

## About Our Sponsors

### Colton Groome & Company

Since 1950 Colton Groome & Company has provided clear strategies in a complex financial world. Colton Groome is a financial strategies and benefit planning company that assists business owners in establishing carefully constructed financial security and succession plans. Offices are located at 34 Orange St., Asheville. (828/252-1816, fax 828/254-5895)

### Dixon Hughes PLLC

Dixon Hughes is the largest public accounting firm in the Southeast. Its capabilities include accounting and auditing, tax planning and preparation, estate planning, litigation support, health-care consulting, financial services and general management consultation. Offices are located at 500 Ridgefield Court, Asheville. (828/254-2254, fax 828/254-6859)

### First Citizens Bank

Established in 1898, First Citizens is the largest family-controlled bank in the United States. First Citizens' product array includes a full line of financial services such as personal and relationship banking, private client banking, investor and trust services and insurance services. Its main office in Asheville is located at 108 Patton Ave. Call Brad Blackburn for information. (828/257-5747, fax 828/684-4329)

### McGuire Wood & Bisette PA

McGuire Wood & Bisette is the oldest law firm in Asheville with continuous practice dating to 1894. The firm is focused on the business, financial and litigation needs of its clients in Western North Carolina and across the United States. The firm is located at 48 Patton Ave., Asheville, in the Drhumor Building. (828/254-8800, fax 828/252-2438) [www.mwbavl.com](http://www.mwbavl.com)

## MEMBER NEWS . . .

### Cynthia W. "Cindy" Clarke selected to lead the Family Business Forum

UNC Asheville and Forum sponsors Colton Groome & Company, Dixon Hughes PLLC, First Citizens Bank and McGuire, Wood & Bisette PA are pleased to announce that Cindy Clarke has accepted the position of Executive Director. She replaces Rich Lasher who is relocating to Smith Mountain Lake, Virginia where he and his wife, Jackie, will enjoy the lake and visits by family and friends while Rich starts up a new family business organization affiliated with Virginia Tech in the Roanoke Valley.

Cindy is a former student at UNC Asheville and went on to earn her B.A. in Political Science from UNC Charlotte. She then spent 14 years in sales and customer service with the former Revco Scientific, Inc. (now Thermo Electron) in Asheville and the Bayer Corporation of West Haven, CT. Mrs. Clarke's experience includes coordinating speaker programs and in-service training and representing both businesses at state and national professional conferences. She has won numerous sales & achievement awards.

Cindy has been active in the community in recent years serving on the Board of Directors of the N.C. Governor's Western Residence Association (Chair in 2006), the Caring for Children & Trinity Runaway Shelter boards and various leadership roles within the Junior league of Asheville. She has also been a special events organizer for the N.C. Bar Association, the Golden Leaf Foundation and a Clarke family business, Hickory Nut Gap Farm.

Cindy has also been very busy along with her husband, local attorney Billy Clarke, tending to their five children. That's right, five, and their youngest starts kindergarten in the fall.

Cindy understands the importance of family owned and operated businesses to the region and is looking forward to working with the membership through the Family Business Forum.



Cindy Clarke

### Chimney Rock Park

Todd Morse, president of Chimney Rock Park, recently announced that his family, following over two years of strategic & estate planning, has decided to offer the property for sale.

Citing significant changes in the area and the business, including development in adjacent areas and the plans the State of North Carolina have for a state park in Hickory Nut Gorge, the Morse family necessarily began examining how all of this fit in their long range plans. Chimney Rock Park will continue operations as the family makes decisions consistent with their values and which build upon over 100 years of Morse family stewardship over Chimney Rock and the 1000 acres surrounding it.

### Little Beaver Child Care Centers

Glenda Weinert is pleased to advise that they have opened two additional locations this year. Little Beaver-West opened in January 2006 and is located on Sardis Road. The company also opened a facility in Barnardville in June of 2006.

Recently, Little Beaver Child Care Centers was voted the "best day care" in WNC for 2006.



# Generations

The Family Business Forum  
of the University of North Carolina at Asheville

Summer 2006  
Vol. 5, No. 4

## Coming Events

September 7, 2006  
"An Evening With the Entrepreneurs- Present & Future"  
6 to 8 PM-Chestnut Ridge Room of UNCA's Reuter Center

The Family Business Forum begins its sixth year of service with a highly interactive program that should be of interest to all of our members.

Our special guests that evening in addition to you, our valued membership, will be students enrolled in UNCA's Entrepreneurship Program and the program leader, Dr. Tammy Huffman and, Mike Tanner, president of Tanner Industries.

Mike Tanner presented to our group back in March of 2002 on his family business, Tanner Industries. We have asked Mr. Tanner to come back again because his family business story did not end with the sale of the business in 2001 but got much more interesting in the years since he spoke to us! Mike is an interesting and engaging presenter and his update of the Tanner Industries story will be of value to all entrepreneurs- present & future.

Mr. Tanner is a graduate of the University of North Carolina at Chapel Hill where he was a Morehead Scholar and a graduate of that institution's Executive Program. Mike holds a Master of Liberal Arts degree from UNC Asheville and is a U.S Marine Corps veteran. His service to the community includes Boy Scouts of America, United Way of Rutherford County and numerous educational institutions including the Board of Trustees of UNC Asheville.

Immediately after Mr. Tanner's presentation, the program will turn to interaction between our membership as successful entrepreneurs of the present and our student guests as entrepreneurs of the future. While the exact format of this portion of the evening has not been set at this writing, we will be focusing on short presentations as to what our members view as the keys to their business successes and their advice to budding business owners. In addition, Dr. Huffman's students will be coming to the session with their own pre-prepared questions for you as successful businesspeople.

Please plan on joining us on September 7, 2006 for the unique opportunity to be a student and a teacher in the same evening.

## From The Director

Congratulations, Thank You & Goodbye.

Congratulations... The UNC Asheville Family Business Forum is currently recognized as one of the better such programs in the country. Recently, it was afforded such lofty praise by Paul Karofsky, a prominent family business expert who has run a family business group similar to the one at UNC Asheville and served as a consultant to family owned enterprises here and abroad. His comments were made in a recent edition of "Industrial Distribution" magazine.

Earlier this year, the Forum was mentioned on MSNBC's website as well. When a program benefits from interested & involved university and corporate partners and has a participative member group, good things can & do happen. We have come a long way from our first scheduled program that was to have occurred on September 12, 2001 but was postponed due to the history making events of the day before.

Thank You....Five years into this venture, we find ourselves with 46 % of our membership and 100% of our corporate partners having been with us since the beginning. I want to thank George Groome, Gary Mathes, Brad Blackburn and Richard Kort for the effort and wisdom that they and others in their businesses, as sponsors, have put forth on a consistent basis to make the Family Business Forum a success. One of my interests when asked to join the Forum back in 2001, was the opportunity to meet and work with many of the successful businesses that call this region home. I am thankful that this has come to pass and I am impressed by the intellect, passion and drive of this generation of family business owners. And, I admire the fact that many are successfully transitioning their businesses from generation to generation which can be, arguably, statistically more difficult than actually starting up a business.

Goodbye.....By the time this publication reaches you, you will have learned of my decision to step down as Executive Director. I want you to know that this was a very difficult decision for me. My wife, Jackie, and I built a home on Smith Mountain Lake, Virginia a few years ago that we have been able to enjoy on a part time basis. We have always planned on making that our primary residence. At the same time, I have agreed to become director of a new family business organization that will begin programming this fall in Roanoke, Va. in affiliation with Virginia Tech. I am excited about the prospect of starting up an organization in the Roanoke Valley and fully expect to confer on a regular basis with the new director of the UNC Asheville Family Business Forum in an effort to assure that quality programming and relevant services are evident at both locations.

Five years may not seem like a long time. However, in my time with the Family Business Forum, I have walked two daughters down the aisle, had all three children graduate from college, suffered the tragic loss of my sister, Peggy, and the passing of my dad, Henry, and become a proud grandpa-twice!!! And, I was able to renew acquaintances with some old friends, make a lot of new ones and interact with a whole lot of really good people.

It has been a pleasure and a privilege to work with and for all of you.

Rich Lasher  
Executive Director



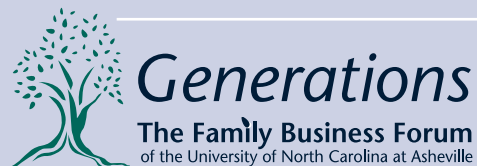
### UNCA Family Business Forum

320A Owen Hall, CPO #1800  
One University Heights  
Asheville, NC 28804-8507

Return service requested

NONPROFIT ORG.  
U.S. POSTAGE  
PAID  
ASHEVILLE, NC  
PERMIT NO. 31

«seq» «oel»  
«acs»  
«name»  
«company»  
«add2»  
«add1»  
«CSZ»



## Family Business Profile

### Consider the Total Relationship for Banking Services

By Brad Blackburn / Business Banking Manager, First Citizens Bank



Brad Blackburn

As the owner of a small to mid-size family business, you can benefit from treating banking as a total relationship rather than a series of small transactions.

Your time is better spent running your company, rather than shopping for the best bank value. When you have a good relationship with a bank, the financial institution has an incentive to offer you better deals.

Bankers want to see your business grow. When they know your goals and understand your needs, they can offer the products and services that will help you accomplish your goals faster and much more efficiently. So how do you decide which bank gets to have this important relationship with you and your business?

Start by examining what you want in a banking relationship. All businesses require different services from their banks. Your greatest need might be standard transactions like checking accounts or credit card processing. But you may also need a financial institution that offers a variety of options for raising capital or that provides electronic services.

Focus on the following areas:

- **Day-to-day banking needs.** Most banks will offer traditional checking and deposit products. But do they go beyond the basics to offer tailored solutions to maximize the value of your company and keep it running smoothly? First Citizens Bank, for example, offers a variety of business-focused checking accounts. First Citizens' Business Quest account has simple, easy-to-understand pricing and many extras for your business such as an Investment Sweep Option.
- **Special requirements for your business.** Your daily banking operations may also benefit from online banking, cash management, merchant services, business insurance as well as retirement and banking packages for your employees.

For example, First Citizens offers retirement plans designed to help attract and retain good employees while helping family business owners save for their own retirement. These retirement plans are now easier to administer, more cost efficient and easier for everyone to understand.

In addition, making sure your cash flow matches your needs is essential to the health of your business. Look for a bank that provides a complete range of services for helping you manage your cash flow effectively and cost-efficiently — every-

thing from credit card processing and customized lines of credit to Working Capital Finance and zero-balance accounts

- **Future financing objectives.** Maybe you need a real estate loan for a new building or a lease to finance an equipment upgrade. For short-term operating needs, a business equity line of credit may be the right move. Whatever your financial goals and objectives, your banker can serve as a trusted advisor and help you map out a successful course of action. Make sure your bank can provide timely, convenient access to these types of loans and credit services.
- **Personal banking needs.** Your financial institution should provide a full spectrum of personal banking products — residential mortgages, residential equity lines of credit, premium service checking accounts and even wealth management services to maximize the effect of your financial assets, minimize taxes and plan for the future.
- **Individual service and attention.** Your banker should be willing to meet with you when it's convenient for you — whether at lunchtime, after hours or on weekends. A banker should also work in close cooperation with attorneys, accountants or other professional advisors to provide proper integration of financial, legal and other matters of importance. It's important that bank customers receive the same high level of attention and service that you provide your own customers.
- **Expertise in working with the business community.** Does your bank truly understand the distinct banking needs of busy business owners and professionals? First Citizens, for example, has a 108-year history of serving small to mid-sized businesses and specializes in managing the complex financial needs of new, established and expanding companies.

Whether you are just starting out, looking for a new bank for your established business or simply wanting to evaluate how well your current bank is meeting your needs, asking some questions from these areas can produce a clear picture of what you need from a bank.

Once you've figured that out, you can look for a bank that offers a complete package and will help your company prosper. The banking industry today is as competitive as ever, so it pays to be selective.

*Brad Blackburn is business banking manager for First Citizens Bank in Asheville, 108 Patton Avenue, (828) 257-5747. For 108 years, First Citizens has provided financial services, focusing on meeting the needs of individual customers, small to mid-sized businesses, professionals and the medical community.*

### Dover Insulation, Inc. / Protecting Our Earth by Preserving its Energy

From its beginnings, Dover Insulation has been dedicated to quality workmanship and to offering the best service and product in the industry. The Dover family has been involved in insulation since the early 1900s. Harry T. Dover began in 1915 as an apprentice with a contractor involved in commercial and industrial insulation, then went on to a 50-year career in the trade, as apprentice, foreman, field superintendent, and ultimately, as an independent contractor.

His son, William E. Dover, began his own company in 1965 and established a tradition of honest service that has brought healthy growth for four decades, boasting customers all over the United States, and in Mexico, Honduras, and Puerto Rico. Utilizing an extensive background and training in the industry and a degree in business, William Dover built a reputation for expertise and



William E. Dover

protection, noise control, and fire safety. Dover has long understood the importance of quality insulation in saving money through conserving energy, as well as the impact this has on protecting the environment; the company has a Certified Insulation Energy Appraiser on staff who can demonstrate exactly how to significantly reduce energy costs and environmental impact through the use of insulation services.

Though competition in the industry has drastically increased in the lifetime of the company, Dover has been able to maintain a healthy edge by continuing to focus on quality and value, by remaining a service-oriented company, by keeping up with the latest insulation product innovations, and by becoming experts in heat-loss and energy payback. In addition, William Dover felt strongly that success in the construction industry was only possible when employees were treated fairly and with respect, and Dover Insulation continues to emphasize employee retention and training. With a staff of around 30 skilled workers,

Dover Insulation prides itself on the quality of its workforce. Many of Dover's employees are long-term, with the average length-of-service at more than 10 years.

The company maintains a 30,000-square-foot warehouse, stocked with high-quality insulation products from the major manufacturers, making it possible to promptly facilitate insulation needs. Based in Marion, Dover services a large geographic area, maintaining a fleet of trucks and trailers, and can mobilize quickly. More than 90% of the company's business comes from repeat customers. The following are a few of the industries in which Dover has worked: furniture, textile, telecommunications, electronics, pharmaceutical, USDA processing facilities, professional offices, specialized insulation, restaurants, churches, hospitals, energy facilities, and chemical facilities.



The mission at Dover Insulation since 1965 has been to do first-class work on schedule and to deliver exceptional value and customer service, regardless of the size or scope of the job.



Harry T. Dover (left)

impeccable customer service. He remained the sole owner for nearly 40 years, bringing a wealth of knowledge and skill, as well as a remarkable attention to detail, to the company. Mr. Dover put great stock in the trust and satisfaction of each customer, and his name continues to be synonymous with top-notch work. One of his daughters, Laura Dover Doran, now owns and manages the company. She works with the staff to make sure Dover Insulation continues to respect and reflect her father's standards and work ethic.

Dover Insulation offers mechanical insulation services, both as a contractor and a distributor; the company insulates piping, ducts, tanks, vessels, and equipment for industrial and commercial applications. Mechanical insulation is essential to the construction industry, as it is important in energy conservation, personnel protection, mold prevention, condensation control, process control, freeze



### The Family Business Forum

of the University of North Carolina at Asheville

The purpose of the Family Business Forum of the University of North Carolina at Asheville is to enhance the viability of closely held businesses in the region. Guided by its members and supported by sponsors, the forum presents programs and activities that are meaningful and relevant to the membership. The Advisory Board, composed of a sponsor, FBF members and the executive director, develops programs for the year, which runs September–May. The forum is a resource to successful family-owned businesses seeking to support the entrepreneurial spirit of the family and the company.

#### Advisory Board

**Mary Alice Arthur**  
Insurance Service of Asheville  
(member)

**Neil Farnam**  
Farnam Custom Products (member)

**Tom Hunnicutt, Jr.**  
Furniture Market/Gasperson  
Transfer & Storage (member)

**Richard Kort**  
McGuire Wood & Bissette PA (sponsor)

**Katherine Morosani**  
George Morosani & Associates (member)

**Dini Pickering**  
The Biltmore Company (member)

**Glenda Weinert**  
Little Beaver Daycare (member)

**Richard Lasher**  
Executive Director  
UNC Asheville



*Generations*, the newsletter of the Family Business Forum of the University of North Carolina at Asheville, is published four times a year by the UNC Asheville Family Business Forum, CPO #1800, One University Heights, 320A Owen Hall, Asheville, NC 28804-8507, telephone 828/251-6797 voice box 8003, e-mail rlasher@unca.edu. Richard Lasher, Executive Director. Nonprofit postage paid at Asheville, NC. Printed by Daniels Graphics, 131 Sweeten Creek Road, Asheville, NC.

Visit our Web site at [www.unca.edu/fbf/](http://www.unca.edu/fbf/)