

MBA Newsletter

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Message from the Dean



Welcome (back) to the Milgard School of Business community. As we start another academic year, I am excited about our new leadership in the persons of UW President Michael Young, UWT Chancellor Debra Friedman, and UWT Vice Chancellor of Academic Affairs J.W. Harrington.

In addition to academic excellence, the Milgard MBA is about community and the *esprit de corps* and camaraderie that it promotes. We aim to develop business leaders who possess the three Cs: Competence, Conscience, and Compassion.

Competence – Our top notch faculty consists of renowned scholars and celebrated teachers. Through their cutting edge research and dedicated teaching

they create the knowledge and tools that provide the foundations of a rigorous management education expected at a top business school.

Conscience – We continue to see scandals at companies large and small and bad behavior by senior executives in the corporate world. The Milgard School strives to instill values of social responsibility and a sense of right and wrong in our students so that they graduate from our programs equipped to balance the economic, social and ethical impact of their decisions.

Compassion – Business success and compassion for one's fellow citizens are not mutually exclusive. The Occupy Wall Street movement highlights the discontent in society with the growing income disparity and the profit-maximization-at-all-costs philosophy of some business entities. Our friend and benefactor Gary Milgard liked to say that he was not just in the windows business but in the people business. The Milgards' compassion and caring for their employees contributed to their success.

I invite you to explore all the resources that the Milgard School offers as the leader in business education in the South Sound. In

addition to a quality curriculum, we have the quarterly MBA speaker series and the TGIF. Second-year MBA students have the opportunity to benefit from a senior executive as a mentor. Each spring, at our Business Leadership Awards Dinner, we honor outstanding leaders in South Sound organizations. We also hold an annual UW Financial Reporting Conference in May jointly with our colleagues at the Foster School. This conference features speakers from the SEC, FASB, major corporations, and accounting firms. In 2011, we launched a Conference on Social Responsibility.

We are proud of the direction and trajectory of the Milgard School as we strive to grow our reach and to improve our community through our people, programs, and partners. It's great to have you join us on this journey!

Best Wishes,

Shahrokh M. Saudagaran

Gary E. & James A. Milgard
Endowed Dean

Message from the MBA Director



I am happy to report that 30 new MBA students enrolled in our program this year. The students have an average of 9 years of work experience and work in a variety of industries. It is a diverse group with attorneys, army officers, engineers, IT professionals,

and accountants making up a good portion of the mix. The new batch works for companies large and small, public and private, and in both the for-profit and not-for-profit sectors.

I am excited to report that plans are underway to launch an MBA alumni association. Alumnus Chris Inverso '11 will be the founding president of the alumni association.

Please read on to learn more about Professor Gregory Noronha and a few of our students and alumni. Also featured are words of wisdom from our Autumn quarter executive speaker William Gaines, CEO of Tacoma Public Utilities.

As always, we would appreciate your recommending qualified students to our MBA Program. Our priority deadline is May 1st and we have a second deadline of July 1st. We are hosting a free GMAT prep session on Saturday, February 25, 2012 from

9 a.m. to 4p.m..

We look forward to seeing you at our Winter quarter TGIF get together and at our 2nd annual networking event. Last year's networking event was very well received by the attendees and allows for more formal, timed interaction, and exchange of business cards amongst participants. Plans are also underway to launch a facebook page for MBA alumni and current students. Please stay in touch.

Here's wishing you and your family a great holiday season and a happy 2012.

Best Wishes,

Eugene Sivadas

MBA Director

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POINTS OF INTEREST:

- **2nd Annual Networking Event**—Monday, February 27th, 6p.m. GWP 320
- **Winter Quarter T.G.I.F.**—Friday, January 27th, 5-8p.m., The Swiss
- **Application Deadline**—Priority application deadline May 1st.
- **GMAT Prep**— free GMAT prep session on February 25, 2012, r.s.v.p. to uwtmba@uw.edu
- **Alumni Class Notes**— send us your updates! For next edition, please send your update to Aubree at aubreer@uw.edu no later than February 10th, 2012.

Alumni Profile: Colonel Dave Harmon, MBA, '08 Vice Commander, Western Air Defense Sector, Washington Air National Guard



You might remember the afternoon of August 17, 2010, the day Western Washington was saluted with a double sonic boom created by F-15s flying out of Portland, Oregon. The F-15 Eagles had been scrambled by the Western Air Defense Sector (WADS) on Joint Base Lewis McChord (JBLM) to ensure the safety of the U.S. President. With an area of responsibility covering the western 73% of the Continental United States, the WADS provides the aircraft detection, identification and fighter response that keep our nation secure. The Vice Commander of the Western Sector is our own Milgard graduate, Dave Harmon.

Dave grew up in Charlotte, North Carolina and graduated from the University of North Carolina, Chapel Hill with a Bachelor of Arts in Economics and Spanish. After working for a time as a loan officer, Dave decided to try something different: he joined the Air Force and began travelling throughout the world. During his travels, Dave had the opportunity to visit beautiful Washington State and he fell in love with what he found. He kept his eyes open for opportunities to be stationed here, and in 1992 Dave found a position with the Washington Air National Guard.

Dave moved through a variety of command and control organizations and leadership positions during his time with the Air National Guard. As he rose through the ranks the span of his responsibilities grew. From initially working with aircraft and radar equipment, he was placed in charge of growing dynamic teams, working with large contracts and system acquisitions, navigating through environmental issues, and participating in organization and mission restructuring efforts.

With his responsibilities increasing, Dave began seeking ways to augment his leadership toolkit and he researched several different MBA programs. Dave selected UW Tacoma and the Milgard MBA because he was particularly attracted to the Milgard focus on change management, and he wanted a chance to interact and learn from people from many different professional backgrounds.

During the course of the MBA program, Dave received two positional promotions into positions of greater responsibility. "A huge benefit of the Milgard program was the ability to fully engage with my job while directly applying the classroom lessons and concepts to real-world problems I encountered." Dave's work ranged from integrating a nation-wide command and control air security system to participating in the merger of the local Army and Air Force Bases into JBLM.

Dave credits much of his professional achievement to skills he acquired in his MBA classes. "Every course seemed to provide something I could use at work, from accounting and finance, individual and group dynamics, economic behavior, estimating probability, business communication, strategic planning, organizational design, corporate responsibility and managing change. This, plus the contributions from the other students, gave me new ways to approach challenges I encountered." Still reading the Wall Street Journal every day, Dave uses a case study approach to focus his teams on their projects. Dave is currently working to create better relationships between members of Western Washington communities and the military, particularly the Air National Guard.

Outside of his professional responsibilities, Dave enjoys reading, hiking, travelling and sharing experiences with his family. Dave had the great fortune to meet and marry his amazing wife, Tiffany, and they have been blessed with two wonderful daughters, Madison and Claire. Tiffany was recently asked to join the Board of Trustees for the Broadway Center for the Performing Arts, and the Harmons can often be found taking in one of the Center's wonderful shows in downtown Tacoma.

Alumni Profile: Corrinne Henderson, MBA, '06 Small Business Owner

Corrinne (Selix) Henderson grew up in Kelso, Washington and graduated from the University of Puget Sound in 2000 with a Bachelor of Arts in Politics and Government. After graduation, she joined Microsoft as an international technical recruiter and traveled to Moscow, Russia to conduct interviews and relocate new hires to Redmond headquarters. In 2004, she moved to Amazon.com and spent three years managing HR programs. In 2007, Corrinne left the corporate world and started her own business, a women's apparel website called Search By Inseam. She's currently a small business owner who also does grant writing and research for Tacoma non-profits on the side.



Corrinne chose UW Tacoma because the MBA program allowed her to continue working full time while she built the business skills needed to start her own company. She appreciated the small class sizes and easy access to professors she enjoyed during her undergraduate work at a small, private institution. Earning an MBA not only gave her valuable business knowledge, but ultimately gave her the confidence she needed to pursue her dream of starting her own business.

Corrinne is the outgoing board president and a founding member-owner of the Tacoma Food Co-op, where she spent the last five years working to start the cooperatively owned grocery store that just opened this fall on 6th and Junett. The organization now has over 900 member-owners and recently completed its initial preferred stock offering. Corrinne has been married to Jason Henderson, her high school sweetheart, for ten years. They have a two-year-old son and are expecting their second child any day. In her spare time, Corrinne enjoys traveling, cooking, gardening, and being outdoors with her family.

MBA Candidate Profile: John Kois, MBA, '12



John Kois graduated in 2000 from American University in Washington, DC with a Bachelor of Science in Information Systems with a focus in database integration.

Mr. Kois' college years proved to be a very busy time. During his sophomore year, John maintained two jobs. One as a web designer for the American University College of Law and the other as the owner of Dynamics in Design, a web design company. Over the next three years of school, John continued to improve his skills as a web designer and built a solid reputation as an expert programmer with a knack for creating complicated custom web applications. After graduation, John turned down numerous job offers in the Washington, DC area to move back to Washington state and open up a web design office in beautiful downtown Tacoma. John has created nearly 300 web pages, many of which are still in use today. Dynamics in Design was later sold to Sitecrafting, a local web design firm.

Watching the Click! Network rip up the sidewalk outside his office to install a fiber network throughout the city gave John and his partners an idea: create a datacenter in Tacoma where local businesses could colocate their equipment without driving to Seattle. One year later, with the help of some investors, Optic Fusion opened its doors for business. Mr. Kois has worked as the Chief Financial Officer at Optic Fusion for the past 10 years. The company has grown in that time from a start-up to a multi-million dollar company.

John became interested in real estate during the red hot housing market and ultimately purchased several rental properties. John quickly discovered he had a knack for finding quality tenants and people started contacting him to help them find tenants, leading to the creation of a property management company, Titan Property Management. At its peak John managed 20 units spread throughout Pierce and King counties.

In 2010, John added to his duties at Optic Fusion when Stream Audio was acquired. Stream Audio named John Kois its new president. Stream Audio is a company that streams radio stations online and currently streams over 200 stations worldwide.

John decided to return to the classroom and pursue his MBA to help round out his business skill set and meet new people. His decision to attend the Milgard School of Business was based on the school's reputation, location and course structure and the program has not disappointed. John enjoys each class and feels fortunate in his position to have the opportunity to apply his new skills in his current position. The class selection has been exactly what John has been looking for.

It is not all work and no play for Mr. Kois. John is an avid high altitude mountaineer and runner. John has successfully summited Mt. Rainier, Kilimanjaro in Tanzania, Africa and is currently planning a summit attempt of Mt. Elbrus in Russia. John and his brother are planning on summiting the tallest peak on every continent. While not planning international summit attempts, John enjoys traveling across the country completing half marathons and just recently finished his 17th half marathon.

MBA Candidate Profile: Leah Marquez-Glynn, MBA, '13



Leah Marquez-Glynn is a Power Analyst at Tacoma Power. She has worked for almost four years in the Operations and Trading section of Power Management. Her job involves planning the most efficient use of Tacoma's hydroelectric resources, from the next day to two years out.

She has a bachelor's degree and a master's degree in biomedical engineering from the University of Southern California. Although biomedical engineering does not seem directly applicable to power management, strong analytical and problem-solving skills are required in both fields.

Leah began working at Tacoma Power after completing school. She has found the work to be very interesting and intellectually challenging. Although her prior education had prepared her for the technical side of her work, she realized that she would benefit greatly from expanding her business knowledge.

The Milgard School of Business offers the opportunity for Leah to continue her education while still developing her career. She has already been able to apply some of what she has learned in her job, and looks forward to her future classes.

Executive Speaker Series: Bill Gaines, CEO of Tacoma Public Utilities

By Sean McDonald, MBA '12

Organizational Change in Practice



On Thursday, November 10th William “Bill” Gaines, the CEO of Tacoma Public Utilities spoke to Milgard MBA students and alumni. Bill shared three personal stories about change management. The first story was about the merger that formed Puget Sound Energy, the second was about Seattle City Light in which he was brought in to remove the two uppermost levels of executives, and the third was about incremental change orchestrated at Tacoma Public Utilities. He encouraged questions throughout the presentation to facilitate the discussion. The program was well attended by the MBA students, alumni, and faculty.

Stemming from Washington State’s oldest electrical company, Puget Sound Energy was formed in 1997 when Puget Sound Power & Light Company and Washington Energy Company merged. As with most mergers, one company (WA Energy Co.) was in trouble and engulfed by the other one (P.S. Power & Light). This created a culture clash between the two organizations that was made worse by two things. In order for the merger to proceed the newly formed Puget Sound Energy agreed with Washington state to freeze rates for five years. This created a “burning platform” for change which include letting go of one-third of the company and major reconstructing of contracts. Bill was the Vice President of Power and Natural Gas Supply and a very interesting part of the story was the gas company executives’ clandestine efforts to take over the leadership roles at the newly formed Puget Sound Energy.

After retiring from Puget Sound Energy, Bill decided to “take it easy” and do some consulting to give himself something to do in retirement. “Taking it easy” did not last long: the new CEO of Seattle City Light knocked on Bill’s door seeking his expertise. The CEO had come to the conclusion that he needed to eliminate the entire upper two leadership levels of the organization. While it was necessary, Bill felt the pace and scale of the change was too much for the organization and created both active and passive resistance. In reference to this experience Bill stated it is very important to “be careful in the diagnostic phase before the medicine is applied.”

In late 2006 Bill was appointed to be the Director of Tacoma Power. About a year later, he was appointed to be the CEO of Tacoma Public Utilities. The organization had a good management team and was well balanced. Thus he has not had to lead large organizational changes, but lead through incremental change. Dealing with an organization that has many divisions is difficult, so Bill’s goal is to create a more unified organization by opening lines of communication across the divisions. He has also been empowering employees to share ideas and lead change from the bottom up. Bill feels this is the best way to small-scale change, while large-scale change usually requires top down leadership.

Bill’s Pearls of Wisdom:

- Passive resistance is very difficult to deal with, especially without a “burning platform”.
- It is a must for employees to share ideas up, and it is even more important for supervisors to listen to their advice.
- When implementing large scale change, be prepared to deal with both active and the more difficult passive resistance.
- Building a coalition is an integral part of organizational change.
- Employees deserve to know “why” and over communication is necessary.
- Top down change is not his preferred method, nor does he think it’s the best, but sometimes it is the only method that will work.
- Be committed to lifelong learning.
- Networking in/out of your industry is very important.
- Conduct yourselves with high ethical standards, as you live and die on your reputation.

The Milgard MBA program and its alumni work together to support unique learning opportunities.

By Joel Gjuka, MBA '10



A great strength of the Milgard MBA program is the opportunity it provides students to tailor their learning experience to their own interests. During my MBA studies, I worked on a new line of marketing research under the direction and guidance of Assistant Professor of Marketing Altaf Merchant and Professor of Marketing Gregory Rose. In this research we studied the way advertising uses vicarious nostalgia—that is, nostalgia for a time we never lived—to build

perceptions of brand heritage among consumers. While this is a nonstandard course of study for an MBA, in a way it is typical of the independent study opportunities the program offers.

Working on this project allowed me to craft a unique learning experience with both practical and academic applications. For example, on the practical side, I learned advanced analysis techniques that improved my ability to develop valid insights from focus group interviews. On the academic side, I learned how to create and better interpret the conceptual models found in the management literature.

Another strength of the Milgard MBA program is the support it receives from our MBA alumni. Our research was accepted for inclusion in the annual conference proceedings of the prestigious Academy of Marketing Science. And thanks to an award from the

Milgard MBA Class of 2007 Research and Travel fund, I was able to accompany Dr. Merchant and Dr. Rose to Miami, Florida where we presented our research findings this past May. Participating in the conference was indeed an honor, as I was the only MBA student from a US business school among the three or four MBAs present.

The conference was a four-day immersion into the leading edge in marketing research. For instance, leading academics discussed the relationship between traditional marketing and emerging social media marketing techniques. However, the most important and enlightening session I attended addressed the challenges of marketing to the *Bottom of the Pyramid* (BOP)—those two to four billion people who live on \$1 to \$2 a day. It is clear that BOP market opportunities exist in the under-developed regions of world. Yet, many challenges exist in both reaching those markets and achieving corporate social responsibility objectives that improve the welfare of the BOP. I am deeply grateful to the Milgard MBA class of 2007 for supporting me in this extraordinary learning experience.

Class Notes

Laraine Quail (2004) and Darren McCallon welcomed son, Wyatt Quail-McCallon on September 6, 2011.

Keegan Hall (2010). I'm now the Director of Marketing and User Engagement for the hottest startup in the Northwest: Pirq (pirq.com). In this new role, I oversee all marketing functions for Pirq and I'm responsible for establishing the strategic direction of our company (from a marketing standpoint). It's an amazing opportunity and I'm definitely excited about the tremendous potential of our company. Stay tuned! :)

Do you have an update that to share? Email Aubree Robinson at aubreer@uw.edu by February 10, 2012 to be included in the winter quarter newsletter.



Dean Rasmussen '12, Dr. Eugene Sivadas, Laura Ayers '12

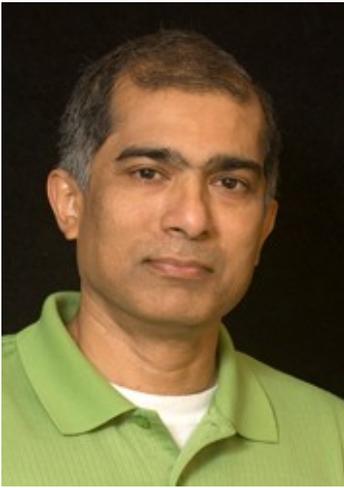
Autumn Quarter T.G.I.F.



Leah Marquez-Glynn '13, Carrie Tiemann '13, Matt Schemp '13, Clay Krauss '13

Q&A—Faculty Profile with Greg Noronha, Ph.D., Professor; Graduate Faculty

By Levi Botkin, Milgard Scholar, MBA Marketing Intern



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

A: In September 2005

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

A: They are bright, dedicated, and hardworking, all while often juggling work and family responsibilities.

Q: Why did you choose academia?

A: I am not sure whether I chose it, or fell into it – faculty members invited me to apply for the Ph.D. program and I did – there was no “plan,” as such.

Q: Tell us about your professional experience.

A: I have been an academic since I earned my Ph.D. Before I returned to school, I spent several years as a ship's engineer in the merchant marine.

Q: What are you researching now?

A: I am working in three separate areas: bond portfolio management, open-market repurchases, and convergence in international corporate governance.

Q: What are your professional affiliations?

A: The American Finance Association, Financial Management Association, Association for Investment Management and Research, Phoenix Society of Financial Analysts, CFA Charter holder

Q: Can you tell us about your professional service?

A: I consult with the CFA Institute. I have served on the investment committee for St. Vincent de Paul in Phoenix.

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

A: In the interest of keeping readers awake, I hope the other faculty members you profile lead more interesting lives than I do. On the other hand, I hope mine stays boring – I like it that way.

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