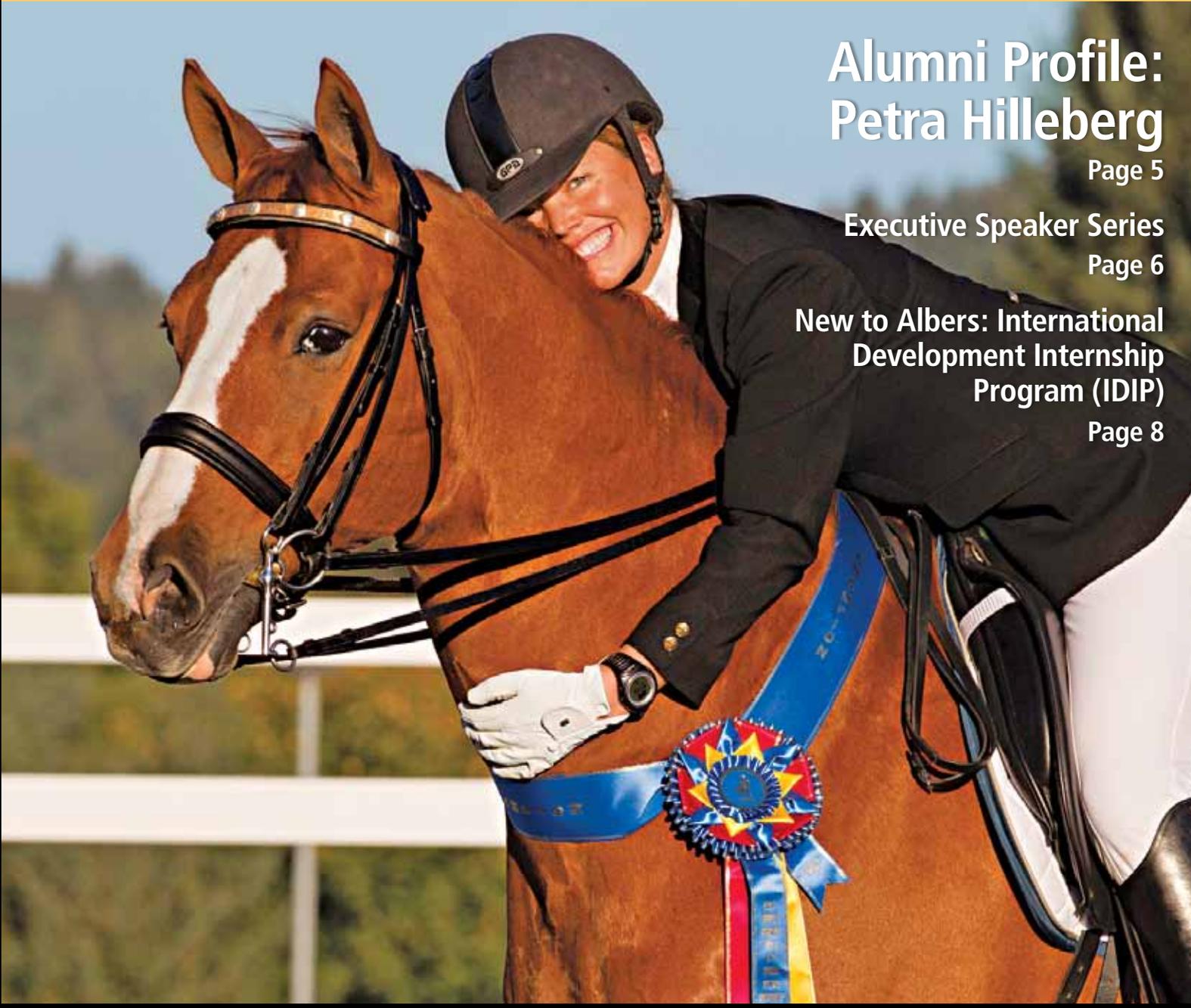


# Albers **Brief**

A Publication of News and Current Events from The Albers School of Business and Economics

SPRING 2013



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ALBERS SCHOOL OF BUSINESS AND ECONOMICS

# Dean's Message

Albers is distinguished by its people. That begins with our excellent faculty and staff. They are focused on meeting the needs of our students, whether that is in or outside of the classroom. At the same time, our faculty members are recognized scholars contributing to the body of knowledge in their disciplines, or they are outstanding professionals contributing their business experience to our students. Next comes our students. They have many talents and are eager to learn and expand their capabilities. The current group is the most eager I have seen who want to make a difference in this world. When they graduate, they become our alumni, distinguished by their professional acumen and positive impact on society and those around them. This edition of the *Albers Brief* has three engaging stories exemplifying our faculty and staff (Bridget Hiedemann), our students (Ashwin Warrior), and our alumni (Petra Hilleberg). You will see why people make the difference at Albers!



We are happy that Seattle University's International Development Internship Program (IDIP) and its leader, Dr. Janet Quillian, have joined the Albers School this academic year. IDIP is a unique program that takes students to a developing nation to work with an NGO for an academic quarter to address real societal challenges. IDIP was previously housed in the Office of the Provost, but moving it to Albers recognizes the global orientation of our programs, particularly our focus on global economic development within our Department of Economics. While located in Albers, the program will continue to serve students across our campus.

We are excited about our newest degree program, the Bridge MBA. It is targeted at a group of students we have not served in the past, namely students with an undergraduate degree but lacking significant professional experience. Having told these students for over four decades that we could not serve them, now we have designed a program that is just for them! To make up for the lack of employment experience, the program will have many co-curricular requirements that leverage many of the activities that Albers already does so well. Examples include the Albers Mentor Program, the Albers Executive Speaker Series, student consulting projects, service learning projects, and more. While our degree programs have traditionally focused on credit hours, more and more expect to see co-curricular requirements as part of the degrees we offer.

As always, thank you for your continued support of the Albers School. If you have any questions or suggestions, do not hesitate to contact me!

Joseph M. Phillips  
Dean, Albers School of Business and Economics

Check out my blog at: <http://www.seattleu.edu/albers/deanblog.aspx>

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Dean: Joseph Phillips

On the cover: Albers alum Petra Hilleberg and her horse Pumi after winning the Northwest Regional Dressage Finals at third level in 2012.

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## New MBA to Launch Fall 2013

How often have you asked a college senior, "What are you doing after graduation?" How many times have they answered, "I don't know?" That answer will soon change for a select group of recent graduates. Beginning fall quarter 2013, Albers will be offering a new MBA program designed for non-business majors with little or no work experience. Named the Bridge MBA, the program is designed to provide these graduates with business knowledge and skills needed to help them jumpstart their careers. They will learn broad-based critical thinking skills and business tools that employers are seeking in new employees. Whether they are looking to supplement the skills they learned in another field or seeking to change their career focus, this 12 month program will give them the background they need to get started.

According to Albers Dean Joe Phillips, "The Bridge MBA is a welcome addition to the Albers family of nationally recognized graduate business programs. We are building on our strength and experience in graduate education to extend our offerings to include a group of students we were not serving in the past."

Unlike other Albers graduate programs, the Bridge MBA will be run as a cohort (a group of students taking the program together from start to finish) with classes being taught full time during the day. The unique curriculum design is based on four quarterly

themes: Language of Business, Analytical Process, Decision-Making, and Integration. Coursework and mandatory co-curricular activities reinforce each of the themes. In addition, Bridge MBA students will be required to take part in other Albers activities, such as the Albers Mentor Program, Albers Executive Speaker Series events, and Albers Placement Center workshops. Emphasis will be placed on applying the skills and concepts they are learning to real world situations through consulting projects and case studies, and they must participate in either an internship or the Harriet Stephenson Business Plan Competition.

"The students in the Bridge MBA are at the beginning of their careers," said David Carrithers, Program Director for the Bridge MBA. "They are looking to expand their options for entry level positions. In contrast, our (newly branded) Professional MBA is designed for working professionals who have diverse experience, academic backgrounds, and interests, and who return to school to develop and sharpen their business and leadership skills."

As with all Albers programs, the Bridge MBA is guided by the Jesuit tradition of academic excellence, education for justice, and service to others. Students will participate in a service learning project during the first quarter and the Jesuit emphasis on a holistic education will be experienced throughout the program.

Want to learn more about the Bridge MBA? Visit [www.seattleu.edu/albers/bridgempa/](http://www.seattleu.edu/albers/bridgempa/)



# Albers Faculty Research News

**Greg Prussia's** (Professor of Management) article, "Does Employee Safety Influence Customer Satisfaction? Evidence from the Electric Utility Industry," co-authored with Geoff Willis (Central Oklahoma) and Karen Brown (Thunderbird), has been accepted for publication in the *Journal of Safety Research*.

**Rubina Mahsud** (Assistant Professor of Management) and **Greg Prussia's** (Professor of Management) article, "Ethical and Empowering Leadership and Leader Effectiveness," co-authored with Gary Yukl (SUNY-Albany) and Russell Hassan (Ohio State), has been accepted for publication in the *Journal of Managerial Psychology*.

**Marc Cohen's** (Assistant Professor of Business Ethics) article, "Empathy in Business Ethics Education," has been accepted for publication in the *Journal of Business Ethics Education*.

**James Lee** (Genevieve Albers Visiting Fellow) and **Ben Kim's** (Professor of Management) article, "The Semiotic Structures of Information Systems," co-authored with Bandula Jayatilaka (SUNY Binghamton) and Pairin Katerattanakul

(Western Michigan), has been published in *Issues in Information Systems*.

**Matt Isaac's** (Assistant Professor of Marketing) article, "For Sale by Owner for Less than it is Worth," co-authored with Aaron Brough (Pepperdine University), has been published in the *Graziadio Business Review*.

**Marc Cohen** (Assistant Professor of Business Ethics) and **John Dienhart's** (Professor of Business Ethics) chapter on "Citizens, Kant and Corporate Responsibility for the Environment," will be published in *Kantian Business Ethics: Critical Perspectives*.

**Madhu Rao's** (Associate Professor of Management) paper, "Control and Coordination of Information Systems in Multinational Corporations: An Empirical Examination of Subsidiary and Host Country Factors," has been accepted for publication in the *Journal of Global Information Technology Management*.

**Gareth Green** (Associate Professor of Economics) and **Dean Peterson's** (Associate Professor of Economics) article, "Deep Learning

in Intermediate Microeconomics: Using Scaffolding Assignments to Teach Theory and Promote Transfer," co-authored with John Bean (Department of English), has been accepted for publication in the *Journal of Economic Education*.

**Al Ansari's** (Professor of Marketing) article, "The Effect of Transnational Threats on the Security of Persian Gulf Maritime Petroleum Transportation," has been accepted for publication in the *Journal of Transportation Security*.

**Leo Simpson's** (Professor of Management) article, "Organizational Efficacy of Small and Medium-Sized Suppliers," co-authored with Shanan Gibson, Michael Harris, and Bill McDonald (all at East Carolina), has been accepted for publication in the *Journal of Small Business Strategy*.

**David Reid's** (Professor of Management) article, "Intellectual Property Rights: A Comparative Perspective on Asia, the EU, and North America," has been published in *NORTEAMÉRICA*.

## New Graduate Certificates at Albers

For those interested in acquiring a business credential beyond an undergraduate degree, Albers is adding seven new Graduate Certificates to our program offerings beginning summer quarter 2013. These certificates are designed to allow working professionals to:

- Specialize in a new area of business
- Update older information or degree
- Acquire added skills and credentials to increase career opportunities

Developed as stand-alone programs, each certificate requires 15 credits (5 classes) from a selection of graduate business classes offered through Albers. Students will work with a graduate programs coordinator to customize their particular set of courses. Certificates will be awarded in the following areas of specialization:

- Accounting
- Business Analytics
- Business Valuation
- Finance
- Innovation & Entrepreneurship
- Marketing
- Sustainability

Course work for a certificate may be applied to other Albers graduate degrees if the student is enrolled in the degree program before completing the certificate requirements. Current students in the Albers graduate degree programs may also earn certificates of specialization while completing their degree.

## Business Ethics Week

April 15 – 19, 2013

**Keynote Speaker: Sheri Flies, Costco**

The Center for Business Ethics is sponsoring Business Ethics Week devoted to increasing student awareness of ethical issues in the workplace and help them discover ways to resolve these issues effectively, compassionately, and fairly. The week will begin with a keynote address by Sheri Flies of Costco and end with a student panel. During the week, businesspeople will visit classes to talk about their personal experience with workplace ethical issues.

If you are interested in speaking to a class, please contact John Dienhart, Director of the Center for Business Ethics, at [dienharj@seattleu.edu](mailto:dienharj@seattleu.edu).



## ALUMNI PROFILE: PETRA HILLEBERG

## Petra the Tentmaker

She runs a multimillion dollar company, co-owns an equestrian center, and is President of the Swedish American Chamber of Commerce. She competes in dressage and teaches telemark and alpine skiing, in addition to enjoying hiking and backpacking. In recognition of all she does and the contributions she makes to her industry, the *Puget Sound Business Journal* and *Sporting Goods Business* each named Albers alum Petra Hilleberg to its "40 Under 40" list of influential young business leaders for 2012.

Hilleberg knew before she was a teenager that she wanted to "sell tents in the U.S." She grew up working in the family business, Hilleberg the Tentmaker. It manufactures and sells "lightweight, all-season tents of the highest quality." Her parents built the business from the ground up, but they did not push Hilleberg and her brother to follow in their footsteps. However, both wanted to; Hilleberg is now President and Director of Non-European Operations.

Hilleberg launched the U.S. arm of Hilleberg the Tentmaker at the same time she was graduating from Albers in 2000 with a BA in an Individualized Major emphasizing entrepreneurship. In fact, she won the undergraduate track (coming in 2nd overall) of the Business Plan Competition that year at Seattle U and also reached the Round of 16 at the University of Washington competition presenting the business plan for Hilleberg the Tentmaker. Although the plan was developed in 2000 before the tech bubble, it "still provided the foundation on which I built my business, if you take a couple of 0s out of the financials," Hilleberg says with a smile.

Hilleberg had planned to run the



PETRA HILLEBERG

first ad for her new company in the August 2000 issue of *Sierra Magazine*, which would give her enough time to set up the business after graduation. It was not until March of that year that she realized, however, that unlike in Europe where the August issue comes out in August, the August issue of a magazine in the U.S. comes out in June. So,

### Albers alum Petra Hilleberg was on two "40 Under 40" lists of influential young business leaders for 2012.

while Hilleberg was finishing up her senior year of classes and participating in two business plan competitions, she was also working with her lawyer, meeting with her accountant, working with a real estate agent to find office space, and doing everything else that was needed to launch the business. She graduated from SU on June 10, her dad's birthday was on June 12, and her first tent shipped on June 14.

Hilleberg the Tentmaker, U.S., was a one person operation for the first year. At that time she could only find office space in a storage unit in an office park with no running water, so Hilleberg had to put a sign on the door if she needed to run upstairs to use the restroom. Today, there are four

full-time employees at the office in Redmond. Everything is done in-house, including accounting, invoicing, marketing, hosting the website, customer service, and shipping product. By necessity, they have become very efficient. The company now has distributors in Japan, Korea, and Hong Kong and just opened one up in China. Direct shipments go to Australia every day and they work with a small distributor in Chile and a retail store in South Africa.

How did a self-described "country girl from northern Sweden" end up in Seattle? During her senior year in high school, Hilleberg discovered that she could do an extra year of school for Swedish credit while taking classes in the U.S. Having participated in a high school exchange program on the East coast of the U.S., she decided to take advantage of this new opportunity in Washington. Thinking she would be in

Seattle, Hilleberg was surprised to find when she arrived at SeaTac that she was being transported to Skagit Valley Community College in Mt. Vernon. This was "before Mt. Vernon was cool," she said. At the end of that year (1996), she and a friend decided they would like to move to Seattle and so they researched schools in the area. Hilleberg became a transfer student at Seattle U, which she chose because, among other things, she "appreciated that it was not an issue that I was not Catholic and appreciated the humanity that was in the programs."

Her experience at Albers helped Hilleberg hone her business skills while also preparing her to be in-

# Albers Executive Speaker Series

## The Inside Story on Two Seattle Internet Startups

**M**ark Vadon, Co-founder and Chairman of the Board of Blue Nile and Zulily, is an entrepreneur at heart. He tried to start his first company while earning his MBA at Stanford in 1996. But it was not until he was about to become engaged to his wife a few years later that he came up with the idea for Blue Nile, an online retailer of diamonds and fine jewelry. Although experts were saying that jewelry would not be conducive to online sales because of its high price point and the need to touch and feel the product, Vadon had had a "miserable experience" trying to find a diamond ring. He soon realized that he would have been much less frustrated if he had been able to shop online. He launched Blue Nile in May 1999 under its original name, Internet Diamonds.

**Blue Nile turned into a successful startup even as the bottom fell out of the internet.**

Blue Nile was an instant success and grew at a rapid rate. It turned into a successful startup even as the bottom fell out of the internet. "Overnight, there was no capital," said Vadon. It immediately turned "very, very conservative" and yet Vadon was able to turn the business around. In August 2001, Blue Nile made a profit for the first time. Then 9-11 happened and sales again dried up. Blue Nile was able to recover again, but Vadon realized he could not continue pouring money into marketing. He decided, in his words, "to make the customer experience the most amazing we could. Then people would tell each other about it." This strategy worked and sales kept growing. In 2003 the markets opened up and the company was pushed by its investors to go public, which it did in May 2004.

At this point, Vadon was tired of managing a lot of people and did not like being a public market CEO. He stepped down as CEO, but remained Chairman. He did not want to be in business anymore. He was burned out.

But after six months, Vadon "got the itch" again. His first child had just been born in the summer of 2009 and he was shopping in a totally new realm. He was "buying stuff you didn't know you needed." He again saw an opportunity for an online solution. He launched Zulily, a website offering "daily deals for moms, babies, and kids" in 2010. Again, the marketing plan was based on word of mouth. As Vadon put it, "Moms are very social. They like to tell others things about their kids." Zulily is extremely successful and is now expanding internationally as well.

Vadon's final message for entrepreneurs was:

- Find an unmet need in the market, probably in a market you know. Niches off existing markets can be ideal.
- Surround yourself with great people, people who complement you. Look for different skill sets and backgrounds than you have.
- Go really fast. Go to market and start getting data.
- It is all about execution. Hire an A+ team and you can make a B+ idea a success.

## Respect the Cash Cow

**T**om Marra, President & CEO of Symetra Financial Services, joined the company when they went public in 2010. Symetra, formerly the Life Division of Safeco Insurance, is a diversified financial services company whose main products are employee benefits, life insurance products, and annuities.

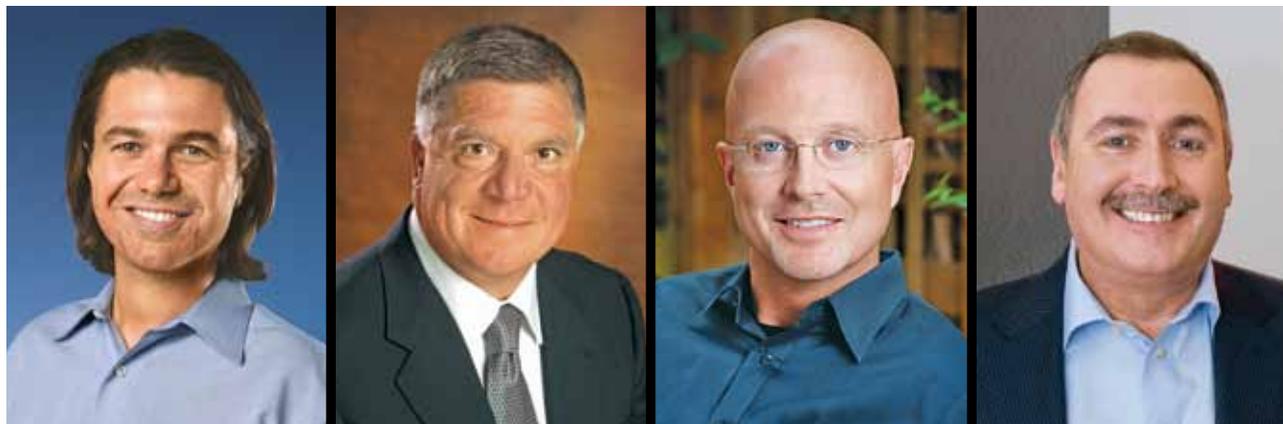
Symetra is, Marra said, "a company on the move." The employees enjoy working there and they think they are "building something that is pretty special." While its headquarters is in Bellevue, Symetra is a national company operating in all 50 states, yet has no plans to expand overseas. Marra considers going international periodically but, as he put it, "Most U.S. insurance companies have had a miserable time going internationally."

The key to managing a business with multiple products, said Marra, is to rank your businesses according to the growth of the markets in which they compete and their market share. You should get rid of the businesses that are in low growth markets and in which you have low market share. Conversely, you should "respect your cash cows," i.e., those products for which you are a large player in an established industry. You can reap the profits they generate while investing less in them than you need to with your other products.

The stars of your product line are those products that are on the rise. The trick with stars is that they may not be sustainable long term because competition will come in. The goal with these is to try to establish them as cash cows. The "most perplexing" rank of a product is one that is not quite established yet but the industry is ready to take off. If you can "hang in there and foot the expense," said Marra, these products offer great potential. The key is to be able to sustain yourself while you are spending money fast so you can expand with the market.

Marra closed by saying that an organization needs a portfolio of products, some of which should be cash cows to support the other products. A good organization has a good distribution of products, with very few "dogs" and a few stars and cash cows.

Can't attend a speaker event? Podcasts are available at <http://www.seattleu.edu/albers/execspeakers/>



LEFT TO RIGHT: MARK VADON, CO-FOUNDER & CHAIRMAN OF THE BOARD OF BLUE NILE AND ZULILY; TOM MARRA, PRESIDENT & CEO OF SYMETRA FINANCIAL SERVICES; STEVE DAVIS, PRESIDENT & CEO OF PATH; JOHN MCADAM, PRESIDENT, CEO, & DIRECTOR OF F5 NETWORKS

## Innovation for Social Good

Steve Davis, President & CEO of PATH, is a respected business leader with a strong reputation for community service in the Seattle area. His expertise is in innovation and how you can apply it to social good, specifically in the global health arena. Davis began his talk by defining innovation as not only a spontaneous good idea in someone's garage, but also "a discipline, a process, an act of coordination, something that identifies a pathway for success."

To affect change, you first need to identify the problem. In this age of information, problems are becoming more obvious. Research has shown how little access there is to the basics we take for granted such as running water and electricity. At an even more basic level, "something is fundamentally wrong with the way we spend money on health," according to Davis. "It is different to say that there is no cure than to say there is a cure, but how do we get it to the people who need it?" He has spent a lot of time working on this issue.

You need to use a different model when looking at health care in this way. The standard model has companies spending vast amounts of money on research and development, testing, and securing approval from government agencies. When this is done, they add on a margin and sell their products at a high cost. "You can't do that in the areas we are targeting," said Davis. The model they use is to put a price on the end product and work back from there. They are looking for the most cost effective approach.

Focused innovation can help you accomplish your goals. Results are the important thing. PATH works on more than 200 products/innovations at any one time, including vaccines, drugs, diagnostics, and delivery service. Davis has learned that "it really does matter that you know what to do. Most often with a great world-changing innovation there is a concrete road map." In addition, partnerships are very important. PATH works with public and private companies as well as governments around the world. No one company or entity can solve these issues alone. You need to think of innovation globally. It takes leadership and core business principles to innovate, build partnerships, manage IPs, and take an innovation to impact.

## From Surviving to Thriving: The F5 Story

John McAdam has spent his whole career in the computer industry. The Scottish native moved to the US 17 years ago and started as President, CEO, and Director of F5 Networks in 2000.

F5 Networks was founded in 1996 by some computer scientists who were working on virtual reality. They realized they needed to do load balancing because they could not get systems strong enough to do the virtual reality application. F5 was born. In 1999 it had a very successful IPO. It was in a growing industry, as the dotcom market was hitting its peak. McAdam joined F5 just before the market crashed. F5 struggled to survive for the next three years. Although it was very hard, McAdam had to lay off 20% of the workforce. F5 also needed cash, which fueled a deal with Nokia for

# New to Albers: International Development Internship Program (IDIP)

**N**ew to Albers this year are the International Development Internship Program (IDIP) and its Program Director, Dr. Janet Quillian. Designed as a 20 credit program, the highlight of IDIP is an international internship with a Non-Governmental Organization (NGO) in a developing country.

IDIP's mission is in line with Seattle University's Jesuit mission, i.e., to instill a life-long commitment to service and the promotion of social justice. Through the program, students are challenged to look beyond their current environment and explore the root causes of the problems that undermine the well-being of people in developing countries, as well as to understand the consequences of those problems.

IDIP is a three phase program for undergraduate students. The three phases of the program are:

- **Phase 1:** A preparatory seminar that introduces students to international development from a theoretical and analytical perspective

- **Phase 2:** An international internship in which students go abroad to work with a non-governmental organization (NGO) in a developing country
- **Phase 3:** An integration seminar in which students reflect, discuss, and write about international development within the context of their academic preparation and internship experience

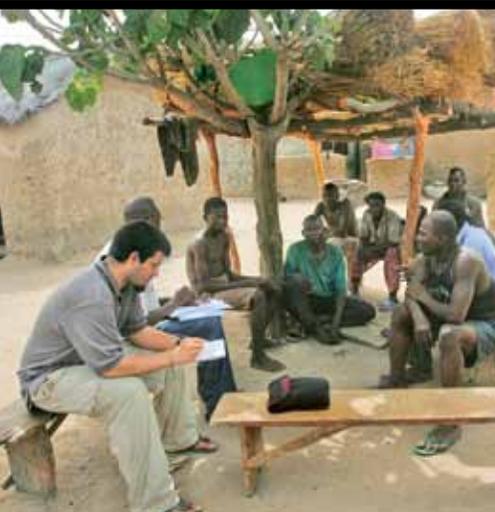
"To my knowledge, this is the only program of its kind for undergraduates in the U.S.," said Quillian. Although now housed in Albers, IDIP is open to students across campus.

Working with an NGO in selected areas of Africa, Asia, or South America can be very transformational for the students in their attitudes and knowledge of the world. They participate in community projects and experience first-hand contact with the workers in these countries as well as the local people. During this time they are encouraged to think critically about values and ethical issues as they relate to their roles as leaders and agents of change.

"Through the International Development Internship Program, I discovered my passion for economic development efforts around the world. I have been able to clarify my career plans in the development field and make vital connections for future job prospects and opportunities," said David Swanson, Economics and Humanities Major, Class of 2013. "It is a rare opportunity to gain such work experience in the international development sector and, looking back, it was a turning point for me and helped me to determine the direction I want to follow in my career path."

Originally the idea of former Provost John Eshelman, IDIP had been part of the Provost's Office since its launch in Fall 2001. It was relocated to Albers, according to Dean Joe Phillips, because "it was a natural fit with the global orientation of the school, especially our International Economic Development specialization and minor. Additionally, we have faculty doing significant teaching and research on global economic development."

LEFT: JOEY ANCHADO SPENT HIS INTERNSHIP IN GHANA WITH CATHOLIC RELIEF SERVICES IN 2008/2009. MIDDLE: CHELSEA KREMA WORKED FOR THE SOCIAL WELFARE INSTITUTE IN RAIGNAJ, INDIA IN 2008/2009. RIGHT: DEVIN BIVIANO WAS IN THE SECOND IDIP CLASS IN 2002/2003. HIS INTERNSHIP WAS WITH CARE INTERNATIONAL IN ZAMBIA.



## STUDENT PROFILE – ASHWIN WARRIOR

## Using Soccer for Social Good

Ashwin Warrior entered Seattle University expecting that he would not only earn a college degree, but would also graduate with an increased awareness of the world around him. Like his parents and brother, he was seeking to continue his education at a Jesuit school where education includes developing the whole person. In researching colleges, he said Seattle University stood out as “more intentional than the others schools” about the way it pursues its mission.



ASHWIN WARRIOR (STANDING, THIRD FROM LEFT) WITH THE STREET SOCCER SEATTLE TEAM THIS PAST SUMMER AT THE ANNUAL STREET SOCCER USA CUP IN NEW YORK.

He has not been disappointed. Warrior has been impressed with the emphasis on Jesuit traditions and the way SU embraces social justice. As he puts it, “I have been encouraged to be more reflective and engage the community around me and been challenged to think more critically.”

Warrior came to SU in 2008 as a Sullivan Scholar, an opportunity he considers, “A great gift, great award.” While financial aid was definitely a consideration in choosing SU, he values the other benefits that come with being a Sullivan Scholar, e.g., the community of Sullivan Scholars and the meaningful relationships he has formed with the other members of the cohort.

Although he is a lover of history and writing, Warrior decided to major in economics. “In college, I wanted to learn something I wouldn’t learn on my own,” he said. He also wanted to challenge himself in an area in which he would not be as comfortable. He chose economics after taking Albers Professor Dean Peterson’s class on “History of Economic Thought.” Warrior was impressed to discover the impact the field of economics has had, and continues to have, on the world; he left determined to acquire the quantitative framework that would allow him to assess a situation and endeavor to make it better. He knew he needed something more concrete than theory and philosophy to achieve his goals. He is, however, still minoring in English Literature and Philosophy.

Social justice has been a big part of Warrior’s life throughout his college experience. He helped revive *The Catalyst*, SU’s on-campus publication dedicated to issues of social justice; has interned for the Department of Labor in Washington, DC; worked for the Economic Opportunity Institute in the Seattle area; and volunteered with a number of Non-Government

Organizations (NGOs) abroad.

After the summer of his freshman year, Warrior worked for an NGO in India that promotes literacy for Muslim girls in impoverished areas in Bangalore. During his junior year, he took a six-month break from school to return to India. He visited family and studied Hindi, but also volunteered with the Missionaries of Charities in Calcutta (Mother Theresa’s organization), an opportunity he learned about through the SU Sullivan Scholars

community. While he appreciated the dedicated work of the Sisters, Warrior saw an alternate approach in a nonprofit he visited in the area, Responsible Charity, set up by the friend of another Sullivan Scholar. He liked that they were more “transparent” about their finances, and that they were, as he called it, “working on some of the more systemic needs.” While Warrior is passionate about social justice, he still has misgivings about his experiment in “voluntourism” (“the practice of taking a holiday which combines leisure and sightseeing with the opportunity to work for a charity or other worthwhile cause”, Macmillan Dictionary), and hopes for a more intentional experience the next time he travels.

An avid soccer player in high school, Warrior has discovered a new way to channel his love for the game to help others. He is currently the head coach of Street Soccer Seattle, a nonprofit working to empower homeless and formerly homeless youth through soccer. His highlight came this past summer in New York City, where he coached the Seattle team at the annual Street Soccer USA Cup, helped guide them to a fourth place finish, and had a player selected to represent the United States at the Homeless World Cup.

Warrior is still undecided about what path he will go down after he graduates this March. He wants to take a break for a year—“to figure out what direction I want to go,” he says. He is considering a master’s degree in public policy or economic development—something interdisciplinary that would allow him to return to his passion for writing. His hope is to find work with an international focus; his dream is to pursue economic development through soccer. Whatever he ends up doing, he is ready to take some risks, trusting that it will work out in the end.

## FACULTY PROFILE – BRIDGET HIEDEMANN

# Focused on Family

Family is important to Albers Associate Professor of Economics Bridget Hiedemann. Her own family is her focus outside of work; at work, her scholarship focuses on decision-making within families. In particular, Hiedemann concentrates her research on the elderly, which has included such topics as the dynamics of elder care arrangements and differences in long-term care needs by sexual orientation. “I am interested in examining issues facing real people and in conducting research with the potential to inform public policy,” she said. Hiedemann pursued opportunities to study retirement and elder care early in her career. She has continued studying elder care arrangements but has also expanded her research to include other dimensions of family decision-making.

Hiedemann did not know what she wanted to be growing up, but becoming a teacher seemed like a natural path for her. She is from a family of educators and she realized in college that she wanted to be one also. Hiedemann chose to major in economics at the University of Virginia “because of its emphasis on analytical thinking.” She then went on to earn a master’s degree and PhD in economics at Duke University, where, she said, “I was drawn to game theory because of its mathematical elegance and to labor and demographic economics because of the issues addressed.” She has even used game theory to model family decision-making in some of her work.

Teaching and scholarship are both important to Hiedemann. She enjoys the synergies between the two as well. “Teaching statistics and econometrics have made me more careful with my own empirical work,” she said. “At the same time, I use examples from my scholarship to illustrate methods covered in class.”

After a postdoctoral fellowship at Duke, Hiedemann joined the Albers faculty in Fall 1994. She chose Seattle



BRIDGET HIEDEMANN,  
ALBERS ASSOCIATE  
PROFESSOR OF ECONOMICS

University because of its emphasis on both teaching and scholarship and she liked the university’s mission. She teaches at both the undergraduate and graduate levels. Her courses include statistics, quantitative methods, econometrics, and economics of gender and family.

Hiedemann is currently serving as Seattle University’s Truman Faculty Representative. She, along with Luke Green, Director of the Office of Fellowships, and a small committee recruit and select nominees for the Truman Scholarship, a highly competitive award that supports students committed to graduate studies and careers in public service fields. She works closely with the students as they complete their applications. She has been, as

she puts it, “inspired and humbled by the accomplishments of the Truman nominees at such a young age.”

From 2005-2007, Hiedemann served as the Patricia Wismer Professor of Gender and Diversity Studies. In addition to allowing her more time for scholarship, the Wismer Professor hosts events for the university and the community. During her term, she organized an interdisciplinary conference entitled “Intersections of Race and Gender: (Re) Imagining the Family.” This conference turned out to be the highlight of her Professorship. “This was enormously satisfying on both a creative and an intellectual level for me,” she said. “It raised important and timely issues about the meaning and experiences of families.” Scholars from all over the United States, from Canada, and from Colombia presented their work at the conference.

Hiedemann grew up in Richmond, Virginia. Coincidentally, her husband, Bob Farrell, has an accounting degree from Seattle University. Their daughter Zoe is four and a half years old. Hiedemann has a wide variety of interests, which include tennis, open water swimming, art, contemporary fiction, and travel.

## ALUMNI PROFILE – PETRA HILLEBERG CONTINUED FROM PAGE 5

dependent. She liked the class projects and making presentations, which required the formerly shy student to be more outgoing. It also taught her to be more comfortable with networking. Among the many excellent teachers she had, Professors Harriet Stephenson, Bob Callahan, Dean Peterson, and Teresa Ling stand out in her mind.

Hilleberg follows the philosophy of two quotes that have helped her achieve so much personally and professionally. Her parents taught her early on that “The business is here for us, we are not here for the business.” This

philosophy has allowed her to maintain balance in her life by continuing to pursue her passions of outdoor sports and horseback riding while also working hard to build the business her parents started. Her favorite quote is, “The goal is to keep the goal the goal.” She always keeps that in mind when developing her plans. She is now at a point in her life where she is able to think about giving back to the community. Her newest goal is to find her “cause” so she can make that happen.

# Mark Your Calendars!

## ALBERS EXECUTIVE SPEAKER SERIES

Events are held in Pigott Auditorium from 5:30 – 6:30 p.m. (unless otherwise posted)  
FREE and open to the public

**Tuesday, April 30, 2013**  
**Spencer Rascoff**  
*CEO, Zillow.com*

## BUSINESS ETHICS WEEK

**April 15 – 19, 2013**

**Keynote Speaker: Sheri Flies, Costco**  
See page 4 for details.

## 2013 HARRIET STEPHENSON BUSINESS PLAN COMPETITION

Come support SU students and alums as they showcase their entrepreneurial new ventures, and vote for your favorites. An extravaganza of innovative ideas and inspiring pitches to get your own creative juices going!

## Trade Show/Elevator Pitch

**Wednesday, April, 17, 2013**  
11:00 a.m. – 2:00 p.m.  
Campion Ballroom

## Finalists' Showcase, Dinner, & Awards Reception

**Wednesday, May 15, 2013**  
4:00 – 7:30 p.m.  
Campion Ballroom

## GRADUATE PROGRAMS OPEN HOUSE

**Friday, April 19, 2013**  
4:30 – 6:30 p.m.  
Student Center 160

## ALBERS PLACEMENT CENTER EVENTS

**Career Expo**  
**Wednesday, April 10, 2013**  
11:00 a.m. – 2:00 p.m.  
Campion Ballroom

*A campus wide career fair open to all students and alumni*

## Careers in Technology Industry Panel

**April 23 or 25, 2013**  
4:30 – 5:45 p.m.  
Pigott 102

## Albers Career Night

**Wednesday, May 1, 2013**

6:00 – 8:00 p.m.  
Silver Cloud Hotel

*A networking reception for business undergrads*

More info? Contact the Albers Placement Center at (206) 296-5687 or [apc@seattleu.edu](mailto:apc@seattleu.edu).

## RED WINGED LEADERSHIP AWARD

**Thursday, May 9, 2013**

Pigott Auditorium

Join the Graduate Leadership Formation cohort in its student organized event honoring inspirational leaders in the Seattle community.

Thursday evening, with reception and networking to follow

For more information, visit [www.seattleu.edu/albers/redwinged/](http://www.seattleu.edu/albers/redwinged/) or e-mail Christina Wang at [wangm5@seattleu.edu](mailto:wangm5@seattleu.edu).

## ALBERS STUDENT AWARDS RECEPTION

**Friday, May 10, 2012**

4:00 – 6:00 p.m.

*Awards Ceremony & Reception*  
Pigott Auditorium & PACCAR Atrium

## PROJECTS DAY 2013

**Friday, June 7, 2013**

Noon – 5:00 p.m.

SU campus, Sullivan Hall

MBA student teams will make brief presentations about real-world business projects. These projects focus on sustainability and new ventures business consulting.

## ALBERS GRADUATION RECEPTION

**Saturday, June 15, 2013**

4:00 – 5:30 p.m.

PACCAR Atrium

## 11TH ANNUAL ALBERS ALUMNI AND FRIENDS GOLF TOURNAMENT

**Monday, August 5, 2013**

Glendale Country Club, Bellevue

For more information, sponsorships, or foursomes, contact Rob Bourke at [bourker@seattleu.edu](mailto:bourker@seattleu.edu) or (206) 296-2277.

## ALBERS EXECUTIVE SPEAKER SERIES CONTINUED FROM PAGE 6

10% ownership of the company.

In 2002 F5 decided to rewrite its load balancing software so that it could see the traffic at the application level. The new software was named the Traffic Management Operating System (TMOS) and has “allowed F5 to optimize applications and help them go faster,” according to McAdam. The company was also trying to move its products and sales to Fortune 500 enterprises and away from struggling internet firms. To gain credibility, F5 built relationships with large companies such as Microsoft and Oracle, and combined with its new product, this strategy began to gain traction.

F5 has “evolved from being a load balancing company with one solution to having TMOS where we build more and more applications on the platform,” said McAdam. “We sell a strategic control point for the data center. We save you money and secure the application.” Consequently, security checking has also become a big business for the company.

F5 has grown to be a very profitable company with \$1.38 billion in sales in 2012. Along the way, it has bought a few small companies with technology that complements the F5 technology. It is now in a very good place in a strong market. According to McAdam, it would be difficult not to use an F5 product. It is very linked to the expanding markets of social networking, mobile data applications, security, etc. and is used by 65% of the Fortune 500 companies.

Through all this growth, F5 still maintains the culture of a small company. Fit as well as qualifications is important in new hires and customer satisfaction remains a top priority. The company prides itself in the relationships it has established and has been able to leverage positive feedback into new business and steady growth.



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### Strengthen Your Connections

The Albers Alumni Board meets six times a year to develop and organize the alumni programming you enjoy at Albers. Deepen your commitment to Albers in service of your fellow alumni and you will soon experience the value of being connected at this level. If you would like to serve on the Board, contact Rob Bourke at [bourker@seattleu.edu](mailto:bourker@seattleu.edu).

### Stay Connected

Join AlumniWeb—your source for alumni events, online directory, and more! <http://alumniweb.seattleu.edu>.

To join the Albers Alumni Listserve, email [thornbua@seattleu.edu](mailto:thornbua@seattleu.edu).

### Connect With Us

Follow us on our social media sites for updates on speakers, events, and news. Engage in discussions and networking opportunities. If you have ideas on what you would like to see on one or more of these sites, please email Barb Hauke at [haukeb@seattleu.edu](mailto:haukeb@seattleu.edu).



Alumni of Albers School of Business and Economics



Seattle University's Albers School of Business and Economics



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### We've Gone Mobile!

Albers now has a mobile website. Check it out with your smartphone. [www.seattleu.edu/albers](http://www.seattleu.edu/albers)

