

**COLLEGE AND UNIVERSITY TRUSTEE
SCREENING COMMISSION**

SCREENING HEARINGS

TRANSCRIPT OF PUBLIC HEARINGS

Date: Tuesday, March 29, 2022
Time: 10:09 A.M.
Location: 110 Blatt Building
1105 Pendleton Street
Columbia, South Carolina 29201

APPEARANCES:

Chairman: William R. Whitmire

Senate Members:

Richard A. Harpootlian

Daniel B. Verdin

John L. Scott

Thomas C. Alexander

House Members:

John King

James H. Lucas

Kirkman Finlay

Committee Staff:

Macey Webb, Esquire

THE CHAIRMAN: Welcome to the College and Trustee Screening Committee's meeting this morning. We've had several people who could not be here yesterday and we had to carry some over some others. So we'll try to get to these as quickly as possible. The first person up is from Lander University, Marcia T. Hydrick. If you'll come up on to the well please. And when you get there, just give us your -- for the record, your full name.

MS. HYDRICK: My name is Marcia Thrift Hydrick.

THE CHAIRMAN: All right, if you would raise your right hand. Let me swear you in. Marcia Thrift Hydrick, having been first duly sworn, was examined and testified as follows;

THE CHAIRMAN: If you'll give us a brief statement on why you'd like to continue serving on the Lander Board.

MS. HYDRICK: Okay. Well, first of all, I'd like to thank you for being here another day.

THE CHAIRMAN: Could you get up little closer there?

MS. HYDRICK: Yes. Is that good?

COURT REPORTER: Yes, ma'am.

MS. HYDRICK: Thank you for being here another day. I apologize for not being able to attend yesterday due to my schedule. Like I say, I'm from Oconee County. I live in Seneca, South Carolina. It's been a privilege for me to serve on the Board of Trustees for almost eight years now. I am a Lander alumni. I graduated in 1981 and kept in touch with many of my friends. And it's just an honor for me to give back the educational part of things to the university. As far as being in private business, I feel like I've been able to bring about the area of -- in the private business area of what it takes to run a college and I feel like that is like running a business. It takes hard work ethics, accountability and those are things I really admire in the president that we have at Lander. He's really grown our university since 2015 and almost like drinking out of a fire hose, it's happened so -- so quickly. But a blessing for many students that have crossed over for graduation and so forth. So thank you for allowing me to be here and to serve.

THE CHAIRMAN: Staff, do you have any information about Ms. Hydrick?

MS. WEBB: Good morning, Ms. Hydrick. Upon review of your file, I don't have any questions for you but as we did yesterday, I'm going to ask for the record, can you please confirm what your home address is?

MS. HYDRICK: Yes, ma'am. It's 114 Sunnyview Drive, Seneca, South Carolina.

MS. WEBB: Perfect. Thank you. And do you pay your four percent or six percent property tax at this address?

MS. HYDRICK: Four percent.

MS. WEBB: Thank you, ma'am.

MS. HYDRICK: Thank you.

THE CHAIRMAN: Any questions by our committee members? Senator Scott.

SENATOR SCOTT: Thank you so much for your willingness to serve. I'm impressed with the president of Thrift Brothers. Tell me a little bit about that company. Are you the founder of that company or your spouse?

MS. HYDRICK: Well, I'll give you the cliff notes version.

SENATOR SCOTT: Okay.

MS. HYDRICK: My father and his twin brother started this company 60 plus years ago and I had the privilege of working beside them for 38 years.

SENATOR SCOTT: Okay. Thank you. Tell me what -- what y'all --

MS. HYDRICK: We are general contractors. Thrift Brothers, Incorporated, does commercial and we were road builders until 2003. We did federal and state highway work. And I worked alongside with my father in the bidding process and building of those roads in -- in the upstate.

SENATOR SCOTT: We appreciate your willingness to serve. Your college is doing very well. Business people like yourself brings that -- that wealth of knowledge and experience that makes a college grow. Thank you so much.

MS. HYDRICK: Thank you, Senator Scott.

THE CHAIRMAN: Senator Scott, let me echo something about Thrift Brothers. They have been an outstanding company, not only in Oconee County, but throughout the upstate -- actually, the state. And just a side note, I'm a member of St. Luke Methodist Church in Walhalla. About 12 years ago, our church burned to the ground and it was a real mess, I mean. And her dad came up there at very reasonably, just at his cost, cleared the whole thing for us. Thrift Brothers did that for a lot of different people up there. So I have nothing but the highest regard for the company.

MS. HYDRICK: Those are very large shoes that -- that we could never fill. We miss them greatly. They both have since passed.

THE CHAIRMAN: I remember I had a meeting at a restaurant in Seneca and it was -- it was a coffee club and I got there about 6:30 in the morning. Which was early, I thought. And I saw your dad and his brother sitting there. They'd already been there an hour and they said yep, we're used to getting up about 4:00 in the morning or something. So they -- they were go- getters and very successful.

MS. HYDRICK: Well, thank you.

THE CHAIRMAN: Any other questions?

REPRESENTATIVE KING: I have one, yes.

THE CHAIRMAN: Representative King.

REPRESENTATIVE KING: Thank you, Mr. Chairman. Just a quick question. I noticed that you all have done a pretty good job in reference to diversity --

MS. HYDRICK: Yes, sir.

REPRESENTATIVE KING: -- of your campus and your students. What do you think you need to do further to build upon that as a board member in your capacity?

MS. HYDRICK: You know, we do have a diversity advisory committee that is made up of students, faculty, staff, board members, and some people from the local community. I feel like that communication is huge. Education is huge. I think it's a wide spectrum of components that need to be continuously addressed. And shared not only out of that group of that committee but to bring back to the administration the pros and the cons that exists and where we need to go for the future.

REPRESENTATIVE KING: Thank you.

MS. HYDRICK: Thank you.

THE CHAIRMAN: Any other questions. Senator Scott.

SENATOR SCOTT: Motion.

THE CHAIRMAN: Oh, motion. Senator Scott for makes a motion for approval. Is there a second?

SENATOR HARPOOTLIAN: Second.

THE CHAIRMAN: All those in favor, please raise your right hand. Okay, and I have proxy for President Alexander. He made me make sure that he said aye also.

MS. HYDRICK: Okay. Thank you all so much. I do appreciate your time.

THE CHAIRMAN: Thank you for your service.

MS. HYDRICK: Thank you. It's an honor.

THE CHAIRMAN: All right, next up is from the University of South Carolina. J. Patrick Anderson. And if you would, for the record, give us your full name.

MR. ANDERSON: Yes, sir. Joseph Patrick Anderson.

THE CHAIRMAN: If you would raise your right hand, I'll swear you in. J. Patrick Anderson, having been first duly sworn, was examined and testified as follows:

THE CHAIRMAN: Give us a brief statement why you'd like to serve on the USC board.

MR. ANDERSON: Yes, sir. First, Mr. Chairman and members of the committee, I want to thank you folks for accommodating me. I had a court hearing yesterday and I know it's like herding cats to probably get everyone here today but I'm appreciative of that. In the pack that I submitted, I used the word formative to describe my experience at the University of South Carolina. I meant that in the broadest sense. I met my wife at Columbia, or USC rather. She's a graduate, as well, just like me. And the education that I obtained at the university has literally served as the springboard by which I'm able to go to work everyday, go to my law practice everyday, provide for my family, my wife and my two young boys. And in the simplest terms I am thankful for that education. So, you know, my simple thought on the matter is if I can

help in any way, shape, or form I'm willing to do it and that's why I'm here.

THE CHAIRMAN: Staff, any information on Mr. Anderson?

MS. WEBB: Good morning, Mr. Anderson. Upon reviewing your file, I don't have any specific questions for you. But just as with everyone else, can you please confirm your home address for the record?

MR. ANDERSON: Absolutely. It's 98 Pennell Drive Spartanburg, South Carolina.

MS. WEBB: Okay. And do you pay your four percent or six percent property taxes at this address?

MR. ANDERSON: Four percent.

MS. WEBB: Thank you.

MR. ANDERSON: You're welcome.

THE CHAIRMAN: Any questions? Senator Harpootlian.

SENATOR HARPOOTLIAN: Sir, tell me why you're running for the Board of USC. What -- what prompted you to do this? Have you ever run before?

MR. ANDERSON: I have not. I have not.

SENATOR HARPOOTLIAN: So why -- why now?

MR. ANDERSON: It's funny how these things can start. You, you know, go have a drink with some friends or just in conversation or wherever you may be and something like this comes up. People start talking about vacancies and who might run and who might not run. And then it seems that someone -- well, at least in my instance, suggested my name. I'd never given it a passing thought. You know, I've grown up around the university my entire life going back to when I was a little kid going to games and just being involved, you know, for a very long time. So someone said to me you should consider running. I thought about it. I hemmed and hawed for quite a while and at the end of the day, I said why not? If I can help, I'm there.

SENATOR HARPOOTLIAN: Did you watch any of the -- or were you here yesterday for any of the testimony by the incumbent members of the voice?

MR. ANDERSON: No, sir, I was in my office but I was listening to the audio.

SENATOR HARPOOTLIAN: Do you have any opinions about what we heard yesterday?

MR. ANDERSON: It was enlightening. I'll say that much.

SENATOR HARPOOTLIAN: Enlightening?

MR. ANDERSON: Yes, sir.

SENATOR HARPOOTLIAN: Okay. In a good way or a bad way?

MR. ANDERSON: Well, I would say in a good way. I mean, one thought I've had throughout this process is, you know, whether I'm successful or whether I go down in flames, it's going to be a learning experience. And I think anyone who comes into this position or seeking this position has to have an open mind and understand that you're going to learn and you're going to have to learn, and you're going to have to always keep an open mind. So that certainly holds true for me yesterday when listening to all of this.

SENATOR HARPOOTLIAN: Thank you.

MR. ANDERSON: You're welcome.

THE CHAIRMAN: Speaker Lucas.

SPEAKER LUCAS: Mr. Anderson, thank you for being here today. Thank you for willingness to serve on the Board of Trustees. Tell me, if you would, what your belief is for a proper role of a trustee at on the University of South Carolina Board?

MR. ANDERSON: Yes, sir. And, you know, the packet asked a similar question, I believe. And, a lawyer -- I would say an honest lawyer admits if he doesn't know the answer to something, he looks it up. So it's essentially to implement policy - - implement, if I can say that word. I don't believe it extends to be involved in or interfere in the day-to-day operation of the university. That's up to the president, and the staff, and the other employees but, essentially, to implement policy to guide as needed and to further the mission of the university. Continue with the growth and all the positive -- positive changes that we have seen.

SPEAKER LUCAS: Thank you.

REPRESENTATIVE KING: I have a question.

MR. ANDERSON: Yes, sir

THE CHAIRMAN: Representative King.

REPRESENTATIVE KING: Thank you, Mr. Chairman. My line of questioning has been the same in reference to diversity.

MR. ANDERSON: Yes, sir.

REPRESENTATIVE KING: What would you as a board member do to promote diversity, not only in the student body, but in the senior administratives at the campus -- at the college.

MR. ANDERSON: Yes, sir. I would say first the diversity is essential and the way I've thought about it always is that if I was only raised and around folks who look like me, talk like me, sounded like me, from similar backgrounds, I would not be the person I am today. Which is to say, I would be pretty ignorant. Maybe I am pretty ignorant. I don't know. But you have to take that into consideration and implement policies that promote inclusiveness and continue that mission forward. You know, I don't think it's ever a done job. You have to

always continue pushing forward and improve on where you already have gotten. And just move forward in the best way you can.

REPRESENTATIVE KING: Thank you.

MR. ANDERSON: Yes, sir.

THE CHAIRMAN: Representative Finlay.

REPRESENTATIVE FINLAY: You know, I heard your -- your answer to the question the Board's role and I want to make sure that you understand the history that Representative King and I have been discussing. The University of South Carolina currently on campus has, roughly, the same number of African American students that it did 20, 30 years. But please understand that what you said is nice but it was decision by the Board to grow the school and to specifically grow the school with out-of-state students. It has increased the size of the school while, in essence, capping in-state African-American attendees. So what I think the struggle that the Board is getting ready to engage is how do you increase African-American participation when you've, in essence, become hooked on a revenue stream from out-of-state students. Only half of them are paying full boat. So while those are all good words, it is going to be policy from the Board that is going to require -- that is going to be required to make those changes. And understand that that policy is also going to involve controlling costs because the whole point of bringing in out-of-state students paying full fare was to drive revenue. Well, 75 to 80 percent of your cost is HR. Payroll. Benefits. So the question very quickly is going to become are you willing to control those costs because without that, you never can balance your budget. Now what we've seen is a university that has not been willing to do that. I'd love to hear your thoughts on that. I mean, it's -- it's pretty simple.

MR. ANDERSON: And I would agree. I mean, everyone has to balance their checkbook, right. You know, we run a small shop. I have a law partner and we have a couple of staff members but within the last two weeks -- I know this is a small example but the logic still applies -- we had to get a roof. And we have to look at numbers on a continuing, regular basis. Senator Harpootlian asked if I was here yesterday and, of course, I said I listened but I was a bit shocked not being in the know about the numbers and the math involved about well, the Muschamp buyout, as a very over-the-top example. I don't see how any organization can expect to progress if they're not willing to look at the basic numbers and the math.

THE CHAIRMAN: Any others?

REPRESENTATIVE FINLAY: One more if you don't mind.

THE CHAIRMAN: Oh, you have another question?

REPRESENTATIVE FINLAY: I think it was reference made yesterday to buy-outs of president's staff. There was -- there was coaching but I also think maybe there was reference made to the staff in the president's office.

SENATOR HARPOOTLIAN: Unclear.

REPRESENTATIVE FINLAY: Unclear. If you're a Board member, would that be something that you would condone? In other words, creating a system where top administrators have buy-outs in their contracts?

MR. ANDERSON: I look at it from my perspective as an attorney and, of course, you have to kind of rewind the clock to think about how those contracts were approved in the first place. And if I'm advocating for and looking after the best interest of the university, I would not have been a fan of those, no.

REPRESENTATIVE FINLAY: So that's no?

MR. ANDERSON: Correct.

REPRESENTATIVE FINLAY: Thank you.

THE CHAIRMAN: Senator Scott.

SENATOR SCOTT: Thank you so much for your willingness to serve.

MR. ANDERSON: Yes, sir.

SENATOR SCOTT: I see for a while you were in the Seventh Circuit Solicitor's Office.

MR. ANDERSON: I was.

SENATOR SCOTT: From 2008 to 2011.

MR. ANDERSON: Yes, sir.

SENATOR SCOTT: How diverse was that -- was that group in the Solicitor's office?

MR. ANDERSON: I would say it was --

SENATOR SCOTT: That's Spartanburg, right?

MR. ANDERSON: Yes, sir. Yes, sir. And I would say it was very diverse. Solicitor Gowdy, as I still call him, --

SENATOR SCOTT: Trey, I know Trey.

MR. ANDERSON: Yes, sir. Yes, sir. I think he did a great job and honestly, loved the job. I considered staying longer but with a young family and student loans, and this is not Trey's fault, but, --

SENATOR SCOTT: Right.

MR. ANDERSON: -- you know, we didn't quite have the budget to get me where I needed to get.

SENATOR SCOTT: Did you learn anything in terms of working within the group of a diverse population that transferred to your knowledge base especially looking at an operation that's over a billion dollar operation at

USC. Something you carried, for example, -- you said -- you mentioned earlier you work for a -- your firm is a very small firm.

MR. ANDERSON: Yes, sir.

SENATOR SCOTT: So I don't know if it's diverse or not but you've had a chance to work in a very diverse population. Is there any transferable knowledge you learned from that office you think that will -- will assist you in doing -- if you're elected to the Board?

MR. ANDERSON: Absolutely.

SENATOR SCOTT: Share it with us, please.

MR. ANDERSON: Yes, sir. The entire experience was, obviously, a learning experience, and I was a very young attorney almost freshly out of law school. I clerked for Judge Mark Hayes prior to that but I have absolutely no regrets starting out as a young solicitor because of, you know, the fact that you're going to hit the ground running. And Trey told me that -- he came down and actually interviewed me. It was kind of funny. I called him, I said just following up. I'd love to work for you. He said I'll come to you and then three minutes later, he was in my office in Judge Hayes' chambers. But he said if you don't want to be in a courtroom, if you don't want to learn, if you don't want to be around a bunch of folks who are willing to help you, it's essentially a family, then this is not the job for you. But you're going to hit the ground running 100 miles an hour. You're going to be in a courtroom. You're going to try cases. You're going to learn things. I think I used the word growth earlier but during my tenure there, I very much grew in all respects.

SENATOR SCOTT: Did y'all have any African American lawyers in --

MR. ANDERSON: We did, yeah.

SENATOR SCOTT: Okay. And your relationship with them?

MR. ANDERSON: It was great. I still see some of them. A lot of folks have moved on. You know, you have sort of career prosecutors or lifers and then some folks there are for a couple of years, maybe five or six. Almost everyone has moved on but I still see those folks around the courthouse. Good relationships. I mean, I can honestly say that there was not a negative relationship that I had while working there.

SENATOR SCOTT: Thanks.

SENATOR HARPOOTLIAN: Mr. Chairman.

THE CHAIRMAN: Senator Harpootlian.

SENATOR HARPOOTLIAN: I just have to ask ths because it's apparently a theme of our guests today. Did you play high school athletics?

MR. ANDERSON: I did.

SENATOR HARPOOTLIAN: What did you play?

MR. ANDERSON: I played baseball and football.

SENATOR HARPOOTLIAN: And football?

MR. ANDERSON: Yes, sir.

SENATOR HARPOOTLIAN: College did you play either one of those?

MR. ANDERSON: No, sir.

SENATOR HARPOOTLIAN: So your experience with football, baseball is based on your high school experience?

MR. ANDERSON: That's correct.

SENATOR HARPOOTLIAN: Do you feel you're qualified to advise the athletic director on who a good coach would be for any of those sports?

MR. ANDERSON: The honest answer is no.

SENATOR HARPOOTLIAN: Do you have any plans to -- to educate yourself so to become an expert in the hiring or firing of football or baseball coaches?

MR. ANDERSON: I believe that would be very specialized and I do not foresee that in my future, no.

SENATOR HARPOOTLIAN: So would you defer to the athletic director?

MR. ANDERSON: Yes, sir.

SENATOR HARPOOTLIAN: If he called you and said what do you think about Coach so and so -- and we've heard testimony yesterday. What's your response to that?

MR. ANDERSON: I suppose I would give him my thoughts on --

SENATOR HARPOOTLIAN: Well, how would you know?

MR. ANDERSON: Probably just -- just based on what I've read.

SENATOR HARPOOTLIAN: Read in the newspaper?

MR. ANDERSON: Yes, sir.

SENATOR HARPOOTLIAN: Or maybe you would restrain and just say it's your call, Mr. Tanner.

MR. ANDERSON: That's possible too, yeah.

SENATOR HARPOOTLIAN: Wouldn't that be the best thing to do?

MR. ANDERSON: To defer to his expertise, yes, sir.

SENATOR HARPOOTLIAN: Right. Okay, thank you.

MR. ANDERSON: You're welcome.

THE CHAIRMAN: What's the desire of the committee?

SENATOR SCOTT: Favorable.

THE CHAIRMAN: Approval. Is there a second?

SENATOR HARPOOTLIAN: Second.

THE CHAIRMAN: All those in favor, please signify by raising your --

SENATOR HARPOOTLIAN: Hold, hold, hold --

THE CHAIRMAN: We've got -- You've got another one?

SENATOR SCOTT: USC had a motion to hold on it.

THE CHAIRMAN: That's right.

SENATOR SCOTT: Thank you.

THE CHAIRMAN: I erred there. Let me hold off on USC.

SENATOR HARPOOTLIAN: Right. Thank you.

THE CHAIRMAN: Thank you, sir.

MR. ANDERSON: Thank y'all.

THE CHAIRMAN: We'll take you up at a later date. All right, the next one is C. Brody Glenn. If you'll give your first -- full name for the record, please, sir.

MR. GLENN: All right. Yes, sir, I'm Carl Brody Glenn.

THE CHAIRMAN: If you'll raise your right hand, I'll swear you in. Carl Brody Glenn having been first duly sworn, was examined and testified as follows:

THE CHAIRMAN: Give a brief statement why you'd like to serve on the Board.

MR. GLENN: First of all, I'd like to thank y'all for accommodating my schedule. I was here yesterday but had a commitment with my daughter in Greenville at 7:00 so I had to leave early. As far as serving on the Board for the University of South Carolina, I had the opportunity to be Chairman of the City of Greenville Planning Commission for -- for many years. It was something that was very beneficial to me but also, I was able to see how I could help and bring my knowledge as a real estate developer and try to approve my hometown. I served on the board for over ten years. I was Chairman of the Planning Commission for over ten years. And I feel like that was something that now looking back my guidance helped Greenville to what it is. Certainly, it was a whole team effort but it was something that I had to play some role in. I'd like to do the same for the University of South Carolina that gave me so much.

THE CHAIRMAN: Thank you, sir. Staff, any information?

MS. WEBB: Good morning, Mr. Glenn. Upon review of your file, I don't have any specific questions for you but, just as everyone else, can you please state your home address for the record?

MR. GLENN: Of course. 12 Woodland Way Circle Greenville, South Carolina. And I pay four percent.

MS. WEBB: Perfect. Thank you.

MR. GLENN: You got it.

THE CHAIRMAN: Questions? Representative Finlay.

REPRESENTATIVE FINLAY: I hear you say that you're a developer. Is that correct?

MR. GLENN: Yes, sir.

REPRESENTATIVE FINLAY: Do you think the university has a role in development or should that be left more to private developers and

things like capital leases be involved versus attempting to put state's credit?

MR. GLENN: So I think there's a way to do things that does not put the -- I think that's one of the things that I can really help is you don't have to put the state's credit involved as far as finding a way to make a real estate development as risk adverse as possible. And if the university is involved, the university is -- is bringing the students, they're bringing the income, they're bringing all that. And therefore, they're risk tolerance should be different than a developer. The developer is the one that should -- the private sector should take that risk and it's all how you structure that deal. So how do you find a way to structure the deal so that the state, the university's credit is not involved? And at times it may be using the Foundation or using some other element that the university still has that income through an endowment or the Foundation. But it's all how you structure the deal and all how you finance it.

REPRESENTATIVE FINLAY: Did I hear -- I heard you mention you wanted to make -- you'd watched Greenville develop. Do you think Greenville would have developed as well if it had as much property off property tax roles because of the Foundation's and university's avaricious gobbling of the property and immediately taking it off the tax roles? Because it seems to me as I hear you discuss putting stuff into the Foundation, that immediately in many regards becomes non taxed. So you have a city attempting to provide services for the university, and I'm not denying that the university does a lot for USC but it immediately destroys another huge part of the tax base.

MR. GLENN: Right. So when I say using the Foundation, I'm talking about using the credit -- making sure the university's credit's not involved. And so in Greenville what we did -- I was the developer for the baseball stadium. I was also the developer for Camp -- the new Camperdown right across from the Peace Center. We developed many of the buildings up there. We did a lot of public private partnerships and the goal was not to take stuff off the tax role. The goal was to create income for the tax role. And if we hadn't created income for the tax role, then we wouldn't have had money to put back into downtown to have -- to help downtown prosper.

REPRESENTATIVE FINLAY: So what I've noticed -- I served on the city council here and I've lived here my whole life is that --

MR. GLENN: For the city of Columbia?

REPRESENTATIVE FINLAY: Yes, sir.

MR. GLENN: Great.

REPRESENTATIVE FINLAY: Unfortunately, what we discuss as public private, quite frequently is that the private makes the profit.

MR. GLENN: Right.

REPRESENTATIVE FINLAY: And the public takes the hit.

MR. GLENN: Right. And it should not be that way. I mean, it should be -- the university is a great driver of income -- should be a great driver of income for Columbia and it's how do you structure those deals. In Greenville what we did is we took all the buildings and made all the buildings private. Therefore, we created income for the city. And we took all the parking garages and most of the parking garages are public. And that's how we'd structure a lot of the public private stuff. Most of my development is out of the state of South Carolina. We've got 30 projects going throughout the country all the way Arizona, Nevada and dealing with every jurisdiction is different and trying to figure out what each jurisdiction's goals are is different.

THE CHAIRMAN: Senator Scott.

SENATOR SCOTT: It sounds like you run a pretty large organization in terms of what you're doing. I've been in -- I've been in Greenville and y'all are just growing so rapidly. How diverse is your company?

MR. GLENN: So our -- you know, surprisingly, people think that we have a large company. So we only have nine employees.

SENATOR SCOTT: You're subcontracting all your work out?

MR. GLENN: We subcontract a lot of work out. Of course, we do not build it but we hire consultants from architects, engineers. So our group

--

SENATOR SCOTT: And in that process are you using diverse and contract relationships with minority participation. Since you're doing that volume of work, how diverse has that been in terms of your policy?

MR. GLENN: So as far as our consultants, our consultants we take on - on the road with us when we go outside of Greenville. We do not have the diversity -- really, the consultants we've been working with, I've been working with for 20 years or so and it's up to those guys who they hire. From a diversity standpoint, in our business I'd like to see more diversity.

SENATOR SCOTT: So necessary, there's no diversity blueprint in terms of your policy because you're the president and I guess president see over the operations. In terms of you writing contracts, you can make indication in contract what -- what you're actually looking for. Because I'm looking for some diverse experience because you'll be operating a billion some odd dollar industry --

MR. GLENN: All right --

SENATOR SCOTT: -- where diversity's very important. Having some knowledge and footprint and having some kind of feel of how important that is, you know, to continue to grow.

MR. GLENN: Absolutely. So I'll tell you something. My -- my partner. We're doing a big self-storage platform throughout the country. My partner is an African-American and somebody that I deal with and talk with everyday. He is a leader in diversity. He's creating different programs throughout. He's a guy out of Atlanta. Very successful business guy. And I lean on him lots of times with that. Like I said, we don't have a diversity program in place. Diversity is something that is extremely important and it starts at the foundation, especially in education. How do you -- you know, from listening to the conversations yesterday, if I remember correctly 10.5 percent of our students are African-American, 5.5 percent of our faculty --

SENATOR SCOTT: That's if you look at all of the schools that you have. But look at the Columbia campus, which has been the main focus, I think five percent or six percent.

MR. GLENN: Right. Which -- so, you know, the private sector we set goals. So this is a goal that's clear. We need to try to educate and make sure we educate more African-Americans. And so in my opinion -- I'm friends with a lot of people on different university boards throughout the country, and it's going looking at what's succeeded. How have you succeeded in doing this and trying to take different examples of what's worked. I mean, it might be going all the way into grade school and high school to try to help build the foundation to have more people come. And the faculty is pretty simple. You know, it's the hiring and firing of policies and how we're going to deal with that. But really and truly, like we had in the City of Greenville, you have to have a long view. And so the long view is this is what our goal is and this is what we're going to do in the short term. But this is how we're going to try to help in the long term. And like I said, it's the Foundation. It's going back to make sure we're getting the right students, we're recruiting --

SENATOR SCOTT: Mr. Glenn, if you look at Clemson, they're noted for engineering, ICAD, UCat. USC's Darla Moore School of Business, Business and Development. And these are some of the best and brightest minds you're up here trying to attract into a business school and looking at business people going on that Board what impact will they have in terms of decision making, the best way the grow the Donald School of Business? Is it to be just a local School of Business? A national School of Business? An international School of Business? I think you're looking more global, international. The behavior of the direction that the School of Business is going into is very important and somebody's got to set the tone in terms of are we going to meet the needs of the industry, especially with all these corporations coming and looking for us to develop the players that go to it, we've got to make sure that our emphasis

are where they need to be it. It's not. Other schools -- University of Georgia, North Carolina they're going to take those people and they're going to put them -- become your competitor to come back to the same jobs you're going out of state to try to get.

MR. GLENN: Right. And I went to University of Georgia and got my MBA. But yeah, I mean, the - - there's a lot -- education is important. Also who we surround students with is important because students learn from each other and having the purpose of having a diverse background is not just for the African-American student. It's also -- that benefits everybody else because that's who you're going to deal with in society.

SENATOR SCOTT: Thank you, sir.

THE CHAIRMAN: Anyone else? What's the desire of the committee for approval?

SENATOR SCOTT: No. No. Thank you.

MR. GLENN: Thank y'all.

THE CHAIRMAN: Thank you. So used to saying that. All right, Will Lou Gray Opportunity School. First is J. Blake Lindsey. You can come on up. For the record, give your name -- full name, please, sir.

MR. LINDSEY: My name is Jeffery Blake Lindsey.

THE CHAIRMAN: If you'll raise your right hand. Jeffrey Blake Lindsey, having been first duly sworn, was examined and testified as follows:

THE CHAIRMAN: All right. If you'll give a brief statement why you'd like to serve on the Will Lou Gray.

MR. LINDSEY: Well, my pleasure to be here this morning, first of all and I thank you for the opportunity to do so. This is my first time to ever apply for a Board position and you could probably understand my little bit of apprehension in standing before you gentlemen. My experience from Will Lou Gray, basically, what I would call in the trenches. I worked at -- not worked but I was a volunteer at Will Lou Gray for three and a half years and I became very involved in the lives of the young people that were part of that school situation. And it became incumbent on me as my thoughts toward this increased and increased. That I would love to be involved in helping this nitch school because that's what it is. It fills a nitch. And to me, my -- the opportunity for me as I continue to work with these young people, specifically, is that I would hope to have that opportunity and I explored that opportunity, and as a result, found out about the opening and applied accordingly. And that is my hope that it be the pleasure of the Board to allow me to serve with this group.

THE CHAIRMAN: Questions? Senator Scott.

SENATOR SCOTT: I'm looking at your -- your resume or your information you sent us. Risk Consultant, Inc. Tell me a little bit about that operation.

MR. LINDSEY: Which one is it now?

SENATOR SCOTT: Past employment history. Risk Consultants, Inc.

MR. LINDSEY: Yes, sir. I --

SENATOR SCOTT: Ten years.

MR. LINDSEY: Yes, sir. I was a safety and risk consultant. They were based out of Atlanta. I worked remotely and I traveled the country doing safety and risk control audits for various and sundry types of businesses from manufacturing to construction to schools. My specific involvement with schools was both property and general liability coverage exposures. So that's what -- principally what my involvement was there.

SENATOR SCOTT: Tell me about Midlands Technical College. You seem to be very bright and pretty sharp and especially to get your insurance license. I know how difficult that was even back when you took the exam. I mean, what happened you decided that Midlands -- Midlands Technical College criminal just was the degree -- you decided it was too slow for you? Something else a little more aggressive?

MR. LINDSEY: Well, at the time, I was married and had some small children and my career in the area of law enforcement, I started there but because of just demands of the family --

SENATOR SCOTT: Right.

MR. LINDSEY: -- it preempted that and so I was not able to complete that. I wish I would have but time did not afford me that accordingly.

SENATOR SCOTT: Thank you. Thank you, Mr. Chairman, thank you.

MR. LINDSEY: Thank you, sir.

THE CHAIRMAN: Anybody else. Well, I finally get to say it. What's the desire of the committee?

REPRESENTATIVE KING: Motion to approve.

THE CHAIRMAN: Thank you.

REPRESENTATIVE FINLAY: Second.

THE CHAIRMAN: All those in favor, signify by aye. Congratulations. Let me tell you, don't ask for any commitments from any legislator until you hear from Macey.

MR. LINDSEY: Very good, sir.

THE CHAIRMAN: Thank you.

MR. LINDSEY: Thank you.

THE CHAIRMAN: And our last person for Will Lou Gray is Marilyn E. Taylor. Good morning, and for the record, if you'd give your full name, please.

MS. TAYLOR: Good morning. Marilyn Edwards Taylor.

THE CHAIRMAN: If you'll raise your right hand, I'll swear you in. Marilyn Edwards Taylor, having been first duly sworn, was examined and testified as follows:

THE CHAIRMAN: Brief statement on why you'd like to serve for Will Lou Gray.

MS. TAYLOR: Well, I have been on the Board for a number of years and my motivation to continue has not changed and it's strictly because of the mission of the school and Dr. Gray. It's a very simple mission but it has been very impactful to a lot -- a lot of students. Her goal was to help at risk kids. Kids who have made mistakes, who have had some obstacles and really encourage these kids that, you know, you can make mistakes. You can have obstacles. But if you can move past it, there's some other -- other opportunities on the other side that often times can allow you to be successful. And for over 100 years, she has been able to, you know, leave her mark and allow the school to perform in that kind of excellence and who wouldn't want to be a part of that and continue to be a part of that? So that is my main reason for pursuing the Board.

THE CHAIRMAN: Questions? Senator Scott.

SENATOR SCOTT: Thank you so much for your willingness to serve. I also noticed that you not only have an undergraduate degree but a Master's degree. In talking with young people and trying to get them to pursue other degrees or even technical schools, four year, how successful has that been for those at-risk kids that have turned their lives around? Even going into the military when you have those conversations?

MS. TAYLOR: I'm sorry. Could you repeat that for me again?

SENATOR SCOTT: Youngsters -- young people who come through -- mostly trying to get a GED get out and when we get the statutory language for tech schools, they can go to tech school. How successful have you been in getting them to go through that process, to the technical school and then talking about the four year institutions and other types of degrees and certificates to move to the job market.

MS. TAYLOR: Okay.

SENATOR SCOTT: How successful have you been with -- doing that?

MS. TAYLOR: Well, I think --

SENATOR SCOTT: How successful have you been doing that during your tenure on the board.

MS. TAYLOR: I think the -- the school has been extremely successful in allowing that to happen. In fact, it was sort of funny and it's actually on the website currently and it looks at a lot of the -- the folks who have been a part of the Will Lou Gray program and it's amazing to see a lot of the success that has actually been in place with a lot of graduates. You

know, you have graduates who have attended Will Lou Gray who are doctors. You have graduates who are in high profile positions in the military. And they have wide array of success so that, basically, sort of shows you how Will Lou Gray has been so impactful in allowing, not only for you to complete your GED, but also pursue further education.

SENATOR SCOTT: Thank you.

THE CHAIRMAN: Representative King.

REPRESENTATIVE KING: Thank you. I just want to first just thank you for your service to our state. I noticed that you are a member of Delta Sigma Theta sorority.

MS. TAYLOR: Yes, I am.

REPRESENTATIVE KING: My mother and all my sisters and my dear friend was visiting with me today from Georgia former representative Dee Dawkins-Haigler is a Delta as well. I just want to make sure that you all met.

MS. TAYLOR: How are you, Soror?

REPRESENTATIVE KING: Thank you for your service.

MS. TAYLOR: Thank you.

THE CHAIRMAN: Ms. Taylor, let me say thank you for having such a wonderful school. I chair the subcommittee that funds Will Lou Gray on the House side. I've listened to the presentations for the six years I chaired and every year, it's a success story.

MS. TAYLOR: Absolutely.

THE CHAIRMAN: So I just thank you for your service and I thank Will Lou Gray for giving some young people a chance that probably would have fallen through the cracks if you hadn't been there.

MS. TAYLOR: Absolutely. Thank you.

THE CHAIRMAN: Do I have a motion?

SENATOR SCOTT: Motion to approve.

THE CHAIRMAN: There's motion for approval.

REPRESENTATIVE FINLAY: Second.

THE CHAIRMAN: I have a second. All those in favor, signify by saying your right -- raising your right hand. Than you, ma'am.

MS. TAYLOR: Thank you.

THE CHAIRMAN: Please do not ask for any commitments, although you don't need them but before -- before Macey lets you know.

MS. TAYLOR: Okay. Thank you. I appreciate it.

THE CHAIRMAN: Thank you. All right, at this time we're going to revisit the -- we carried over quite a number of folks yesterday so, at this time, I'll recognize Representative Finlay. I'll call out first, I'm sorry. First one is Charles H. Williams of Orangeburg. Now, Representative Finlay.

REPRESENTATIVE FINLAY: Move to carry Charles H. Williams over.

THE CHAIRMAN: There's motion to carry over Charles H. Williams. All those in favor, signify by saying Aye. ALL: Aye.

THE CHAIRMAN: Opposed. Mr. Williams is carried over. Next is C. Dorn Smith the Third.

REPRESENTATIVE FINLAY: Mr. Chairman, I move that we - - I move that we carry him over.

THE CHAIRMAN: There's a motion --

SENATOR SCOTT: Second.

THE CHAIRMAN: -- that we carry over C. Dorn Smith the Third. All those in favor --

SENATOR SCOTT: Second.

THE CHAIRMAN: Second. All those in favor, signify by saying aye. ALL: Aye.

THE CHAIRMAN: No? All right. Next Alexander English.

REPRESENTATIVE KING: Move for approval.

SENATOR SCOTT: Second.

THE CHAIRMAN: There's a move for approval and a second for Alexander English. All those in favor, please signify by raising your right hand. Alexander English is approved and I hope you can get in touch with him and tell him that he doesn't ask for any commitments since he's not here this morning. Next is D. Benjamin Graves of Spartanburg. Speaker Lucas.

SPEAKER LUCAS: Move to approve.

THE CHAIRMAN: Motion to approve.

SENATOR SCOTT: Second.

THE CHAIRMAN: There's a second. All those in favor, please signify by raising your right hand. Opposed? No. D. Benjamin Graves is approved. Henry L. Jolly Junior of Gaffney.

SENATOR SCOTT: Move to approve.

REPRESENTATIVE KING: Second.

THE CHAIRMAN: Move to approve and a second. All those in favor signify by raising your right hand. Approval is there. Next we have John C. Von Lehe. Representative Finlay.

REPRESENTATIVE FINLAY: Move to carry over.

SENATOR SCOTT: Second.

THE CHAIRMAN: There's a motion to carry over Von Lehe. All those in favor, signify by saying aye. ALL: Aye.

THE CHAIRMAN: The ayes have it. We will carry over Mr. Von Lehe. Next is Thad H. Westbrook. Representative Finlay.

REPRESENTATIVE FINLAY: Move to carry over.

REPRESENTATIVE KING: Second.

THE CHAIRMAN: There's a motion to carry over Mr. Westbrook. All those in favor signify by saying aye. ALL: Aye.

THE CHAIRMAN: The ayes have it. Next we have C. Edward Floyd.

SENATOR SCOTT: Move to -- move to carry over.

THE CHAIRMAN: Move to carry over by Representative - - I mean, excuse me, Senator Scott.

REPRESENTATIVE KING: Second.

THE CHAIRMAN: All those in favor -- I put you back in the House.

SENATOR SCOTT: You see I looked at you. Please don't.

THE CHAIRMAN: Please don't.

SENATOR SCOTT: Please don't.

THE CHAIRMAN: They're recording this. We got to be good now. All those in favor, signify by saying aye. ALL: Aye.

THE CHAIRMAN: The ayes have it. All right, C. Edward Floyd is carried over. Next we have D. Hollis Felkel, the Second. Is there a motion?

REPRESENTATIVE KING: Motion to approve.

THE CHAIRMAN: Motion to approve.

REPRESENTATIVE FINLAY: Second.

THE CHAIRMAN: Second. All those in favor, please signify by raising your right hand. D. Hollis Felkel is approved. Next C. Brody Glenn.

REPRESENTATIVE KING: Move to approve.

SENATOR SCOTT: Second.

THE CHAIRMAN: And a second. All those in favor, signify by raising your right hand. C. Brody Glenn is approved. Reed T. Sherard. I think I got that right.

REPRESENTATIVE KING: Move to approve.

THE CHAIRMAN: For approval. Is there a second?

SENATOR SCOTT: Second.

THE CHAIRMAN: All those in favor, signify by raising your right hand. He is -- Mr. Sherard is approved. We have two more. J. Patrick Anderson this morning. Is there a motion?

SENATOR HARPOOTLIAN: Move to approve.

MULTIPLE: Second.

THE CHAIRMAN: All those in favor, signify by raising your right hand. Mr. Anderson is approved. And last C. Brody Glenn. Is there a motion?

SENATOR SCOTT: Approved.

REPRESENTATIVE FINLAY: Second.

THE CHAIRMAN: All those in favor, signify by raising your right hand.

REPRESENTATIVE FINLAY: Move to adjourn, Mr. Chairman.

THE CHAIRMAN: And there's a move to adjourn and I assume -- before we adjourn, is there any comments or questions from the committee?

REPRESENTATIVE KING: Mr. Chair?

THE CHAIRMAN: Yes, sir.

REPRESENTATIVE KING: Just -- just for -- do you know if we're going to be having any more meetings or are we done?

THE CHAIRMAN: Well, we've got these five carry overs.

REPRESENTATIVE KING: Okay.

THE CHAIRMAN: So I'm sure some time in the future, we will make a decision whether to approve them or not.

REPRESENTATIVE KING: Has a date been set --

THE CHAIRMAN: No.

REPRESENTATIVE KING: -- for the election of Board members?

THE CHAIRMAN: What date is that? May --

MS. WEBB: Tentatively we have May 5th.

REPRESENTATIVE KING: Okay. Thank you.

THE CHAIRMAN: Any other? Thank you. Committee, thanks for your hard work yesterday. It was a long day but I think we got a lot of answers we needed to hear.

(There being no further questions, the deposition concluded at 10:56 a.m.)