

MBA Newsletter

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Message From the MBA Director



This was a successful year for the MBA Program. We launched our newsletter this year and trust you find it informative. We encourage you to send us your updates by emailing aubreer@u.washington.edu.

Thanks to the feedback received from MBA students and alumni, we introduced the annual networking event and revamped the quarterly TGIF's as well. We welcome your suggestion on these and any other events you would like to see.

We welcomed a large and high quality class to the program this year. Our MBA application deadline is July 1st and we would encourage you to spread the word amongst your friends and colleagues. I especially

appreciate the help we receive from alumni at MBA Information Sessions. We look forward to seeing you at various MBA events over the coming year and wish you much success in your endeavors. Please stay in touch.

Best wishes,
Eugene Sivasdas
MBA Director

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Class Notes for Spring 2011

Class of 2010

Adam Small

Sofia Valentine Small was born 3/24/11 at 3:57 pm. Baby and mother are both happy and healthy.

Class of 2012

Matt van den Heuvel

I am happy to report that I recently accepted a new Marketing Coordinator position at Gensco HVAC. Gensco is a wholesale distributor of Heating, Ventilation and Air Conditioning supplies and equipment. Gensco is headquartered in Tacoma, WA with 26 branches across 5 states. I will be responsible for creating and implementing marketing strategies for the HVAC supplies side of the business. The director of marketing from Gensco offered me this position following my involvement in a quarter-long marketing project facilitated by Dr. Merchant. The objective of our project was to develop a marketing plan to increase e-commerce through Gensco's business-to-business website. This project is ongoing and I have been asked to stay on board to complete additional research and aid in the implementation of the marketing plan.

POINTS OF INTEREST:

- **Application Deadline**—The application deadline for Autumn quarter is July 1st, 2011.
- **Alumni Class Notes**—if you're an alumni with information regarding new additions to the family, a new job opportunity, or with a story to share, please let us know! For next edition, please provide no later than October 21st, 2011. Contact Aubree Robinson at aubreer@uw.edu.

Meet the Graduates



Laura Barrentine

I continue in my position with Baxter Mfg. and look forward to the new opportunities the completion of my MBA will bring. Personally, I'm looking forward to taking a vacation or two, reading some books without writing a paper, and spending some time in my neglected garden.



Jeff Durham

Serves as the Capacity/Lean Manager for Toray Composites America.



Holly Beimler

I was promoted to an Assistant Vice President at Kibble & Prentice.



Brittany Ellsworth

I've recently been promoted to the brand manager for Labor Ready. I'm excited to take on my new role!



Ramon Cayanan

I will continue to represent Stryker by providing endoscopy equipment to local hospitals and surgical facilities. Outside of work, my friends and I are planning a summer trip to Costa Rica.



Gloria Fletcher

I recently took on the position of Real Estate Manager for the City of Tacoma. When I'm done with school I look forward to spending more time with my family and expanding my service to non-profit organizations.



Jessica Cromhecke

Serves as the Western Region Biosafety Officer, Senior Microbiologist for Madigan Hospital.



Tyler Foster

I am still working for Lockheed Martin as a mechanical engineer at Bangor Naval Subbase. I hope that my MBA degree will help create opportunities for advancement and leadership in the future. At home, my three young kids and beautiful wife keep me very busy and help remind me of what is most important.

Meet the Graduates



Joel Gjuka

Since starting the MBA at UWT, Joel discovered a love for the field of Marketing. He is the Director, Marketing and Business Development for Pacific Northwest Advisors.



David Lew

David is currently working at the Fred Hutchinson Cancer Research Center, where he manages clinical trials and research projects related to the development of new drugs and treatments.



Michael Hurst

Michael will begin working for Moss Adams, LLP as a staff accountant this fall. Outside of work and school, he will be spending time with his wife, Maygan, and studying for the CPA exam



Doug Lupton

Doug continues his career at Bank of New York Mellon.



Christopher Inverso

Chris was hired by Columbia Bank in September 2010 and works in the bank's commercial lending division as a Financial Analyst. In addition, Chris and his wife Tharen celebrated the birth of their third daughter, Macy Faye Inverso, on April 8th, 2011.



Travis Metcalfe

I continue to work as a Power Analyst for Tacoma Power and am also currently the Director of Finance for Renovo Church in Puyallup. In my free time my wife Crystal and I enjoy the many adventures of raising our young family; 5 year old son Brayden, 2 year old daughter Peyton, and chocolate lab pup, Emma.



Kevin Jewell

I intend to advance my career at work by using the new skills I've learned over the last couple of years. When I'm not working, I plan on getting back to remodeling our house, tennis, cycling, fly fishing, and some long awaited travel with my girlfriend Jo.



Anne Reedy

In the spirit of new beginnings, after completing the MBA program in December 2010, I left my prior employer and joined MultiCare Health System Research Institute. My focus continues to be on non-profit leadership in support of medical research.

Meet the Graduates



Stan Sexton

The past six months have been extremely busy. Outside of the rigors of school, my wife and I moved to a new home, in January we welcomed our son, Konrad, and in February I started a new job at MultiCare. As I conclude my coursework in June, I am looking forward to spending more time with the family and broadening my endeavors at work.



Karen Story

I've been with MultiCare for 7 years and have been the Pre-Service Center manager for the past 3 years where I manage a team of 40. I've been married for 7 years and I'm looking forward to spending more time with family and friends and reading mystery novels after graduation.



John Shepherd

John serves as the Director of Budget, Planning and Operations for the Washington State Employment Security Department.



Joseph Thorley

Serves as Systems Engineer for Lockheed Martin.



David Sloan

Dave serves as Supply Chain Analyst for Boeing.



Gareth Waugh

Gareth was recently promoted to Senior Forest Analyst and is looking forward to spending the summer exploring the Sound on his little old boat and traveling to Banff and Lake Chelan with his wife and 1 year old son.



Olen Storaasli

Olen Storaasli is now a Portfolio Analyst for the international equity funds at Russell Investments. Olen joined the investment division after three-and-a-half years in corporate finance. Olen left corporate finance as a Senior Financial Analyst, which he was promoted to during his first year in the MBA program. Olen and his wife are expecting their first child, a girl, this coming June.

UW Tacoma MBA - United Way of Pierce County Marketing Project: Not Just Another Class Project, but a Real Benefit to the Community.

By Hyoung Kim

Step out of your boundaries, challenge your peers, and take a chance. From the start of the MBA program at the University of Washington Tacoma, the professors and the faculty members assured each and every MBA student that this is a safe environment to practice what we know and what we will learn. Easier said than done, right?

In the everyday working environment, it's not easy to accept that you are judged and viewed by the peers and bosses. Breaking out of this habit of self-protection can help expand and develop your professional business life. The time to break this habit came in the form of a marketing project, or challenge, by Dr. Altaf Merchant, Professor of Marketing at UW Tacoma.

He stated a sound point during the orientation of the MBA program, "Why not make your work (at school), work for you in real life?" He understood that the effort and time spent in class and projects is not a lost cause. He ensured that with help of peers and faculty, a significant difference can be made outside of comfort zones.

Dr. Merchant put the class to test with an interactive marketing project. A team was formed of Hyoung Kim, David Lew, Sharath Gopalappa, and Laura Ayers. During the topic selection phase of the marketing project, Dr. Merchant provided the class with yet another challenge. United Way of Pierce County, a local non-profit organization reached out to MBA students at University of Washington Tacoma to assist in developing their marketing strategies. The goal was to muster up short-term strategies to increase donor-ship and long-term strategies to maintain loyal donors.

As challenging as this project was, the team was not left stranded. Dr. Merchant provided them with the contact at United Way, Pete Grignon, who in turn introduced them to the UWPC's marketing committee. During the course of the project, the team worked closely with the marketing committee, which in turn supplied them with both feedback and encouragement.

Through the support of MBA peers, the United Way marketing committee, and Dr. Merchant, the team constructed both a short term and long term marketing plan for UWPC incorporating customer relationship management and presented it to the class for constructive feedback. When the team presented to the UW marketing committee, the committee found the new ideas refreshing. Even though the project was finished with the marketing class, the committee invited each of the team members to enhance and further develop the ideas and present again to the entire UWPC board, which is scheduled later this spring.

Taking Dr. Merchant's encouragement of making school work in real life, both the students and the community took away something greater than just a learning experience. The students enhanced their partnership with the community, and that will continue to live well past the duration of the class.

Farewells: Dr. Bombie Salvador and Dr. Elizabeth Alexander



This fall, Bombie Salvador will be joining the Isenberg School of Management at the University of Massachusetts Amherst. He will definitely miss working with the very supportive and highly professional faculty and staff of the Milgard School of Business, as well as interacting with the Milgard MBA students, especially through the Business Ethics and Social Responsibility course. At the same time, Bombie is excited about the opportunity to move on and work more on his research with his future colleagues and doctoral students at UMass.



Elizabeth Alexander is returning to her roots to join the Bristol Business School at the *University of the West of England*. She assumes the role of a Senior Lecturer (equivalent to an Associate Professor in the American system).

Executive Speaker Series: Linda Remsberg, President and CEO of NoteWorld, LLC

By Chris Inverso

In order to succeed as an entrepreneur you must, at a minimum, have tenacity, be willing to take risks, and possess information that no one else does.

This was part of the recipe for success described by Linda Remsberg, President and CEO of Note-

World, LLC, in her presentation in Dougan Hall on Thursday April 21st, 2011 at the University of Washington Tacoma. Ms. Remsberg addressed MBA students from the Milgard School of Business with a message that provided an overview of NoteWorld's business model and highlighted her experiences, first as an employee, and ultimately as the company's owner.

NoteWorld's mission is to provide accurate payment services where written promises help people achieve financial goals. The company got its start in 1979 as a servicer, or payment processor, for seller-financed real estate loans. Over the years, the company strengthened its core competency as a third party loan servicer by increasing the expertise of its workforce and by developing proprietary software programs. Ms. Remsberg, who joined the company in 1998, was deeply involved in both of these initiatives and eventually became NoteWorld's president. In 2007, NoteWorld's parent company was forced to liquidate its assets and its business units. Motivated by the business opportunity, and a deep sense of commitment to her employees, Remsberg acted quickly and used her knowledge of NoteWorld's unrealized potential to purchase the company at a deep discount.

Linda Remsberg's purchase of NoteWorld ushered in a new era in which the company redefined its strategy and further strengthened its sources of competitive advantage. First, Remsberg recognized that the company's highly experienced workforce and its proprietary technology would allow it to service more than seller-financed mortgages. Specifically, Remsberg knew that NoteWorld had



the potential to be the best in the world at processing complex payments for companies and consumers where a written promise dictates the terms and conditions of the payment. In response to this, the company ex-

panded to offer processing for debt settlement payments as well as payments for legal service.

In addition, under Remsberg's leadership, NoteWorld actively pursued licensing as a money transmitter in more than 33 states nationwide. This licensing expanded the range of services NoteWorld is able to offer its existing customers and provides consumers with greater levels of protection. Equally as important to NoteWorld's success are the internal changes that Remsberg initiated with the company. Remsberg restructured the company by reducing the many layers of management that separated her from front line employees and by promoting a new generation of leaders from within based on the values of personal humility and commitment to excellence. Finally, Ms. Remsberg added rigor to the company's goal setting and budget processes by tying everything within the company to a set of annual strategic objectives, frequently measuring the company's progress, and by directly holding individual unit managers accountable for bottom line results relating to the strategic objectives.

For NoteWorld, the net result is a competitive advantage that is multi-dimensional. In part, NoteWorld's competitive advantage is path dependent because it requires that another firm increase the expertise of its employees, develop similar software technology, and acquire similar licensing (Collins & Montgomery, 2008). Each of these actions require an investment of time by a competing firm that cannot be circumvented and during which NoteWorld can continue to

strengthen its advantage through continued value innovation. Another source of competitive advantage is found in the causal ambiguity of the organizational process and social relationships within NoteWorld (Collins & Montgomery, 2008). These components have been developed in a manner which complements and maximizes NoteWorld's core competencies. While outside firms may be able to imitate some aspects of these components, it would be extremely difficult for a competitor to align them in a manner that generates the same levels of effectiveness and efficiency achieved at NoteWorld.

Remsberg's vision for NoteWorld includes continued expansion into servicing for legal payments and other market segments that involve processing payments dictated by complex and one-of-a-kind contracts. A key test for the company in the near future will be finding a way to maintain profitability within an increasingly demanding regulatory environment. Successful navigation of this challenge will likely create yet another competitive advantage relating to economic deterrence if NoteWorld can find a way to make money in an industry that is becoming increasingly expensive to enter due to the legal costs associated with regulatory compliance (Collins & Montgomery, 2008). Despite the formidability of these future trials, Remsberg is confident that NoteWorld will ultimately prevail and cites that the company's ability to maintain its competitive advantage is directly dependent on its ability to stay true to its customers, its employees, and its core values.

References:

- Collis, D. J., & Montgomery, C. A. (2008) Competing on resources. *Harvard Business Review*, 86 (7/8):140-150.

Alumni Profile: Calvin Hill, MBA, 2006

Senior Manager, Supply Chain IT group, T-Mobile

Calvin grew up in Steilacoom, Washington and graduated from the University of Puget Sound in 1994 with a Bachelor of Arts in Business and a Bachelor of Science in Computer Science. He joined Weyerhaeuser after graduation and held a number of Information Technology roles there. After spending 10 years there he joined T-Mobile, and has been there for the past 4 years. For the past two years, Calvin has been a Senior Manager in their Supply Chain IT group.

Calvin chose UW Tacoma because it allowed him to continue to pursue his career full-time and immediately apply the classroom learning's and lessons to the real world situations and challenges he faced at work. The knowledge Calvin gained as a part of the UWT MBA program helped him become a more effective leader, manager, and strategic thinker.

Calvin has successfully led several major IT initiatives involving large and geographically disparate teams at both Weyerhaeuser and T-Mobile. His UW Tacoma MBA proved invaluable in providing him with the business foundation, project management, and leadership skills necessary to understand the business problems and lead teams in addressing them. He credits his MBA with providing him with the skills necessary to succeed.

While Calvin certainly values the skills and knowledge he obtained as a part of the MBA program, he feels the personal connections he made at UW Tacoma were perhaps the greatest benefit of his time in the program.

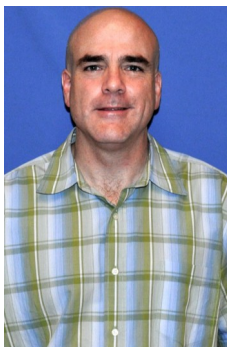
Calvin is currently married to Deanna, a Registered Nurse with the VA Medical system, and has a three year old son named Ethan. In his spare time, he

enjoys golfing, working out, and spending time with family and friends.



Alumni Profile: John O' Loughlin, MBA, 2008

Wastewater Maintenance Division Manager, City of Tacoma



If you're near downtown Tacoma in the early morning hours, you may spot John O'Loughlin riding his bike from the north end to his office in the tide flats where he is a manager in the City's wastewater and surface water utilities. A lifelong

resident of Tacoma and longtime city employee, John is passionate about the local environment and is especially proud of his work to help restore Commencement Bay.

With an undergraduate degree in chemistry from the University of Washington, John began his tenure with Tacoma as a lab assistant in 1988, working his way to senior laboratory analyst and eventually environmental field supervisor. Always interested in holding a management position, John earned his Professional Engineer (PE) license in 2002. "I wanted to move into management in an organization that traditionally promotes engineers," John says. "So I studied for the tests, passed, and combined with my experi-

ence, qualified to become a PE, which helped me assume more responsible positions."

Working for Environmental Services in the city's Public Works department, John participated in many projects for Tacoma, including the \$60 million Foss Waterway cleanup where he acted as the project engineer. He also shepherded several other projects totaling millions of dollars, through design, permitting and construction, including the Middle Waterway Estuarine Natural Resources Restoration, the Swan Creek Stream Restoration, and the Olympic View Resource Area.

Along the way, John was recognized for his skills and efforts by receiving the "Citizens for a Healthy Bay 2001 Civic Environmental Hero Award" and several City of Tacoma awards for project management leadership and work in cleaning up Commencement Bay.

Taking on more responsibility as his career progressed, John decided to pursue an MBA at the Milgard School of Business. "I realized that the scientific method of inquiry wasn't the only skill set I needed to be a competent manager, so in 2008, I got an MBA. With the school in Tacoma, I was very

fortunate that I could continue working at the same time." The MBA program was perfect for a scientist looking to expand his knowledge and understanding of what it takes to manage a business. During the course of pursuing his MBA, John was promoted from assistant division manager to division manager, a position he currently holds.

Beyond his professional life, JohnnyO — as he's known to his many friends, family and community — is an avid soccer player and referee, softball player and bird-watcher. He is especially proud of his two daughters, Haley and Colleen, both graduates of Gonzaga University. "They're smart, hardworking and very good people," says John. "I'm honored to be their dad."

Pacific Northwest MBA Case Competition

By Michael Hurst

In response to an invitation from UW Seattle's Foster School of Business, Brittany Ellsworth, Tyler Foster, Michael Hurst and Chris Inverso organized a team to represent the Milgard School of Business in the 1st Annual Pacific Northwest MBA Case Competition. The competition had eight teams total representing seven different schools. Under the alias of "Dougan Partners" (the teams could not reveal their school affiliations) Brittany, Tyler, Michael and Chris arrived in Seattle on the morning of Friday, April 22nd. All teams received identical copies of a case detailing the history of Jones Soda including five years of financial data at 9:00am and had until 2:00am Friday night to digitally submit their presentation. The following morning each team presented to one of two panels of judges and the top three teams advanced to the final round.

While Dougan Partners did not advance, the team found the competition to be a great experience. Each team member was able to draw from the skills they had learned in the classroom and apply them towards the team's collective analysis of the case. Brittany, Tyler, Michael and Chris all feel that the experience was well worth it and challenge future Milgard MBAs to continue representing UW Tacoma and the Milgard School of Business at next year's competition.



Pictures from the MBA BGS tapping and Spring quarter TGIF



MBA BGS tapping, pictured left to right, Stan Sexton, Michael Hurst, Chris Inverso, Dave Sloan (not pictured Gareth Waugh)



Spring quarter TGIF, Preston Crane MBA 2012, Daniel Bryan

Q&A—Faculty Profile with Jill Purdy, Ph.D., Associate Professor; Graduate Faculty

By Levi Botkin, Milgard Scholar, MBA Marketing Intern



Q: Dr. Purdy, when did you arrive at the University of Washington Tacoma's, Milgard School of Business?

A: I arrived in 1994 as one of the founding faculty members in business. The business school began with just five faculty, and its initial focus was limited to management and marketing.

Q: Since the Milgard School of Business is rather new (est. 1994), what drew you to the business school?

A: I was attracted by the opportunity to be an entrepreneur and to create something where nothing existed. The faculty developed and refined the undergraduate curriculum and then began working on the MBA curriculum in 1999. We worked closely with business leaders in the community to develop the MBA program so our graduates would be well-positioned for the challenges of upper level management positions. The newness and rapid growth of the business school has given me the opportunity to serve in several different leadership roles. I served as the founding MBA director from 2000-2005. More recently I have been serving as the Academic Director of the Center for Leadership and Social Responsibility.

Q: What do you like about the MBA students at the University of Washington Tacoma?

A: I enjoy the variety of students we

have who bring their own wealth of knowledge and experience to the classroom. This brings many perspectives to our discussions and contributes to everyone's learning.

Q: Why did you choose academia?

A: I love to learn, and being a faculty member means I get to learn by conducting research and by teaching. There are few better ways to learn a subject really well than by teaching it. And the opportunity to create new knowledge about the world of business through research is the ultimate learning experience.

Q: Tell us about your professional experience.

A: I started working in commercial lending at a bank but realized that wasn't what I wanted to do with my life. I enjoyed it much more when I worked for a recruiting firm doing career advising. I also worked in an attorney's office doing paralegal work on civil disputes involving businesses. My professional experience continues to this day because I do consulting with businesses ranging from startups to large firms.

Q: What are you researching now?

A: I'm particularly interested in the intersection of private enterprise and the public sector, and in understanding how negotiations between business and government unfold. I'm working on several interesting projects, including a study of change and innovation in a public-sector power company. I'm particularly excited about an international project where a colleague and I will soon be collecting data on how a large Sweden-based multinational is managing social responsibility strategically in Brazil. And I'm just getting started on a research project around social entrepreneurship. I've recently wrapped up a study of how energy companies renegotiated the federal process for relicensing hydroelectric facilities, and I've just completed writing two book chapters, one on negotiation approaches, and one on building a culture of integrity in business schools.

Q: What business awards or honors do you hold?

A: I was a Fulbright Scholar in 2005, which enabled me to teach and do research in Iceland. I'm very proud to have been nominated four times for the UW Distinguished Teaching Award. I am a member of Beta Gamma Sigma, the international honor society for business, and I serve as chapter adviser for Beta Gamma Sigma at the Milgard School.

Q: Dr. Purdy are you currently affiliated with any organizations?

A: I am a member of several professional organizations, including the Academy of Management, the International Association for Conflict Management, and the International Association for Business and Society.

Q: Can you tell us about your professional service?

A: I serve on the editorial boards of two journals, *Negotiation and Conflict Management Research*, and the *Bifröst Journal of Social Science* based in Iceland. I serve on the Research Committee of the Organization and Management Theory division of the Academy of Management. I also serve as an ad hoc reviewer for several other journals including the *Academy of Management Journal* and the *Journal of Management Education*.

Q: Dr. Purdy, is there any additional information that you would like to share with the Milgard School of Business M.B.A. candidates?

A: I'd like to encourage everyone to become connected to the Milgard network of students, alumni, faculty and executives. The MBA program provides a way to connect to a diverse group of talented, intelligent people in the region, and that's one of its less obvious strengths.

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