

PRIME MOVERS

FOSTER SCHOOL CAMPAIGN CO-CHAIRS DISCUSS SUCCESS AS BOTH CAUSE FOR CELEBRATION AND CALL TO ACTION



ED FRITZKY



NEAL DEMPSEY



MIKE GARVEY

When Campaign UW: Creating Futures quietly launched in 2000, a triumvirate of Advisory Board members signed on to co-chair the Foster School's capital campaign: Neal Dempsey (BA 1964), managing general partner of Bay Partners; Mike Garvey (BA 1961, JD 1964), chairman of Saltchuk Resources, Inc.; and Ed Fritzky, retired chairman, CEO and president of Immunex Corporation. It would prove an epic ascent of a mountainous goal. At the beginning they could scarcely see the summit. But by investing nearly \$14 million of their own dollars early on and advocating tirelessly for the Foster School, they catalyzed an unprecedented \$181 million in giving over the past eight years to support world-class facilities, students, faculty and programs. *Foster Business* caught up with the co-chairs to find out how they did it, what it means and what comes next.

What was the original impetus for the Foster campaign?

Fritzky: It rose out of the crisis of the building.

Dempsey: I was an undergrad in Balmer Hall in the mid 1960s, when it was fairly new, and there haven't been any major improvements since. The need for a modern facility was overwhelming.

Fritzky: There was a strong feeling that the Foster School could improve, not just in terms of facilities, but across the board. The School had the potential, given the quality of people there and the quality of the University of Washington, to be a really spectacular business school. But one of the missing pieces was a quality facility that people felt good about teaching in, researching in and learning in. There were other issues to be addressed. But the thinking was that a world-class facility would become the foundation of a larger plan to improve the School in every aspect—to the point where it would be a star at the UW.

How did you get involved in leading the campaign?

Dempsey: I went to school here and have a long history on the Advisory Board. So I have a vested interest in making the School better. This board was always filled with fabulous leaders in this community, but it was never energized to the point it should have been until Deans Gupta (1999-2004) and Jiambalvo came along. Once Mike and Ed joined the Board, I saw that, if we drove hard enough, we could make this successful.

Fritzky: I had recently moved to Seattle from the East Coast to be the chairman and CEO of Immunex, and wanted to get involved in the community in a way that would provide a positive legacy for future generations.

Garvey: I started a law firm in 1966, but I needed to make a living, so I got a job as a part-time instructor at the UW Business School for a course on business, government and society. I taught for seven years. And at that time, I was disappointed with the

School. You could see these students were bright, idealistic, energetic. They were going to get out and accomplish a lot. But the system didn't support them. It was a little disappointing. And I carried that notion all those years afterward. It was my friend Kirby Cramer (MBA 1962) who convinced me that things were going to be different this time.

Did you think you could accomplish the campaign goal?

Dempsey: The donor base was pretty slim; there hadn't been a great history of giving from alumni over the years. We held some social networking functions to motivate people to write checks, and attendance was pretty sparse early on. But the dean at the time, Yash Gupta, energized the core group of advisors to raise funds for this endeavor. I don't think we ever dreamed that we'd actually raise nearly \$200 million.

Progress slowed at times, especially during the lengthy interim between deans. What was the turning point?

Fritzky: It wasn't a mountain that was easy to climb. Construction costs kept getting higher and higher. A lot of Advisory Board members—really smart people who appreciate business and business schools—began to ask whether there were alternatives to building a new facility. But the strong leadership of Yash and now Jim kept us focused on the new facility and making the vision happen rather than defaulting to an easier alternative.

Dempsey: The new leadership of UW, especially President Mark Emmert, became really engaged with the Foster School. And hiring

Jim Jiambalvo in the middle of the campaign was critical. He was absolutely the right person, perfect for the time. And he's proven to all of us that he's a superior dean. The best in the world.

Garvey: If I had had absolute power to find the best dean in the world to take us to the elite level, I would have chosen Jim. For him to come on for the last three years of the campaign was an incredibly positive boost.

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Fritzky: Unless people sensed great leadership and great quality, they would not have invested in a facility. But they have come to realize that it is the foundation of a long-term transformation. They sense there's greatness to be enabled by PACCAR Hall, and the phase two facility to follow.

What is the significance of this campaign?

Dempsey: There's tremendous benefit to our community and region in having a world-class business school. It's hard to over-emphasize that. It acts as a magnet to all kinds of positive events.



THE CAMPAIGN KICKED INTO GEAR AFTER DEAN JIM JAMBALVO (LEFT) JOINED THE CO-CHAIRS IN 2005.

INSIDERS' VIEW

THE BRAINTRUST BEHIND PACCAR HALL ON THE PROCESS AND PRODUCT TO COME

On the eve of groundbreaking for construction of PACCAR Hall, *Foster Business* checked in with some of the key players in transforming the dream into reality: Pete Dukes, professor of accounting and chair of the Foster Building Committee since 2001; Steve Tatge, senior project manager of UW Capital Projects; Todd Lee, senior vice president of Sellen Construction; Kurt Winje, vice president of Sellen Construction; and Mark Reddington, lead designer, FAIA and LMN Architects.

What was the key concept that shaped the design of PACCAR Hall?

Dukes: From the start, we focused on the notion of collaboration... of creating a space that would promote a strong sense of community within the Foster School of Business, and optimize the environment for the kind of team interaction that is the School's hallmark. The final design elegantly brings together classrooms of varying sizes, small group breakout rooms, student commons, a café and covered terrace around a central, naturally lit atrium that will become a bustling hub for students, faculty, staff and visitors—as well as a great place to sip coffee and explore ideas.

Winje: I've been impressed that the process of designing a space to foster collaboration was itself so collaborative. Everyone involved had to embrace a spirit of collaboration in order to address design challenges, funding challenges, timing challenges, etc. This team didn't just go to the Washington State Legislature and ask for the funding. Together we designed a building that could be built for an amount that could be raised.

What's the most interesting architectural aspect of PACCAR Hall?

Reddington: As Pete said, the vision from the start was to create a collaborative environment

for learning. This involved creating a design that would not only connect layers of communities to each other, but to the larger campus as well. While specific areas have been created for these communities (undergrads, MBAs, Foster faculty and staff, visiting businesses, community speakers, etc.) the extensive use of glass and shared spaces (the atrium, café, fireplace) actually links these different groups to each other. For instance, the centrally located open staircase connects the various levels and facilitates contact between these communities as they move throughout PACCAR Hall. Another challenge was to ensure PACCAR Hall fit within the larger campus, given that it is both a contemporary design and a much larger building than many on campus. By breaking the building into smaller pieces connected via common areas, and using glass extensively, PACCAR Hall has fewer hard boundaries and actually appears to blur with the rest of campus. For instance, when looking east from the café you look through the window to the Bank of America Executive Education Center; looking west you'll see Denny Hall and to the south, Denny Yard. So it's the porous nature of PACCAR Hall that both sets it apart from other projects yet integrates it with both the Foster School and the UW campus at large.

If you had to use one word to describe PACCAR Hall, what would it be?

Dukes: Cool.

Lee: Collaborative.

Winje: Welcoming.

Reddington: Dynamic.

Tatge: Game-changer. (I know, that's two!)

— Pam McCoy

Fritzky: The community at large is importantly impacted by the University of Washington. And the Foster School can have a huge impact both on the University's reputation and also on the community through its programs, research and infusion of talent.

Why was the campaign successful?

Dempsey: I'm in the venture capital business, where we start companies from ideas and people. This campaign is really analogous to the path of any successful start-up. We had great ideas and attracted great people. We got great leadership, got focused and got a little lucky to have massive gifts from The Foster Foundation, PACCAR and the Mark Pigott family, Orin Smith (BA 1965), Gary Shansby (BA 1959) and many others. The puzzle came together.

So what's next?

Garvey: Private money comes with strings. And the strings are an expectation of excellence. Having the community invest in the Foster School is doubly positive in that people expect great things to happen with the resources they have provided. You get a virtuous cycle. Right now we're poised to join the elite group of business schools in the world, and we need to keep our focus squarely on that.

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Dempsey: The bar is high—and getting higher. Jim has to continually improve, and so does the faculty and staff. We've got to recruit great faculty, keep raising the bar on our students. We've got to have a great admissions program, great academic program, great placement program, great centers. The campaign was just the first step of a multi-tiered project. We're never finished, never satisfied. In the end, we're building something that's going to help the planet. There's lots to do. Lots to do.

Fritzky: We're always looking for that next horizon. But I do think that Jim and the staff and everyone who contributed to the Foster School during this campaign should have tremendous gratification when they see students walking into PACCAR Hall two years from now. That should be uplifting for many years to come, that feeling of success to build on. Because we all made it happen. ■

The Foster School of Business 2007-08 Report to Investors is available online. To view, please visit www.foster.washington.edu/invest.



TOUR PACCAR HALL ONLINE

Construction on PACCAR Hall won't be complete until 2010, but your tour of the Foster School's future state-of-the-art home is only a click away. Via virtual video "fly-through," you can check out the auditoriums, classrooms, atrium and café at any time. To embark on your two-minute tour, visit: www.foster.washington.edu/PACCARHall.