

NORTH CAROLINA POWER

1000

Selecting North Carolina's most influential business leaders could be as complex as counting sand crystals at the beach, but it's a lot more fun. No one expects the list to be "right," because influence is subjective and the state business community is packed with so many powerful people. But this best effort stems from gathering ideas from dozens of businesspeople across the state and relying on our staff's collective knowledge based on many years working in North Carolina. Our goal is to cite influential folks who are making a significant impact in their enterprises, industries and, in many cases, the broader community. We omitted political leaders and those who spend very little time here. We also sought individuals who often operate behind the scenes and avoid publicity.

Gathering information about these leaders gives us a renewed respect for the dynamism of North Carolina's economy. The state benefits from rapid growth in its largest metro areas, abundant natural resources and an unmistakable pro-business attitude. The list includes a mix of people who are second-, third- and even fourth-generation family-business leaders (Frank Harrison III, David Congdon) and newcomers who've built cutting-edge operations from scratch (Michael Praeger, Doug Lebda).

Reflecting our mission as a statewide business publication, we looked for leaders making important strides outside the three large metropolitan areas. While we found impactful leaders in smaller regions, power is increasingly concentrated in bigger cities as banking, retailing, utilities and other industries consolidate.

We look forward to hearing your thoughts.

REAL ESTATE

FRANK BAIRD, 61 CEO, CAPITAL ASSOCIATES CARY

The real-estate firm founded in 1983 by Hugh Little has developed more than 3 million square feet of office space. A University of Texas graduate, Baird joined Capital Associates in 1986 after working for a Dallas development company. His firm is now planning a mixed-use project on the former site of the *News & Observer* newspaper.



JACK CECIL, 61 CEO, BILTMORE FARMS ASHEVILLE

Once a major dairy producer, the company now develops mixed-use projects, residential communities and hotels. Cecil mixes his work with service on influential boards, including the Research Triangle Foundation. The Biltmore name is associated with the famous estate, which Cecil's father and uncle split from the real-estate business in the late '70s. His cousin, Bill Cecil Jr., guides the estate operator, Biltmore Co.

DARRYL DEWBERRY, 56 CEO, SPECTRUM COS. CHARLOTTE

300 South Tryon, downtown Charlotte's newest skyscraper, was years in the making, but it opened in splashy style in late 2017, raising the profile of the development firm founded by Jim Dulin in 1982. Dewberry, a University of Georgia graduate, became CEO in

2005 and oversees a \$1.5 billion portfolio. Spectrum changed its name last year to reflect its broader ambitions as it expands in Charlotte, Charleston, S.C., Nashville and Raleigh.



ED FRITSCH, 59 CEO, HIGHWOODS PROPERTIES RALEIGH

The Raleigh native has worked for Highwoods for much of its 40-year history. He joined in 1982 and became CEO in 2004. Among his achievements in recent years was developing three buildings for MetLife's expansion in Cary. He is a graduate of UNC Chapel Hill, where he has served on several key boards.

GREG HATEM, 57 FOUNDER, EMPIRE PROPERTIES RALEIGH

In 1995, long before downtown Raleigh's current building boom, Hatem began renovating more than 40 buildings and filling them with stores and restaurants, including Sitti, named for his Lebanese grandmother. The Roanoke Rapids native's latest proposal is for a 12-story mixed-use building in downtown's warehouse district.

JOHN KANE, 65 FOUNDER, KANE REALTY RALEIGH

When John Kane transformed North Hills Plaza and North Hills Mall, the Wake Forest University graduate changed the face of Raleigh. Kane, who started his company in 1978, was

ahead of his time as an advocate for urban lifestyles. His latest project, the 18-story Dillon in downtown Raleigh, is scheduled to open this year.

GREG KEITH, 62 PRESIDENT AND CEO, KEITH CORP. CHARLOTTE

The real-estate firm founded in 1989 by father-and-son Graeme and Greg Keith is a major developer in the Queen City and the Triangle. Current projects include a second building for Movement Mortgage in Charlotte's south suburbs. Keith, who has a law degree from Wake Forest University, is the father-in-law of pro golfer Webb Simpson.



FRED KLEIN, 71 SENIOR MANAGING PARTNER, CHILDRESS KLEIN CHARLOTTE, ATLANTA

The Wharton MBA keeps a low profile, but he's been one of the largest developers in Charlotte since the late '70s. He's responsible for several downtown towers and dozens of suburban office and warehouse projects. Klein and partner Don Childress, who is based in Atlanta, worked for Dallas-based Trammell Crow before splitting off in 1988.

MARTY KOTIS, 49 PRESIDENT AND CEO, KOTIS PROPERTIES GREENSBORO

If you've had dinner or seen a movie in Greensboro's artsy "Midtown," it's because of the developer's efforts to reinvigorate the neighborhood along

NORTH CAROLINA
POWER
100



ROY CARROLL II

PRESIDENT AND CEO, THE CARROLL COMPANIES, 55

BY MARK TOSZAK

On Dec. 1, 2009, Roy Carroll contemplated the \$22 million he still owed to three banks for Center Pointe, a signature redevelopment project in downtown Greensboro. It was the most high-profile effort Carroll had undertaken. He had gutted a 16-story office building built in 1966 and turned it into a residential tower packed with condos selling for as much as \$600,000. While such projects are common in big cities, it was new for Greensboro.

When he started Center Pointe in 2006, Carroll's father told him, "Make sure you can afford the worst-case scenario."

"And I kind of chuckled," he says. "Things had been good for a while." Two and a half years later on that December morning, things weren't so good.

Unemployment in North Carolina topped 11%, and foreclosures had soared to post-Depression records. Developers across the U.S. and in North Carolina were handing keys back to their lenders. Many of Center Pointe's prospective condo buyers were backing out of sale agreements. While proceeds from condo sales had whittled Carroll's \$33 million project loan, he still owed \$22 million, with the loan due for refinancing.

"So that morning," Carroll says, "I'm like, 'You know, I think I'm just going to pay that loan off, that \$22 million.'"

Almost a decade later, Carroll has emerged as one of North Carolina's most successful real-estate developers, leading a 400-employee company that has high-profile projects pending in Greensboro, High Point and Wilmington. Carroll estimates his portfolio has a market value of \$3.5 billion, including \$2.3 billion in completed apartments, mixed-use projects, self-storage facilities and raw land. He says he carries debt roughly equal to about half of his portfolio, which stretches across the Southeast to Texas.

Unlike most of North Carolina's better-known developers, Carroll says he has no equity partners. In short, he appears to be in striking distance of billionaire status. The biggest part of his portfolio is about 15,000 apartments, spread across the Carolinas, Tennessee and Texas, that The Carroll Companies built and owns. (At a hypothetical \$75,000 per unit, their value would exceed \$1.1 billion.) The apartments provide cash flow even during a down economy, allowing Carroll more flexibility than more leveraged developers. "He can invest and then, as the market rises over the next seven to 10 years, he can see those rewards," says Greensboro developer Marty Kotis.

While his business has expanded into other states, Carroll's biggest mark is in his hometown. "He's certainly changed the face of the city," says former Greensboro Mayor Robbie Perkins, who is president of a commercial real-estate company. "He has a combination of vision and love for the city, and he's shown

Battleground Avenue. Kotis joined his father's restaurant-development business in 1987 and has gained a state-wide profile as an outspoken member of the UNC Board of Governors.

TODD MANSFIELD, 59
CEO, CRESCENT COMMUNITIES
CHARLOTTE

A former Disney exec and Harvard MBA, his company is behind some of downtown Charlotte's most anticipated developments. One in the ground has the most people talking: The River District west of the Charlotte airport could boost Charlotte's tax base by almost \$3 billion when completed over the next 30 years, Crescent and partner Lincoln Harris predict.

PAT RILEY, 66
PRESIDENT AND CEO,
ALLEN TATE
CHARLOTTE

The largest residential real-estate firm in the Carolinas is sitting pretty amid an extended housing boom. Its burgundy-and-gold for-sale signs stretch from Raleigh to Greenville, S.C., with agents recording more than 22,000 closings in 2016. Riley, who had run his own real-estate agency in Pennsylvania, joined as president in 1992 and succeeded founder Allen Tate as CEO in 2015.



STEVE SHOWFETY, 70
PRESIDENT, KOURY CORP.
GREENSBORO

Legendary Greensboro developer Joe Koury hired Showfety in 1978, just three



Center Pointe in Greensboro



Bee Safe Storage and Wine Cellar

it by making investments in places where others either couldn't have done it or would have shied away."

Carroll says none of his peers at Southeast Guilford High School in the class of 1981 would have foreseen his success because studies weren't his priority. "I got out [of high school] at 1:30 and drove a school-bus route," he says. "My father always believed in working and really pushed me." He also started a dozen or so short-lived businesses in high school and college. One was a partnership with a friend to build tree stands for hunters. The pair took the stands to a hunting show at the Greensboro Coliseum in the early 1980s. With dozens watching, Carroll's friend inched up a tree to demonstrate the stands, hit a slick spot on the smooth poplar and fell to the floor. "We couldn't give them away after that," Carroll says.

What did work was what he calls "sticks and bricks." When Carroll's father, Roy Carroll Sr., was laid off from a grocery-store job in 1983, a family friend asked him to build a new house. The elder Carroll enlisted his son, then in college, to help. "After class, I'd come out and we'd both [hammer] nails and sweep floors," Carroll says. "We did a big percentage of the work ourselves."

The father-son duo soon had a company that built about six homes annually in the Triad through the '80s. Carroll's father ran the site crews while the younger Carroll handled billing and office duties.

In 1990, Roy Sr. sold his interest to his son, who earned a contractor's license at Guilford Technical Community College. Instead of custom homes, Carroll envisioned a manufacturing mindset that employed the same designs repeatedly in various subdivisions. Over the years, the company has built about 2,000 homes in the Triad and still owns more than 1,100 lots.

As his real-estate experience grew, Carroll concluded recurring revenue provided by apartments could be more lucrative than competing with national homebuilders. He

“He has a combination of vision and love for the city, and he’s shown it by making investments in places where others either couldn’t have done it or would have shied away,” says former Greensboro Mayor Robbie Perkins.

still builds a handful of single-family homes annually, but the focus has moved to rental properties and other ventures with steady cash flow. The company has opened five self-storage facilities, called Bee Safe, with 24 more being developed in the Carolinas, Tennessee and Texas. Four hotels are planned in Greensboro, High Point and Wilmington. Now, Carroll is contemplating investing as much as \$100 million in the industrial sector for diversification. As a start, he’s considering a 300,000-square foot building on land he owns near downtown Greensboro.

In each of its property types, Carroll uses standard approaches created by his company’s own engineers, architects and interior designers. “We have it down to a science on what it costs to build that building,” Carroll says of the company’s apartment complexes.

Though he insists he has no desire to leave the Triad, Carroll is targeting faster-growing markets. In 2012, he expanded to Austin, Texas, where he says he now has about 2,370 units built or under construction. A year later, he moved into Nashville and now has 1,983 units in the Music City. The Texas and Tennessee capitals are among the nation’s fastest-growing metro areas, enabling higher returns than more stable markets like the Triad, Carroll says.

“We build pretty much the same apartment building, be it, you know, Charleston, Asheville, Nashville, Austin, Greensboro.” Land costs are higher in some places, but labor and building materials are similar, he says. The rents, however, are different.

In the Triad, an apartment might rent for \$1 per square foot, versus \$1.40 in Austin or Nashville.

“That’s why I get on a plane every 10 days and head out west,” he says. “I can get a better return on my investment.”

Still, Carroll’s biggest impact is in Greensboro. The Carroll at Bellemeade development adjacent to the city’s minor-league baseball park will include 289 apartments and a Hyatt Place Hotel, marking downtown’s first new hotel in 30 years. It’s on land that Carroll acquired more than 20 years ago.

“I’m not sure that people are fully aware of how significant Carroll at Bellemeade is for Greensboro,” says Zack Matheny, chief executive officer of Downtown Greensboro Inc. Carroll also played a key role pushing for the Steven Tanger Center for Performing Arts, to be built in the central business district

years after the debut of the company’s best-known holding, the Four Seasons Town Centre mall. Since Koury’s death in 1998, the East Carolina University graduate has continued the developer’s vision for south Greensboro’s 247-room Grandover Resort and Conference Center, which opened in 1996.



**JULIAN “BUBBA” RAWL, 65,
AND TIM SMITH, 68**
OWNERS, PRESTON
DEVELOPMENT
CARY

The developers joke that they may not live to see their biggest project come to completion — Chatham Park is expected to be the state’s largest planned community once its 7,000 acres near Pittsboro are developed over the next 30 years. The longtime business partners developed dozens of subdivisions and office buildings in Cary with backing from software billionaire Jim Goodnight.

BANKING AND FINANCE

JEFFREY BROWN, 44
CEO, ALLY FINANCIAL
CHARLOTTE

A Clemson University graduate, Brown spent 10 years at Bank of America before joining Detroit-based Ally as its treasurer in 2009. Since he was named CEO in 2015, the online-only bank’s shares have gained more than 50%. Brown is moving Ally’s Charlotte offices to a new 26-story downtown tower, expected to open in 2021.



Rendering of The Avenue, a proposed Carroll Companies project in Wilmington

The Avenue, a proposed mixed-use project in Wilmington, will be akin to Palm Beach, Fla.'s upscale Worth Avenue, Carroll says. Plans call for 500 apartments, a hotel, specialty shops and offices.

rather than near the Greensboro Coliseum, Perkins says. The relationship got more cozy in December when the Greensboro City Council agreed to pay Carroll's company up to \$30 million to help build a 1,050-space, eight-story downtown parking deck.

In Wilmington, Carroll is planning a \$200 million mixed-use development called The Avenue that would include apartments, a hotel and high-end retail that he says will be akin to Palm Beach, Fla.'s exclusive Worth Avenue. The site is near the high-end Landfall neighborhood and Figure Eight Island. He's filed requests for building permits and estimates it will take eight years to develop.

Then there's Furniture City, where Carroll was recruited by High Point University President Nido Qubein for a downtown revitalization project that will include a baseball stadium and conference center. The two men discussed Qubein's vision of a hotel that can attract trade associations and non-furniture industry events. "Roy is a very logical, highly reasoned, intelligent business person," says Qubein, who has known Carroll for 20 years. "I know how he thinks."

Sure enough, when Qubein announced in September he had gathered \$100 million in investments and development commitments for the project, a Carroll Companies representative shared the stage with the university president.

Long-term success in real estate requires patience and lots of study, Carroll says. "Before we built the first hotel, I went to every hotel conference that you could go to," he says. "I'm still a student." He visited Austin monthly for two

PROVIDED BY THE CARROLL COMPANIES

years before breaking ground on his first apartment project. Prior to launching his self-storage business, “I studied everything I could, read everything I could, went to conferences.”

He’s also willing to pull back when he thinks a recession might be on the horizon. “Things today look kind of like ’06 a little bit,” he says. “I don’t think it’s necessarily 2018, but there is a recession somewhere. And I can tell you we’re putting capital on the sidelines and we’re going to be ready to deploy that capital when it makes sense.”

As his businesses have grown, Carroll has gained notoriety in Greensboro. In 2013, he bought the *Rhino Times*, a failing weekly newspaper known for its anti-government venting. Carroll calls it a money-losing hobby in which his only role is to suggest story ideas and pay the bills. Its offices are housed away from Carroll’s headquarters. “I think there’s benefit to the community,” he says, praising its more conservative, skeptical style as a counterweight to Greensboro’s more liberal daily *News & Record*. “The local dailies, most of them have been cut back to the point where, you know, the poor reporters, they’re having to turn out a story every day.”

But Carroll is gaining influence in more traditional ways, gaining an appointment to the North Carolina Railroad Co.’s board in 2016. His wife, Vanessa, is a trustee at UNC Greensboro. He also formerly spent eight years on Greensboro College’s governing board, which his daughter joined last year.

Carroll has donated tens of thousands of dollars to state and federal Republican candidates, while making his presence felt in local civic circles. He says local elected leaders have at times failed to focus on creating jobs, and he criticizes them for feuding with influential state lawmakers, especially state Sen. Trudy Wade. Without fanfare, he says, she helped secure money for a big nursing school building at UNC Greensboro.

“One of the things in the Triad here we have failed at is building bridges to Raleigh,” he says. “Let’s face it. Megasites and things like that don’t happen in a vacuum.” Now, he says, local officials are much more focused on creating jobs.

Carroll and his wife live in a penthouse home on the top floor of the Center Pointe tower, while also owning homes on Figure Eight Island and in Palm Beach, Fla. The couple almost moved to Florida for tax reasons, he says, but cuts approved by state lawmakers starting in 2013 changed their minds.

In 2014, he bought a 154-foot luxury yacht for his wife and named it the Rhino. It is now up for sale. He’s since acquired a second boat, a 74-foot fishing boat called the Rhino Fish.

And there’s the ever-changing collection of Ferraris in a private garage in the basement of Center Pointe — seven on a December day. “I’m not a super car guy. I’m more of an economics fan,” he says. “I actually make money on Ferraris.” The Italian-made cars typically retail for \$200,000 to \$400,000.

Carroll sees his job evolving into more of a chairman role, with a greater focus on philanthropy and outside interests. Still, he reviews cost variance reports in the evening, sometimes asking managers for more details. And he likes spending time at work zones. “It’s in my DNA to get out on the job sites and walk around,” he says. There’s no intention of retiring anytime soon.

“I work around a great group of people,” he says. “I tell folks that we’re blessed enough that we operate in a pretty big sandbox. We’ve got lots of toys we can play with, so why do something else?” ■



FRED EHELMAN, 68
FOUNDER, EHELMAN VENTURES
WILMINGTON

The High Point native is one of North Carolina’s wealthiest citizens after starting and selling Pharmaceutical Product Development and Furiex Pharmaceuticals. Eshelman now invests in private health care companies. In 2014, he gave \$100 million to the UNC School of Pharmacy, which bears his name. He is a ’72 grad of UNC and earned a doctorate at the University of Cincinnati.

TOM FINKE, 53
CHAIRMAN AND CEO, BARINGS
CHARLOTTE

When Massachusetts Mutual Life Insurance bought a division of Wachovia led by Finke in 2002, it had assets of \$3.6 billion. Now, he oversees the renamed Barings, which has \$300 billion under management and employs more than 1,800 in 16 countries, including 400 at its new downtown Charlotte headquarters. Finke is a Duke MBA.

JIM HANSEN, 39
REGIONAL PRESIDENT,
PNC FINANCIAL SERVICES
RALEIGH

The UNC MBA graduate took the top regional role for Pittsburgh-based PNC in 2014 after heading its northern Alabama division. PNC gained 100 branches in 54 counties in eastern North Carolina after purchasing Royal Bank of Canada’s U.S. operation in 2012. Hansen is on the executive committees of the Greater Raleigh Chamber of Commerce and the Research Triangle Regional Partnership.

FRANK HOLDING JR., 56

CHAIRMAN AND CEO,
FIRST CITIZENS BANCSHARES
RALEIGH

Since becoming CEO in 2008, Holding has acquired banks hammered by the recession and merged its affiliate, First Citizens Bank of South Carolina, into the bigger organization that now has more than 500 offices in 21 states. Only the third CEO since the Holding family took over the bank in the 1930s, he's also chairman of the state's dominant insurer, Blue Cross and Blue Shield of North Carolina.



KELLY KING, 69

CEO, BB&T
WINSTON-SALEM

At the top of the nation's 11th-biggest bank since 2009, the Raleigh native has spent 45 years at BB&T, including 32 in executive management. He is credited with guiding the bank through the financial crisis, with profitability in every quarter since 2007. His success prompted the board to amend its mandatory CEO retirement age rules. *Barron's* named BB&T the top performing large bank in a 2017 report.

DOUG LEBDA, 47

CEO, LENDINGTREE
CHARLOTTE

A Bucknell University graduate and former auditing consultant, Lebda co-founded a company in 1996 that re-branded two years later as LendingTree, offering loan quotes from competing lenders. He now owns about 20% of the

DALE JENKINS

CEO, MEDICAL MUTUAL HOLDINGS, 61

BY EDWARD MARTIN

He's a Wake Forest University-trained CPA, but when it comes to Tar Heel health care, Dale Jenkins may act more like an engineer. Amid what he calls "the most transformational period in health care we have ever seen," his influence as CEO of a large medical malpractice insurer and as a civic leader spans medicine, law and business. His roles require building bridges between many factions, a task as elusive as a cure for the common cold.

Many independent doctors bristle at pressure from health care systems with large rosters of employed physicians. Some doctors who join such systems grudgingly say they're pushed by fear of malpractice lawsuits, regulatory mandates and turmoil in the politics of medical reimbursement.

The Shelby native joined Medical Mutual Holdings of Raleigh in 1994 and became CEO a year later. The N.C. Medical Society, which represents about 12,000 doctors, praises his "personal commitment to helping physicians succeed." The N.C. Hospital Association, with more than 130 member hospitals, lauds his "lasting legacy on the health of North Carolinians."

Those plaudits stem from his work at Medical Mutual, which provides malpractice insurance and other services to 13,000 physician-owners in 18 states, and from a lengthy civic résumé. He is chairman of UNC Health Care and formerly led the board of its Rex affiliate in Raleigh. In 2016, he chaired the N.C. Chamber, where he now heads a Vision 2030 group studying the state's future. He also co-chairs a state commission to create goals to get more North Carolinians better educated.

His UNC Health Care role puts Jenkins at the heart of a blockbuster deal with huge ramifications for the state. The 12-hospital system in August announced it will merge — Jenkins calls it partnering — with much-larger Charlotte-based Carolinas HealthCare. The combo includes nearly 100,000 employees with about 50 hospitals and, together, almost \$14 billion in revenue in 2016. Jenkins and other deal advocates say it will spark increased efficiency and improve medical practices and results, while critics contend such pairings increase costs by reducing competition.

Like it or not, consolidation is here to stay, he says. "When you think about infrastructure and particularly IT — information technology — costs, analytics, ability to scale larger populations, it gives you a perfect opportunity to reduce costs," he says. "There are many ways to wring out [inefficiencies]." The merger also will improve access, particularly in rural areas, while allowing "North Carolinians to be in charge of health care in North Carolina."

Virtually every aspect of the state's \$70 billion health care business is "undergoing some type of significant disruption," Jenkins says. But the bottom line is bigger than what goes on in hospitals and doctors' offices. "You can't have strong economic development and job growth unless you control health care costs," he says. ■

NORTH CAROLINA
POWER
100



company, which has more than 330 employees in Charlotte and a market value of \$4.3 billion in mid-January.



MARY MACK, 55
SENIOR EXECUTIVE VICE
PRESIDENT, WELLS FARGO
CHARLOTTE

Head of community banking since 2016, Mack in December also was named head of consumer lending. She oversees 115,000 employees of the San Francisco-based bank, which has its largest employment base in Charlotte. A 33-year veteran of the company, Mack serves on the board of trustees at Davidson College, her alma mater.

JAMES "CHIP" MAHAN, 66
CEO, LIVE OAK BANCSHARES
WILMINGTON

An executive at innovative financial-services companies for decades, Mahan founded small-business lending specialist Live Oak Bank in 2008. In recent years, Live Oak has ranked among the largest originators of Small Business Administration loans. Previously, the Washington & Lee University graduate founded Security First Network Bank, the world's first internet bank, which was later acquired by Royal Bank of Canada.

RICHARD MOORE, 57
CEO, FIRST BANCORP
SOUTHERN PINES

North Carolina's state treasurer from 2001-09, the Wake Forest University graduate joined the community-banking company's board in 2010 and

became CEO in 2012. He's led acquisitions that have pushed First Bank's assets past \$5 billion, while earnings per share have increased at nearly 16% annually and the share price has tripled during his tenure.

ANDREA SMITH, 50
CHIEF ADMINISTRATIVE OFFICER,
BANK OF AMERICA
CHARLOTTE

Ranked among the most powerful female bankers by *American Banker*, Smith is the company's most prominent Charlotte-based executive. Reporting to CEO Brian Moynihan, Smith oversees \$23 billion in annual spending and an 83-million-square-foot real-estate portfolio. She chairs the Charlotte Chamber and co-chairs a leadership group aimed at addressing economic mobility in Charlotte.

KEN THOMPSON, 67
PARTNER, AQUILINE
CAPITAL PARTNERS
CHARLOTTE

The Rocky Mount native led Wachovia Corp. from 2000 to 2008, when financial pressures forced its fire sale to Wells Fargo. His community leadership role faded, but Thompson rebounded as head of banking and credit for the New York-based private-equity group. He helped direct the growth and sale of High Point-based BNC Bancorp and is a director of In-steel Industries and LendingTree.

INDUSTRIES

EDWARD J. BROWN III, 68
CEO, HENDRICK
AUTOMOTIVE GROUP
CHARLOTTE

The 30-year Bank of America executive moved to the nation's largest privately held auto dealership company in 2010. The business had 2016 revenue topping \$8.5 billion, according to *Automotive News*. Brown chairs the board of Carolinas HealthCare System, which is combining with UNC Health

Care to form one of the largest U.S. hospital systems.



DAVID CONGDON, 61
CEO, OLD DOMINION FREIGHT LINE
THOMASVILLE

Since the UNC Wilmington graduate succeeded his father, Earl Congdon, as CEO in 2008, revenue has doubled and profits have quadrupled at the trucking company started by Earl's father in 1934. Investors approve: In mid-January, Old Dominion's stock was up more than 50% from a year ago.

PAUL COZZA, 56
EXECUTIVE DIRECTOR, NORTH
CAROLINA STATE PORTS AUTHORITY
WILMINGTON

The ports have initiated \$200 million in improvements since Cozza's arrival in April 2014, including an expansion to accommodate much larger ships. Before his current post, the West Point graduate worked at private transportation companies including The CSL Group and CSX Corp. N.C. Ports contribute \$707 million annually in local and state tax revenues.

LOUIS DEJOY, 60
PRESIDENT, LDJ GLOBAL
STRATEGIES LLC
HIGH POINT

DeJoy was CEO of New Breed Logistics from 1983 until 2014, when Greenwich, Conn.-based XPO Logistics acquired the company for \$615 million. He now leads an investment firm. A leading Republican donor, DeJoy host-

ed President Donald Trump at an October fundraiser. His wife, Aldona Wos, is a former secretary of the N.C. Department of Health and Human Services.

SUSAN DEVORE, 59
CEO, PREMIER
CHARLOTTE

One of the few women leading N.C.'s largest public companies, DeVore has been named one of *Modern Healthcare's* 100 Most Influential People in Health Care seven times. In 2003, she joined Premier after previously working for health care finance and consulting companies. Premier oversees purchasing and other duties for about 3,900 hospitals plus 150,000 other medical providers.

**FRANK DOWD IV, 62, AND
RODDEY DOWD JR., 62**
CHAIRMAN (FRANK) AND CEO
(RODDEY), CHARLOTTE PIPE AND
FOUNDRY,
CHARLOTTE

One of the world's largest cast-iron and plastic pipe and fitting manufacturers, the 1,400-employee company was started by W. Frank Dowd in 1901 and is now led by the fourth generation of family members. Frank IV joined in 1984, becoming chairman and CEO in 1998. His cousin, Roddey, became CEO in 2011.



RIC ELIAS, 50
CEO, RED VENTURES
CHARLOTTE/FORT MILL, S.C.

Over the last 17 years the Puerto Rico native has built a 2,700-employee

internet marketing company based in Charlotte's south suburbs. Last year, Red Ventures bought Bankrate Inc. for \$1.2 billion. A proponent of immigrant rights, Elias runs a nonprofit that provides scholarships for undocumented students. In 2017, he launched an effort to raise \$10 million for Puerto Rico after Hurricane Maria devastated the island nation.

DON FLOW, 61
CEO, FLOW AUTOMOTIVE
WINSTON-SALEM

Long one of the Triad's most active civic leaders, he oversees about 40 automobile dealerships that employ more than 1,200 people. Flow is instrumental in a \$10 million plan to renovate the former GMAC building in downtown Winston-Salem into an entrepreneurship center. Flow is vice chairman of the board of directors at Wake Forest Baptist Medical Center.

LYNN GOOD, 58
CEO, DUKE ENERGY
CHARLOTTE

Fortune magazine lists Good, the first female CEO at Duke Energy, 11th on its list of the Most Powerful Women in Business. She joined a Duke predecessor company in Ohio in 2003 after more than a decade in public accounting and succeeded Jim Rogers in her current post in 2013. A director of Boeing, she has emphasized Duke's regulated businesses and plans to invest \$11 billion in gas and renewable-energy projects.

JIM GOODMAN, 74
CEO, CAPITOL BROADCASTING CO.
RALEIGH

Goodman started at WRAL-TV 50 years ago as operations manager. He became CEO of the family-owned parent company in 1979, succeeding his grandfather, A.J. Fletcher. Capitol has expanded into sports and real estate, developing Durham's American Tobacco Historic District and purchasing the Durham Bulls in 1991. His son, Jimmy, was named president and chief operating officer last year.

JIM GOODNIGHT, 75
CEO, SAS INSTITUTE
CARY

North Carolina's richest man — *Forbes* estimated a net worth of \$10.1 billion in mid-January — the former N.C. State University professor co-founded the software company with John Sall in 1976. SAS has sparked constant product innovations in statistical analysis, and revenue has grown annually to \$3.2 billion in 2016. About 5,600 of SAS' 14,000 employees work in North Carolina.



FRANK HARRISON III, 62
CEO AND CHAIRMAN, COCA-COLA
BOTTLING CO. CONSOLIDATED
CHARLOTTE

Sliding soda sales haven't slowed growth of the nation's largest independent Coke bottler, which the Harrison family has run for four generations. The Duke MBA graduate took his post in 1996. Acquisitions pushed revenue past \$3 billion in 2016 as the company bought smaller bottlers in other markets. In 2011, Harrison founded a global mission organization called With Open Eyes.

RALPH HUFF III, 67
CHAIRMAN, H&H HOMES
FAYETTEVILLE

Huff and his wife, Linda, started H&H Homes in 1991 to provide affordable homes for Fort Bragg soldiers and their families. Now Fayetteville's largest homebuilder — *Builder* magazine pegged its 2016 revenue at \$156 million — H&H has expanded to four other N.C. metro areas. Huff also co-owns Coldwell

NORTH CAROLINA
POWER
100



LEAH WONG ASHBURN

PRESIDENT, HIGHLAND BREWING, 47

BY EDWARD MARTIN

It's not Westminster Abbey, but the view of the Blue Ridge Mountains is inspiring. On the rooftop beer garden of Highland Brewing Co., yes, the bride wears white. Highland is the state's largest native brewery, and the first in Asheville, an early adopter in an industry that has been transformed from a backyard hobby to home of industrial-chic weddings.

About 240 breweries and related enterprises now employ 10,000 Tar Heels, with an annual impact estimated at more than \$1.1 billion, says Andrew Lemley, executive director of the state's Craft Brewers Guild. With Highland, led by Leah Wong Ashburn and her founder father, Oscar Wong, as inspiration, craft brewing has become an economic engine for scores of communities.

Ashburn became president in 2015. She's rolling out new brews and branding that evoke Highland's mountain roots. Highland ships about 47,000 barrels a year to the Carolinas and five other Southeastern states and attracts 100,000 visitors a year for tastings, tours, weddings and civic meetings.

"Highland, Oscar and Leah paved the way for the brewing industry to capture people's imagination," says Kit Cramer, president of the Asheville Area Chamber of Commerce. Asheville, which has 20 breweries including some national players, advertises itself as Beer City USA. "They're one of the pioneers," adds competitor Jamie Bartholomaeus, owner of Winston-Salem-based Foothills Brewing, founded in 2004, a decade after Highland began in a basement in downtown Asheville. "Sometimes being a pioneer, you're almost scared to step out too much. Oscar made the decision to bring Leah in, and now Highland is moving in a new direction."

Oscar is an engineer who earned a reputation as a good-natured ambassador for Tar Heel craft brewing. He turned down Ashburn, a 1992 UNC Chapel Hill journalism graduate, when she applied for a job. "He wanted me to find my own way," she says. While working at a Charlotte yearbook publisher, she turned Oscar down when he recruited her a few years later.

"I was making more money than he could pay me," says Ashburn, whose husband, Brock, an engineer, is vice president of operations. "But then other things became more important and the brewery was one of those more important things. It was about being part of the community. You can't put a value on that."

She joined Highland in 2011, serves on several civic boards and has a personal crusade to develop more hiking greenways. But maintaining Highland's edge is full-time work. "In the last three years, 100 new breweries have opened in North Carolina," Bartholomaeus says. "It's extremely competitive. You can hit three breweries in the same night, all in the same town."

That foreshadows a shakeout, and Ashburn is positioning Highland to thrive regardless. "We're proudly regional, and I have no intention of shipping beer across the country," she says. "Growing up in the midst of a crowded industry is exciting. It has called us to action a little more quickly." ■

Banker Advantage, a real-estate brokerage, and is a leading promoter of economic development in Fayetteville.



DAVID KING, 61
CEO, LABORATORY CORPORATION
OF AMERICA
BURLINGTON

Revenue at the medical-testing company has more than doubled since King became CEO in 2007, topping \$9.4 billion in 2016. LabCorp is expanding its contract-research sector, including its \$1.2 billion acquisition of Chiltern in September. A former assistant U.S. attorney, King is also a director of Cardinal Health, a Dublin, Ohio-based health care services company.

CLARK KINLIN, 58
EXECUTIVE VICE PRESIDENT,
CORNING
HICKORY

A Harvard MBA, Kinlin first joined New York-based Corning in 1981 and since 2008 has headed its \$3 billion optical-communications division. After decades in Hickory, the division is building a \$38 million headquarters in Charlotte. Corning employs about 3,700 people in the state.

DAVID MORKEN, 48
CEO, BANDWIDTH; CHAIRMAN,
REPUBLIC WIRELESS
RALEIGH

The veteran Marine co-founded the telecommunications company in 2001 and took it public last year, raising \$80 million. He also started Republic Wireless, which offers Wi-Fi-enabled cell phone service, in 2011. A graduate of Oral Roberts Universi-

ty and the University of Notre Dame Law School, Morken was a member of President Donald Trump's transition team on communications-industry issues.



PIERRE NAUDÉ, 59
CEO, NCINO
WILMINGTON

Under Naudé's leadership since 2012, the software company spun out of Live Oak Bank has proven that Wilmington is a logical place to build a successful tech company. Revenue grew 562% from 2013-16, according to a Deloitte report, and nCino plans to open its third office in the Port City in 2018. More than 175 banks use its software. Naudé is a former division president at software company S1.

TOM NELSON, 55
CHAIRMAN AND CEO,
NATIONAL GYPSUM
CHARLOTTE

Nelson has led the Charlotte-based company, the nation's largest maker of gypsum board, since 1999. His father-in-law, Charlotte investor C.D. Spangler Jr., bought control of the company for more than \$1.2 billion in 1995, two years after it emerged from bankruptcy. The Harvard MBA is a director of the Federal Reserve's Richmond, Va., branch and a director at Carolinas HealthCare System and Yum! Brands.

WARD NYE, 55
CEO, MARTIN MARIETTA
MATERIALS
RALEIGH

Increased funding for roads and other infrastructure projects has lifted de-

mand for the crushed stone and gravel supplied by Martin Marietta, the second-largest U.S. producer of construction aggregates. Nye, CEO since 2010, led the company through its biggest acquisition, the \$3 billion purchase of Texas Industries in 2014. He's a director of the U.S. Chamber of Commerce and of Durham-based LED-maker Cree.

ART POPE, 61
CEO, VARIETY WHOLESALERS
HENDERSON

Pope's support for conservative causes and politicians helped steer North Carolina in a pro-business, limited-government direction. His day job involves running one of the nation's biggest family-owned retail chains with about 370 discount stores under banners including Roses and Maxway. The Duke University law graduate has been a four-term legislator, state budget director and chairman of the Golden LEAF Foundation board.



MICHAEL PRAEGER, 52
CEO, AVIDXCHANGE
CHARLOTTE

Co-founded by the former internet-services company owner in 2000, AvidXchange has helped put Charlotte on the financial-technology map. In 2017, the company raised \$300 million, inked a partnership with MasterCard and opened an expanded downtown headquarters. The company employs more than 1,000 workers, having added more than 300 in 2017. It was valued at \$1.4 billion in mid-2017.



**JIM SHUFORD, 51, AND
STEPHEN SHUFORD, 49**
CEO, STM INDUSTRIES, AND
CEO, SHURTAPE TECHNOLOGIES
HICKORY

From textiles to furniture to tape, Hickory's Shuford family has helped sustain North Carolina's strong manufacturing legacy for more than a century. Shurtape's sales were expected to reach a record \$650 million in 2017. An \$18 million family gift in 2017 will double the size of UNC Chapel Hill's undergraduate entrepreneurship program.

SCOTT SMITH, 49
PRESIDENT AND CEO,
SONIC AUTOMOTIVE
CHARLOTTE

The Rollins College graduate started working in the family business in the mid-1990s and became CEO in 2015, succeeding his legendary father, Bruton. While car sales have hit records in recent years and its annual revenue tops \$9.5 billion, Sonic shares have mostly treaded water, hurt by costs of developing a used-car dealership network.

STEPHEN TANGER, 69
CEO, TANGER FACTORY
OUTLET CENTERS
GREENSBORO

Outlet malls have remained a bright spot in retailing despite a surge in online shopping. Stephen Tanger carries on the legacy started when his father, Stanley, opened his first location in Burlington in 1981. The UNC Chapel Hill graduate became CEO in 2009.

The company now operates 44 shopping centers in 22 states. In 2013, he pledged \$7.5 million to help fund a performing-arts center in downtown Greensboro, expected to open in 2020.

ANDERSON "ANDY" WARLICK, 60
CEO, PARKDALE INC.
GASTONIA

When Warlick's father-in-law, Duke Kimbrell, joined Parkdale in 1949, it had one mill and 150 employees. It is now the world's largest seller of spun yarns with 29 plants in North, Central and South America. The Citadel graduate joined the private company in 1984 and succeeded Kimbrell as CEO in 2000. A newly opened YMCA in Gastonia is named after Warlick's family.

JIM WHITEHURST, 49
CEO, RED HAT
RALEIGH

The open-source software company shows no signs of slowing toward Whitehurst's ambitious revenue goal of \$5 billion. It posted a 22% increase in the most recent quarter and is projecting \$2.9 billion for the current fiscal year. Whitehurst, a former Delta Air Lines chief operating officer who joined Red Hat in 2008, is vice chairman of the Economic Development Partnership of North Carolina.

PROFESSIONAL SERVICES

JENNIFER APPLEBY, 54
PRESIDENT, WRAY WARD
CHARLOTTE

The Penn State University graduate joined the 40-year-old agency as chief creative officer in 1993 and became chief executive officer in 2001. The marketing agency's staff of more than 100 makes it one of the largest woman-owned companies in the state. She was named Charlotte Business Woman of the Year by Queens University in 2008 and now chairs the Charlotte Mecklenburg Library board of trustees.

JIM COONEY, 60
PARTNER,
WOMBLE BOND DICKINSON
CHARLOTTE

Part of a firm with more than 1,000 lawyers, Cooney's influence is reflected in his clientele: The criminal defense lawyer is helping defend Carolinas Health-Care System against federal antitrust allegations and aiding Duke Energy in coal-ash-related litigation. A native of the Chicago area with a law degree from the University of Virginia, Cooney chairs Womble's litigation department.

JILL WELLS HEATH, 53
CEO, CALYX
CARY

The Goldsboro native joined what started as Mulkey Engineers & Consultants in 1993 and rose to CFO in 2003, president in 2006 and CEO in 2008. She leads 165 employees at Calyx, one of the Southeast's largest civil and environmental engineering firms. Heath chaired the Greater Raleigh Chamber of Commerce in 2015-16 and is a director of the Wake Technical Community College Foundation.



JAMES HOLMES, 48
MANAGING PARTNER,
SENTINEL RISK ADVISORS
RALEIGH

Since 2012, the N.C. State University graduate has built a commercial insurance agency whose employees include two prominent state lawmakers, John Bell and David Lewis. Holmes, who grew up in Johnston County, is a Republican Party donor and member

of the UNC System Board of Governors, one of North Carolina's most influential posts.



PHIL KUTTNER, 58
CEO, LITTLE DIVERSIFIED
ARCHITECTURAL CONSULTING
CHARLOTTE

The head of the state's largest architecture and design firm leads about 400 employees, including more than 200 in Charlotte, with four other U.S. offices and one in Beijing. A 30-year veteran at Little with a master's degree in architecture from Clemson University, Kuttner is moving the headquarters from its longtime suburban offices to a downtown Charlotte office tower in 2019.

BONNIE MCELVEEN-HUNTER, 67
CEO, PACE COMMUNICATIONS
GREENSBORO

McElveen-Hunter has built the 45-year-old magazine publisher into one of the world's largest content-marketing agencies, with more than 370 employees helping businesses tell their stories through many channels. A former Miss Nebraska, she was U.S. ambassador to Finland from 2001-03. Since 2004, she has chaired the American Red Cross.

MIKE MCGUIRE, 58
CEO, GRANT THORNTON
CHARLOTTE

One of the world's largest accounting firms, Grant Thornton named McGuire CEO in 2015, leading 56 U.S. offices. Prior to becoming CEO, McGuire was Caroli-

nas managing partner for 15 years, based in Charlotte. The company reported revenue of \$1.74 billion in fiscal 2017, a year-over-year increase of 5.3%.



JIM PHILLIPS JR., 60
PARTNER, BROOKS, PIERCE,
MCLENDON, HUMPHREY & LEONARD
GREENSBORO

The former student body president at UNC Chapel Hill later became chairman of his alma mater's board of governors. The Wake Forest University law school graduate has been active in Democratic Party politics and was co-chair of Gov. Roy Cooper's transition team. He's a trustee of Blue Cross and Blue Shield of North Carolina.

ERNIE REIGEL, 60
PARTNER, MOORE & VAN ALLEN
CHARLOTTE

The Davidson College graduate stepped down last month after 15 years as chairman of the 300-attorney firm. Reigel joined the firm in 1980 and has overseen its expansion, including the addition of about 60 lawyers since 2010. Among many civic involvements is a stint chairing the board of Charlotte Center City Partners.

GERALD ROACH, 59
MANAGING PARTNER, SMITH,
ANDERSON, BLOUNT, DORSETT,
MITCHELL & JERNIGAN
RALEIGH

Roach is a go-to securities lawyer at the largest law firm based in the Triangle, having participated in deals topping \$50 billion in the last five years. The Wake

ROBERT E. BARNHILL JR.

PARTNER, BARNHILL CONTRACTING, 70

BY TERI SAYLOR

Robert E. Barnhill Jr. can't remember a time when he was not involved at his family's Barnhill Contracting Co., a fixture in eastern North Carolina for 68 years that now employs 1,100 people.

"I remember Daddy being gone an awful lot, and during my growing-up days, we had a lot of work in Virginia and Delaware," Barnhill says. "When I was 13, I went to a job in Rehoboth Beach in Delaware and after that, I would work every summer until I got out of college, and then I came to work full time."

Born in Tarboro, where he still lives, Barnhill graduated from East Carolina University in 1970 with a degree in business administration and the ability to operate every piece of equipment used by the family business. Today, the company that has long dominated highway construction in eastern North Carolina is moving into commercial construction and expanding its reach after opening a Charlotte office in 2015. The company had previously not ventured farther inland past Fayetteville and Raleigh. Revenue totaled \$555 million in 2016.

While Barnhill's father, Robert Barnhill Sr., was a legend among the state's contractors, his son had "the vision to diversify what had been a traditional highway construction firm," says Dave Simpson, president & CEO of Carolinas Associated General Contractors, a trade group.

In 1949, the senior Barnhill teamed up with R.W. Long to buy some surplus military machinery and equipment and start Barnhill and Long Construction Co. Three years later, Barnhill bought his partner out and changed the company's name to Barnhill Contracting. The company's first major project was paving one of Gov. Kerr Scott's farm-to-market roads from Ahoskie to Murfreesboro.

The younger Barnhill was promoted to president in 1987 and named chairman in 2000, the year that his father died. His son, Robert Barnhill III, has been president since 2010. Barnhill's other son, Austin, is vice president of leadership development.

"We're big believers in taking care of our employees," Robert Barnhill Jr. says. "My definition of a good leader is being honest and fair with employees, spending time with them, giving them opportunities when they deserve them, and giving them room to prove themselves and grow."

Founded in Tarboro, Barnhill Contracting moved its headquarters to Rocky Mount in 2014. Barnhill donated its Tarboro building to Edgecombe County Public Schools, which uses it for its central office.

"We try to reach out to the community to help and serve in ways that we can." Current work includes a \$160 million highway project in Greenville, a 12.4-mile bypass that will take U.S. 264 south and west of the city toward Ayden.

Barnhill says he has no interest in retiring, though he has backed away from his company's day-to-day operations. "I stay busy all the time, and I'm busier than what I envisioned I would be at this point." ■

NORTH CAROLINA
POWER
100



Forest University law school graduate started a three-year term as managing partner in 2016 after heading its policy and planning committee for 15 years.

LARRY ROBBINS, 66
PARTNER, WYRICK ROBBINS
RALEIGH

Many of the most significant business deals in the Triangle area over the last 35 years have involved Robbins, who earned bachelor's, master's and law degrees at UNC Chapel Hill. He started the firm with four others in 1980 and it has grown to 92 lawyers. Robbins has been active in many entrepreneurial and cultural groups in the Raleigh-Durham area.

MATT SNOW, 53
CEO, DIXON HUGHES GOODMAN
CHARLOTTE

Snow spent 21 years at KPMG before moving in 2007 to the largest accounting firm based in the South. He helped lead the 2011 merger of Dixon Hughes with Virginia-based Goodman & Co., oversaw the firm's Charlotte region and became CEO in 2014. He serves on the board of visitors for Wake Forest University School of Business, his alma mater.

**EDUCATION AND
HEALTH CARE**



CARL ARMATO, 53
CEO, NOVANT HEALTH
WINSTON-SALEM

The CPA joined Novant in 1998 and was named CEO in 2012. It now operates

15 medical centers and employs more than 25,000 people, including about 1,500 physicians. In 2016, Novant had a \$413 million surplus on revenue of \$4.3 billion, making it the second-biggest N.C.-based hospital system.

PHIL DUBOIS, 67
CHANCELLOR, UNC CHARLOTTE

The longest-serving chancellor in the 17-campus UNC System, the former UNC Charlotte provost returned in 2005 after leading the University of Wyoming for eight years. During his tenure, UNC Charlotte has completed capital projects topping \$1.2 billion, while student enrollment has increased 38% to 29,000 with its tuition ranking among the lowest of large, urban universities.

CAROL FOLT, 66
CHANCELLOR,
UNC CHAPEL HILL

Folt in 2013 became the first female chancellor at the UNC System's flagship university. While she's faced academic scandal involving student athletes and controversy over the campus' Confederate soldier statue, UNC remains among the nation's biggest research universities, with annual spending exceeding \$1 billion for the first time in 2017.

NATHAN HATCH, 71
PRESIDENT, WAKE FOREST
UNIVERSITY
WINSTON-SALEM

In his 12th year as president, Hatch has led Wake Forest's charge to remake downtown Winston-Salem into a biomedical-research, education and technology hub, while remaining one of the nation's top 30 universities. Wake awarded him a \$2.9 million deferred bonus in 2015, making him the nation's highest-paid college president.

JENNIFER HAYGOOD, 43
ACTING PRESIDENT, NORTH
CAROLINA COMMUNITY
COLLEGE SYSTEM
RALEIGH

Haygood gained her title in October after the abrupt departure of former President Jimmie Williamson. The Rice

University graduate has gained respect among state political and business leaders since joining the 58-campus system in 2008, serving as chief financial officer and, later, executive vice president.



RON PAULUS, 55
CEO, MISSION HEALTH
ASHEVILLE

With a medical degree and an MBA from the University of Pennsylvania, Paulus has led the \$1.4 billion not-for-profit system since 2010. He clashed with Blue Cross and Blue Shield of North Carolina last year, canceling the hospital's contract with the insurer in October, then settling in December.

NIDO QUBEIN, 69
PRESIDENT,
HIGH POINT UNIVERSITY

Stunning is a fair way to describe the Lebanese immigrant's impact in 13 years as president of High Point University: an investment of \$1.6 billion in 90 new or acquired buildings and a tripling of enrollment and faculty. His latest project aims to revive downtown High Point with a ballpark, apartments and a conference center.

BILL ROPER, 69
CEO, UNC HEALTH CARE
CHAPEL HILL

Roper has been a power broker since arriving in North Carolina as dean of UNC's School of Public Health in 1997. He moved to lead UNC's medical school in 2004 and is a key figure in

UNC Health Care's proposed combination with Carolinas HealthCare System of Charlotte. He also is a director at DaVita and Express Scripts.



MARGARET SPELLINGS, 60
PRESIDENT, UNC SYSTEM
CHAPEL HILL

The former U.S. secretary of education in President George W. Bush's administration took the UNC job in March 2016. She's shown flexibility as UNC's governing board has turned more conservative and less deferential. Her strategic plan calls for more enrollment by low-income and rural students, greater emphasis on teacher training and limiting tuition increases.

MICHAEL WALDRUM, 55
CEO, VIDANT HEALTH
GREENVILLE

A pulmonologist with an MBA, Waldrum came to Greenville in 2015 after senior posts at university-owned health systems in Alabama and Arizona. Vidant operates eight hospitals and had revenue of \$1.6 billion in 2016. The system agreed to buy the state-controlled, 370-doctor ECU Physicians last year for \$35 million plus \$14.25 million annually for 30 years.

EUGENE WASHINGTON, 67
PRESIDENT AND CEO, DUKE
UNIVERSITY HEALTH SYSTEM
DURHAM

Washington came to Duke in 2015 from the University of California, Los Angeles. A Houston native, he oversees three hospitals in Durham and Raleigh

and physician practices in seven counties. The system, which reported a \$275 million profit and patient revenue of \$3.2 billion in 2016-17, plans \$1.7 billion in capital spending through 2022.

EUGENE WOODS, 53
CEO, CAROLINAS
HEALTHCARE SYSTEM

Hired in 2016 to run the state's biggest hospital network, he's leading a combination with UNC Health Care to create a system with about \$14 billion in annual revenue and more than 85,000 employees. He's also chair of the American Hospital Association.



RANDY WOODSON, 61
CHANCELLOR,
N.C. STATE UNIVERSITY
RALEIGH

A plant biologist, Woodson oversees the state's largest university with 34,000 students and a \$1.5 billion budget. He took his post in 2010 after serving as provost at Purdue University. N.C. State is raising \$1.6 billion for scholarships, research programs and facilities.

NONPROFITS

JOHN CHAFFEE, 65
PRESIDENT AND CEO,
NCEAST ALLIANCE
GREENVILLE

Chaffee has worked in economic development in eastern N.C. since 1977, most recently leading a group that represents a 24-county region. The

alliance includes some of the state's poorest areas, which have celebrated some recent victories, including a planned 800-employee tire plant in Edgecombe County and a big life-sciences industry expansion in Wilson.

KIT CRAMER, 57
PRESIDENT AND CEO, ASHEVILLE
AREA CHAMBER OF COMMERCE
ASHEVILLE

Cramer cut her chamber teeth for 16 years in Charlotte and moved to the mountain town in 2010. Since then, Asheville has seen its popularity spike with tourists spending \$2 billion in 2016, bolstered by a large craft-beer industry. As the city's star rises, others want in: The chamber is in negotiations to oversee economic development in neighboring Haywood County.



LEW EBERT, 59
PRESIDENT AND CEO,
NORTH CAROLINA CHAMBER
RALEIGH

A humming state economy has lots of folks taking credit, but the chamber chief has received national attention as Republicans passed a sweeping federal tax bill. State income tax cuts since 2013, which Ebert lobbied for, have helped revive the state's economy, he says. Ebert took his post in 2006 after working at state chambers in Kansas and Pennsylvania.

DAN GERLACH, 50
PRESIDENT, GOLDEN LEAF
FOUNDATION
ROCKY MOUNT

Tobacco giveth and taketh from North Carolina, but Golden LEAF continues

NORTH CAROLINA
POWER
100



FRANK EMORY

CHAIRMAN, ECONOMIC DEVELOPMENT PARTNERSHIP OF NORTH CAROLINA, 60

BY STEVE CRANFORD

Franks Emory is a veteran litigator who's accustomed to convincing juries of his point of view. In a newer role, the Charlotte lawyer is applying his powers of persuasion to convince businesses to move to or expand in North Carolina. Emory was appointed chairman of the Economic Development Partnership of North Carolina in May by Gov. Roy Cooper, who asked the previous chair, Charlotte legal-staffing company owner John Lassiter, to step down. The partnership is starting its fourth year after former Gov. Pat McCrory split off the task of marketing North Carolina from the N.C. Department of Commerce.

Emory's duties include raising \$1.25 million annually from the private sector to help fund the 60-employee partnership, which receives about \$21 million per year in state funding. Although the split from Commerce was a Republican idea, Emory, a Democrat, sees no need for reversing course. "In the short- to medium-term, the worst thing we could do is change how we do economic development," he says. "Stability is critical."

A native of Wilson, Emory earned a bachelor's from Duke University and a law degree from UNC Chapel Hill. After serving as a law clerk for a state appellate court judge, he worked at the Ferguson & Stein and Robinson Bradshaw law firms. In 2001, he joined his current employer, Hunton & Williams, which has more than 750 lawyers. His clients have included large U.S. banks, Duke University and a U.S. automaker. Emory was chair of the Charlotte Chamber in 2012 and has served on Duke's board of trustees.

Emory's main agenda item is to spread the benefits of economic development beyond the state's three big metro areas. One of his first steps was appointing a rural task force at the partnership. The rural slant plays well in the state legislature, where the leadership mostly lives in smaller N.C. cities. But Emory says it's heartfelt. "I told the governor when he was running that if families don't have wealth, they can't be propelled forward. I'm not talking massive wealth; I'm talking about having something to pass down to the next generation." That view helped make him the governor's choice, while campaign contributions totaling \$3,000 in 2015-16 didn't hurt. If that money won him the job, he says, "I'm the best negotiator you've ever met."

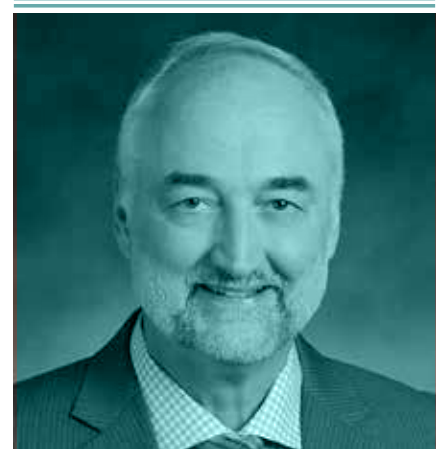
Former Commerce official Ernie Pearson, a partner at the Nexsen Pruet law firm in Raleigh, believes a focus on rural economic development can bear fruit, especially if the state expands its four-lane highway system and adds more fiber-optic infrastructure in rural areas. Effective broadband service could lure IT firms in need of back-office workers, he says.

Christopher Chung, the partnership's chief executive officer, praises Emory for his Charlotte connections and public service efforts. Away from work, Emory calls himself a struggling golfer. He and his wife, Lisa, have two sons. ■

to hand out proceeds from a national settlement with cigarette makers, more than \$105 million in 2016. Gerlach, who spent seven years as senior fiscal adviser to former Gov. Mike Easley, has led the group since 2008. Its assets total more than \$900 million.

MAURICE "MO" GREEN, 50 EXECUTIVE DIRECTOR, Z. SMITH REYNOLDS FOUNDATION WINSTON-SALEM

The former superintendent of Guilford County Schools moved in 2016 to the philanthropy, which has donated more than \$550 million since its formation in 1936 and had assets of \$421 million in 2016. After a yearlong listening tour, the Duke Law graduate said the foundation would expand beyond its five longstanding focus areas to push for systemic change and "visionary ideas."



WAYNE HOLDEN, 61 PRESIDENT AND CEO, RTI INTERNATIONAL RESEARCH TRIANGLE PARK

The research giant is finishing a new building that will serve as the public face of an institution that is one of the largest real-estate owners in Research Triangle Park. About 2,200 of RTI's global 4,700 workers are based here. Holden, who previously worked for an opinion-research company and as a medical-school professor, has been with the nonprofit since 2005, becoming CEO in 2012.



STAN KELLY, 60
CEO, PIEDMONT TRIAD
PARTNERSHIP
GREENSBORO

After 34 years at Wells Fargo and its predecessor, Wachovia, Kelly retired from the bank in 2014 and the following year was tapped to run the Greensboro-based economic-development group. The N.C. State graduate serves on the board of visitors for Wake Forest University's business school and Wake Forest Baptist Health, and on the N.C. State board of trustees.

MICHAEL MARSICANO, 61
CEO, FOUNDATION FOR
THE CAROLINAS
CHARLOTTE

Involved in virtually every major community initiative since he took his job in 1999, Marsicano celebrated a milestone in 2016 when his organization surpassed \$2 billion in assets. It is now the sixth-largest community foundation nationally, leapfrogging from 35th when he arrived. A Duke University Ph.D., he previously led Charlotte Arts & Science Council for a decade.

BOB MORGAN, 53
PRESIDENT AND CEO,
CHARLOTTE CHAMBER
CHARLOTTE

Morgan has been a consistent cheerleader for North Carolina's largest city since 2005, lately throwing his support behind winners — a \$922 million school bond — and losers — failed bids for a big Amazon complex and pro soccer. The Charlotte native, who previously ran Gastonia's chamber, oversees 45 employees and a membership topping 3,300.

MARK BELLISSIMO

**MANAGING PARTNER, TRYON EQUESTRIAN
PARTNERS, 55**

BY EDWARD MARTIN

At the top of Saluda Grade, America's steepest mainline railroad climb, 10,000 folks come in July for Coon Dog Day, an annual festival celebrating the hunting hound, and long the area's biggest social draw. That's until Mark Bellissimo came along. He's the central figure behind this summer's World Equestrian Games at Tryon International Equestrian Center, in the foothills at the bottom of the grade in Mill Spring.

"We sold over 100,000 tickets in the first 10 days," says Bellissimo. "We're expecting over 400,000 and possibly as many as 500,000, the largest sporting event in the United States in 2018 and fourth-largest in the world." State tourism officials estimate the September games will create more than \$200 million in economic impact, with participants and spectators hailing from 70 countries.

Bellissimo is managing partner of the four-family Tryon Equestrian Partners, developers of the 1,500-acre center and owner of equestrian operations in Colorado and Florida. A Harvard MBA who has worked on Wall Street and in health care, he opened the center in 2014. The quadrennial horse Olympics will spark headlines, but local and state officials and others say Bellissimo's influence in western North Carolina will grow after the crowds depart.

"Our sales-tax collections have increased. We're seeing entrepreneurs coming in to ask about opening new businesses, and people coming in to develop real estate or see what's available in town," says Zach Ollis, town manager of nearby Tryon, population about 1,700. "We've got feet in the streets."

The equestrian center is akin to a classy four-legged Wimbledon. There are stalls for hundreds of visiting horses, a 10,000-seat arena along with smaller side arenas, restaurants and high-end retail shops. Several boutique hotels are under construction.

Similar efforts to create what he envisions as a "Disney-like resort for people who love horses" ruffled neighbors and local officials at a Wellington, Fla., property owned by the group. In contrast, three governors — North Carolina's current Roy Cooper, his predecessor Pat McCrory and former South Carolina leader Nikki Haley — have praised the Tryon project for its economic impact.

Polk County native Roger Smith, a retired investment banker, first enticed Bellissimo to the area to look at the bankrupt White Oak golf community, on the market for \$11 million. "Roger was concerned about the devastating impact the loss of the textile industry has had on the Carolinas, so he wanted to breathe some life into the economy," says Bellissimo, who spends most of his time in Florida.

The course became the nucleus of today's center, which entails a \$200 million investment so far, with another \$200 million on the way within two years, he says. Separately, Bellissimo and partners have created U.S. Precision Construction LLC, where this month about 20 robots and 50 workers will begin making modular structures that will become hotels, retail buildings and offices. "What we're doing here is creating a rural economic cluster based on the equestrian lifestyle." ■

NORTH CAROLINA
POWER
100



SCOTT SATTERFIELD, 52
CEO, WILMINGTON BUSINESS
DEVELOPMENT
WILMINGTON

Satterfield is the longstanding face of the region's primary economic-development group, holding his post since 1995. Though the city of Wilmington and New Hanover and Pender counties provide funding, the bulk of WBD's annual budget comes from private investors. A Port City native, Satterfield is a graduate of UNC Wilmington.

**ARTS, SPORTS
AND LEISURE**

**SCOTT AVETT, 41, AND
SETH AVETT, 37**
THE AVETT BROTHERS
CONCORD

Though the folk-rock band hasn't released an album since 2016, N.C.'s most famous brothers haven't slipped from the radar thanks to a Judd Apatow documentary that debuted on HBO last month. The group is more of a family effort than ever — sister Bonnie played keyboards at their annual New Year's Eve concert in Raleigh. The Avetts have had three Billboard Top 10 hits and three Grammy nominations.



BRIAN FRANCE, 55
CEO, NASCAR
CHARLOTTE

As grandson of NASCAR founder Bill France Sr., Brian France's family name is synonymous with stock-car racing. He

has been a director of the family's Daytona Beach, Fla.-based International Speedway Corp. since 1994 and led the race-sanctioning group since 2003 as it has expanded its Charlotte headquarters. While France has been linked to a possible bid for the Carolina Panthers football team, he has denied interest.

VIVIAN HOWARD, 39
RESTAURANT OWNER AND
TELEVISION PERSONALITY
KINSTON

Also a cookbook author, Howard has brought national attention to Kinston, which struggled in the double aftermath of tobacco and textile declines. She and her husband, Ben Knight, recently opened a second restaurant in Wilmington. Her PBS show, *A Chef's Life*, is in its fifth season.

MICHAEL JORDAN, 55
MAJORITY OWNER,
CHARLOTTE HORNETS
CHARLOTTE

He hardly needs introduction: basketball legend, businessman and, according to *Forbes*, highest-paid athlete of all time with career earnings of \$1.85 billion. A chunk of his wealth stems from his majority stake in the NBA team, which *Forbes* valued at \$780 million last year. Last fall, Jordan donated \$7 million to launch two medical clinics in troubled Charlotte neighborhoods.

JOHN MCCONNELL, 67
FOUNDER, MCCONNELL GOLF
RALEIGH

Golf participation rates are dropping, but one of the largest owners of private clubs in the state is growing. McConnell owns 10 courses and manages another two from Asheville to Myrtle Beach, employing more than 1,000 people. He previously was CEO of two medical-records software companies in the Triangle that sold for a combined \$1.2 billion.

CAM NEWTON, 28
QUARTERBACK,
CAROLINA PANTHERS
CHARLOTTE

A Heisman Trophy winner who led Auburn University to a national championship in 2011, Newton's every move or comment tends to make big news in Charlotte. The NFL team's Super Bowl appearance in 2016 raised expectations. So did a \$103 million contract signed in 2015 that runs through 2020. He reportedly makes another \$10 million a year on endorsement deals.

JOHN SWOFFORD, 69
COMMISSIONER, ATLANTIC
COAST CONFERENCE
GREENSBORO

As conference chief since 1997, he's endured NCAA scandals, an FBI probe and the controversial HB2 "bathroom bill" that briefly pushed ACC tournament games out of the state. Conference membership has almost doubled to 15 under Swofford, a North Wilkesboro native who worked in athletics at UNC Chapel Hill for 17 years before moving to his current post.



FRED WHITFIELD, 59
PRESIDENT,
CHARLOTTE HORNETS
CHARLOTTE

Former owner Bob Johnson named the Greensboro native president and chief operating officer in 2006. Whitfield previously had managed endorsements and marketing for Nike's Jordan Brand division — he is a longtime friend of current team owner Michael Jordan. A graduate of N.C. Central University's law school, he oversaw the team's rebranding and recent arena renovations.

ICONS

There's influence, and then there's *serious* influence: These senior business leaders are no longer as active in day-to-day affairs but still wield enormous clout.

JOHN ATKINS

DURHAM ARCHITECT, CIVIC ACTIVIST IN VARIOUS TRIANGLE AREA ENDEAVORS

DON BEAVER

HICKORY NURSING-HOME KINGPIN OWNS CHARLOTTE'S MINOR-LEAGUE BASEBALL TEAM

SMOKY BISSELL

VETERAN DEVELOPER WHO SOLD HIS BALLANTYNE OFFICE PARK FOR \$1.2 BILLION

ERSKINE BOWLES

CHARLOTTE INVESTMENT BANKER; DIRECTOR AT FACEBOOK, MORGAN STANLEY

FRANK DANIELS JR.

VETERAN NEWSPAPER EXECUTIVE; PART OF GROUP THAT OWNS BUSINESS NORTH CAROLINA

DICK DAUGHERTY

RETIRED IBM EXECUTIVE AND LONGTIME PROMOTER OF RESEARCH TRIANGLE PARK

PAUL FULTON

EX-SARA LEE PRESIDENT; LEADS GROUP FAVORING MORE HIGH-ED SPENDING

ALLEN GANT JR.

CHAIRMAN AND FORMER CEO OF TRIAD TEXTILE GIANT GLEN RAVEN

JOHNNY HARRIS

CHARLOTTE'S MOST OUTSPOKEN DEVELOPER, HEIR TO MORRISON LAND FORTUNE

BOB INGRAM

FORMER CEO OF GLAXO WELLCOME; PRIVATE-EQUITY INVESTOR IN HEALTH CARE

LEON LEVINE

FOUNDER OF FAMILY DOLLAR STORES; NOW A PROMINENT PHILANTHROPIST

BOBBY LONG

SOLD HIS LIFE-INSURANCE BUSINESS; BACKS MANY TRIAD PROJECTS AND EVENTS

JAMES MAYNARD

FOUNDER OF GOLDEN CORRAL RESTAURANT CHAIN; PRIVATE-EQUITY INVESTOR

HUGH MCCOLL JR.

RETIED CEO OF BANK OF AMERICA; CHARLOTTE'S MOST FAMOUS LEADER

JIM MELVIN

EX-BANKER AND FORMER GREENSBORO MAYOR; HEADS BRYAN FOUNDATION

WENDELL MURPHY

LEADING PORK PRODUCER; FORMER STATE SENATOR; N.C. STATE UNIVERSITY BOOSTER

MACK PEARSALL

LAWYER WHO HAS HELD KEY CIVIC LEADERSHIP ROLES IN ROCKY MOUNT, ASHEVILLE

GREGORY POOLE JR.

RETIRED CEO OF RALEIGH'S CATERPILLAR DEALERSHIP; CIVIC LEADER

RUSSELL ROBINSON

LAW-FIRM FOUNDER WHO HAS REPRESENTED MANY KEY BUSINESS LEADERS

O. TEMPLE SLOAN JR.

FOUNDER OF GENERAL PARTS, BOUGHT BY ADVANCE AUTO FOR \$2 BILLION IN 2014

O. BRUTON SMITH

CREATED PUBLIC COMPANIES FOR HIS CAR DEALERSHIPS, NASCAR SPEEDWAYS

C.D. "DICK" SPANGLER

BILLIONAIRE INVESTOR IN BANKS, NATIONAL GYPSUM; FORMER UNC SYSTEM CHIEF

MIKE WEAVER

GREENSBORO CONTRACTOR, DEVELOPER, INVESTOR AND PHILANTHROPIST

SMEDES YORK

FORMER RALEIGH MAYOR, VETERAN CONTRACTOR AND REAL-ESTATE INVESTOR

CHANGE AGENTS

"Ones to watch" — while they lead prominent businesses or organizations, these executives are relatively new in their roles.

ADRIENNE COLE

PRESIDENT AND CEO, GREATER RALEIGH CHAMBER OF COMMERCE
RALEIGH

RYAN COMBS

EXECUTIVE DIRECTOR, RESEARCH TRIANGLE REGIONAL PARTNERSHIP
CARY

PATRICK CONWAY

PRESIDENT AND CEO, BLUE CROSS AND BLUE SHIELD OF NORTH CAROLINA
DURHAM

KANDI DEITEMEYER

PRESIDENT, CENTRAL PIEDMONT COMMUNITY COLLEGE
CHARLOTTE

GERALD EVANS

CEO, HANESBRANDS
WINSTON-SALEM

JULIE ANN FREISCHLAG

CEO, WAKE FOREST BAPTIST MEDICAL CENTER
WINSTON-SALEM

SCOTT LEVITAN

PRESIDENT AND CEO, RESEARCH TRIANGLE FOUNDATION
DURHAM

VINCENT PRICE

PRESIDENT, DUKE UNIVERSITY
DURHAM

CECIL STATON

CHANCELLOR, EAST CAROLINA UNIVERSITY
GREENVILLE