. With the long delays that have recently taken place on the West Coast, many ships will sit in harbor for days until they are able to call the port. Once they do reach the terminals, it can take these ships several days to unload. To add to this congestion the railroads are pushed to capacity, and cargo must sit even longer until it can be loaded on a train bound for the East Coast. Many times it is actually faster and more efficient to ship through Charleston where number of TEU's (twenty foot equivalent units) are up 17.25% from last year."

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Cousin Franklin in a similar vein thirty years later urged the nation to prayer as follows:

“During the past year we have been given courage and fortitude to meet the problems which have confronted us in our national life. Our sense of social justice has deepened. We have been given vision to make new provisions for human welfare and happiness, and in a spirit of mutual helpfulness we have cooperated to translate vision into reality. More greatly have we turned our hearts and minds to things spiritual. We can truly say, ‘What profiteth it a nation if it gain the whole world and lose its own soul.’

With gratitude in our hearts for what has already been achieved, may we, with the help of God, dedicate ourselves anew to work for the betterment of mankind.”

Through wars, depressions, and the challenge of our western migration, the greatest of our presidents have at this time of year called for us to be mindful of that eternal Power that binds us together and makes this nation of immigrants “special”. Three centuries apart John Winthrop and Ronald Reagan would speak to the special nature of this land we call our home. Reagan in likening us to a shining city on a hill and John Winthrop in the following stark words modernized for ease of reading:

“For we must consider that we shall be as a City Upon a Hill, the eyes of all people are upon us; so that if we shall deal falsely with our God in this work we have undertaken and so cause him to withdraw his present help from us,...we shall shame the faces of many of God’s worthy servants and cause their prayers to be turned into curses until we be consumed out of the good land whether we are going...”

Ronald Reagan’s “Shining City on a Hill” is the harvest of John Winthrop’s “Covenant”. To John Winthrop, as to Ronald Reagan, both Roosevelts, Lincoln, Washington and thousands upon thousands of our settlers throughout the centuries, If Israel was home to the special people of the Old Testament, then America beckons as the home of God of the New Testament, a God inclusive of all people thirsting to be free and to pursue their worship as they will.

Following this recent hard fought national election, we are not so much a nation of blue states and red, but citizens thirsting to achieve that one nation under God indivisible with liberty and justice for all to which we pledge our allegiance. While the quest is not yet achieved nor may it ever be fully realized, we, as a people are freer than anyplace on earth to work toward that goal. The covenant continues so long as we continue to strive with God’s help towards President Reagan’s Shining City on a Hill.



Port Security: continued from page 3

In spite of all her successes, the port of Charleston still has many challenges ahead, least of which is trying to find a way to successfully manage the increased security efforts while trying to keep costs low for their customers. The increased security efforts have caused costs to rise drastically in all areas of international transportation. One point that Mr. Groseclose stresses is that unlike the air industry, the Federal Government still has yet to make financial commitments to Port Security, the fastest growing expenditure item for ports. The port of Charleston has gone from 45 Police Officers prior to 9/11, to a current total of 80. The increased manpower that is necessary to hold up new security standards alone has put a great strain on the Port's resources. Since all of the port’s money must be raised internally, it has made this requirement even more challenging. Another issue of importance for Mr. Groseclose is the new Arthur Ravenel Bridge spanning the Cooper River which is expected to be completed by mid 2005. While this new bridge will allow for higher and wider clearance of cargo vessels, its use will be unavailable until the demolition of at least the center portions of the current Cooper River Bridges has been completed.

There are still many bright spots in the future for the SPA. The SPA has plans for improvements to existing terminals. There is also a planned terminal expansion to the old Charleston Navy Base. This facility would allow for even more capacity through the Port of Charleston, a need that must be met to stay competitive. As the SPA copes with increased business and record-breaking statistics, it must also ensure the safety of its workers, the cargo, and the community. While the task ahead is long indeed, the superior leadership at the SPA, is up to the challenge. Rest assured that this strong guidance will continue to steer the SPA to bright horizons.

Baker Fellows Announced

by Erica Brammer

Robert E. Freer, President of the Free Enterprise Foundation announced that Brandi Aycock, Erica Brammer, Jeremy Ekberg, and Eve Novakova-Cornejo are recipients of the 2004 Baker Free Enterprise Fellowships. The fellowships, made possible by Tommy Baker and the Baker Motor Company, were designed to permit four promising students from the College of Charleston, The Citadel and MUSC to work with The Foundation in the development of its programs and advancement of its mission. Tommy Baker, President of Baker Motors and a longtime member of the faculty at The College of Charleston's School of Business and Economics as well as a member of The Free Enterprise Foundation Board, gave a substantial donation to fund the four fellowships.

Brandi Aycock joins The Free Enterprise Foundation as the Development and Finance Fellow. Her main responsibilities include managing corporate, individual and foundation giving, while maintaining financial records. She serves as the point-person for all contributions and Foundation efforts. Aycock comes to The Foundation with a wealth of fundraising knowledge as she spent the summer of 2004 as the Friends and Events Coordinator at the Museum of London in the United Kingdom. There she served as the liaison between the Development Department and other sectors within the museum. During her term with the Gibbes Museum of Art as the Development Assistant, she coordinated the 2004 membership direct mail campaign and 2003-2004 Annual Fund direct mail campaign, including research for target membership areas. Aycock is currently seeking her bachelor's degree in arts management at the College of Charleston and will graduate in May of 2005.

Erica Brammer, the Public Relations Baker Fellow at The Free Enterprise Foundation, is responsible for all press related efforts. She serves as the contact person for all media inquires and is responsible for developing contacts with the local and national media. Brammer spent the past year and a half working as the Assistant of Athletic Media Relations at The Citadel, where her principal responsibilities included serving as the primary contact for several Olympic sports as well as the secondary contact for basketball. Prior to her employment at The Citadel, she worked in the public/media relations departments at the WNBA Team Detroit Shock and Guilford College. Brammer graduated from Guilford College with a degree in geology and sports management and is currently working towards her master's of business administration at the College of Graduate and Professional Studies at The Citadel.

Jeremy Ekberg joins The Free Enterprise Foundation Staff as the Research Fellow. His primary responsibilities include research of the white papers and speeches as well as working with the faculty and president to further the Treasury of Values project. The Treasury of Values will be a dynamic database of information available to the general public interested in the values of free enterprise and social responsibility in our country's past, present and future. Located within the database, will be a collection of stories, speeches, sayings and other documents that convey the values of our forefathers. Before Ekberg came to The Foundation, he served as the Copy Editor for the Island Packet and the Sports Editor and a reporter for The St. Croix Avis, where his main responsibilities included design and lay-out as well as content. Ekberg graduated from Northwestern State University with a degree in journalism.

Novakova-Cornejo has taken a managerial role at The Foundation with a focus on special events, long-term projects and assists with the day-to-day operations of the organization. Baker Fellows, Aycock, Brammer, Novakova-Cornejo and Ekberg will work with The Free Enterprise Foundation to develop into a center for stewardship and excellence for enterprise and social responsibility over the next year. The Free Enterprise Foundation is an independent nonpartisan institution dedicated to preserving and promoting those socially responsible enterprises and practices that are consistently the best in our free market economy.

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Free Enterprise Foundation's Inaugural Award for "Ethics & Civic Responsibility"

by Erica Brammer

Robert E. Freer, Jr., President & CEO of The Free Enterprise Foundation (FEF), is pleased to announce the nomination process for (FEF's) South Carolina Ethics and Civic Responsibility Award. This honor, to be awarded annually, will be presented to a business in South Carolina that demonstrates the highest level of Best Practice and Social Responsibility in the communities in which it operates as an employer, in its use of community resources, and as a taxpayer and provider of products and/or services. The business must also demonstrate substantial efforts to continue these contributions while providing fresh insights into best practice with regard.

In order to nominate a business, please send a one page letter describing why the company should be honored. Please make sure to list the President or CEO and the current and historical actions the business has taken to integrate, develop, and display "Ethics and Civic Responsibility" in the fabric of its culture, processes, and communication to stakeholders. In addition, the nomination should include a list of all key participants, three non-business stakeholders who are willing to attest to these best practices, and any plans to insure the continuing implementation of "Ethics and Civic Responsibility Best Practice" into its culture, processes, and communication.

Nominations must be received by NOON on March 1, 2005.

The screening process will include a review by a minimum of three members of the Free Enterprise Foundation's Board of Trustees, including Dr. Howard F. Rudd, former Dean of The School of Business and Economics at the College of Charleston and co-Founder of the Free Enterprise Foundation, and ratification by the full board. The Free Enterprise Foundation is a tax exempt educational foundation dedicated to research and education on the issues of ethics and civic responsibility by corporate entities as well as individual stewardship.

This honor is scheduled for presentation on behalf of the FEF by the Governor of South Carolina, Honorable Mark Sanford, at the annual meeting of the South Carolina Manufacturers Alliance in May 2005.

Free Enterprise's Upcoming Events

- Upcoming speeches in February by Paul Campbell as part of the Best Practice Series on "Management Reliability and Cost Control" For more information please call 572-5300 and press "0" for Vickie
- Speech by Robert Freer, President and CEO of the Free Enterprise Foundation, at the Exchange Club of Mt Pleasant on Feb. 23 at 12:30pm
- Dr. Leigh Thompson's presentation on "Crisis and Opportunity in Healthcare" is now available on our Website

The Free Enterprise Foundation has been created as an independent nonpartisan institute dedicated to preserving and promoting those enterprises and practices that are consistently the best in our free market economy.

The Foundation, a tax exempt 501 (c) (3) organization, relies on donors to provide both critical financial support but also intellectual leadership to the Foundation in its discourse on policy and extending the institutions outreach into the education of the public on the vital role of free enterprise and setting the highest standards of ethics and civic responsibility through study, research, the funding of scholarship, publications, and awards. Please help us not only with your tax-deductible donation, but by forwarding names and addresses of those who would enjoy being added to our mailing list.



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