



## Washington State Chapter

Volume 2, No. 6

March 2001

### Meeting Information Thursday, March 22nd

**Location:**  
Washington Athletic Club  
1325 6th Avenue  
Seattle, WA

**Time/Event:**

4:30 PM	Professional Development Program
5:30 PM	Social Hour
6:15 PM	Dinner
7:00 PM	Presentation

**RSVP Deadline:**  
Friday, March 16th

**RSVP by:**  
Email: feiWSC@pobox.com  
FAX: 425.562.0376  
Phone: 425.562.2636

**Cancellations:** Please call as soon as possible.  
**Payments: Per meeting members and guests should pay in advance. Please see page 6.**



### Brad Tilden CFO Alaska Airlines Dinner Presenter

Our March speaker is Brad Tilden, Chief Financial Officer of Alaska Air Group (ALK), the holding group for Alaska Airlines and its regional affiliate, Horizon Air.

Brad joined Alaska in 1991. In his current position, he's responsible for finance, risk management, accounting, budgeting, capital expenditure, investor relations and audit activities. A graduate of Pacific Lutheran University, Brad earned an MBA from

the University of Washington. Prior to joining Alaska, he worked for Price Waterhouse for eight years, two of which he spent in Australia for the firm.

The 10th largest U.S. carrier, Alaska Airlines is recognized as an industry leader in customer service and technology. In 2000, Alaska, like the entire aviation industry, faced skyrocketing fuel prices and operational challenges. The carrier also experienced the tragic  
**Continued on Page 5**

### Implementing "Balanced Scorecard"

Shaun Wiley, Sr. Financial Analyst, Microsoft Corporation  
Professional Development Presenter

Microsoft is one of the early champions of the "Balanced Scorecard." This month we will hear the pros and cons of implementing this approach to developing both financial and non-financial measures of performance. The intent is to help drive managerial behavior, and to link a unit's business strategy

directly to shareholder value creation.

Our presenter, Shaun Wiley, is Senior Financial Analyst at Microsoft Corporation, where he is responsible for creation, analysis, and forecasting their worldwide business operations in support of senior management's long-  
**Continued on Page 4**

# From the President: News of Note

*The nominating committee is very pleased to present this slate of Directors for 2001-2002. The election will be held at our March dinner meeting. While our official year runs July 1 to June 30 each year, the Directors will begin the transition process right away to ensure that next year's Programs and activities are on track.*

*We are also seeking additional members for Co-chair and/or committee positions in membership, programs and career services. As always, if you have an interest in getting involved, please contact me or Richard Denmark.*

***President: Richard Denmark***

CFO, PlayNetwork, Inc.

***President-elect: Brad Wiens***

VP Finance, SunGro Horticulture

***Treasurer/FERF Liaison: Steve Kalvelage***

Director, Longitude 122 Management, LLC

***Secretary: Brian Kelly***

VP Finance/Administration, Director  
Software International, Inc.

***Program Co-chairs:***

Chris Gildow

John Waggoner  
PACCAR inc.

Glenn Wisegarver  
Arthur Andersen

***Professional Development Co-chairs:***

Alan Granberg  
Westar Financial Services Inc.

Patrick Duff  
Damar Machine Company

Doug Bevis  
Washington Park Ventures

Christy Lueders  
YMCA

***Career Services:***

Jeanette Douglas  
Van Waters & Rogers, Inc.

***Hospitality Co-chairs:***

Ken Avedisian  
Larry's Markets

Tom Kenney  
Haggen, Inc.

Gloria Ishii

***Membership/Retention:***

Brad Wiens  
SunGro Horticulture

Andrea Ervin  
Marsh

***Past President:***

Katherine Anderson

*Please join me in supporting our incoming Board of Directors.*

*Katherine Anderson  
President, 2000-2001*

## Officers and Committees

### Officers

#### President

Katherine Anderson  
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#### President Elect

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#### Treasurer/FERF Liaison

Gloria Ishii  
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#### Secretary

Tom Kenney  
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### Committees

#### Academic Relations

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brian.key@imagex.com

#### Professional Development Co-Chairs (Cond.)

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#### Administrative Services

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#### Career Services Co-Chairs

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#### Hospitality

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**Spokane Liaison**  
Mike Wilson  
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#### Membership/Retention

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Chris409@seanet.com

#### Nominations

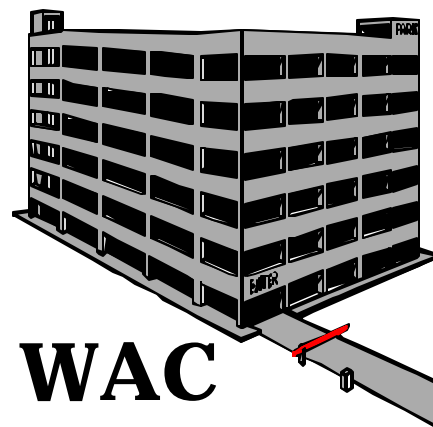
Jim Eldredge  
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#### Web Site

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#### Professional Development Co-Chairs

Christy Lueders  
YMCA of Greater Seattle  
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## WAC Garage Parking

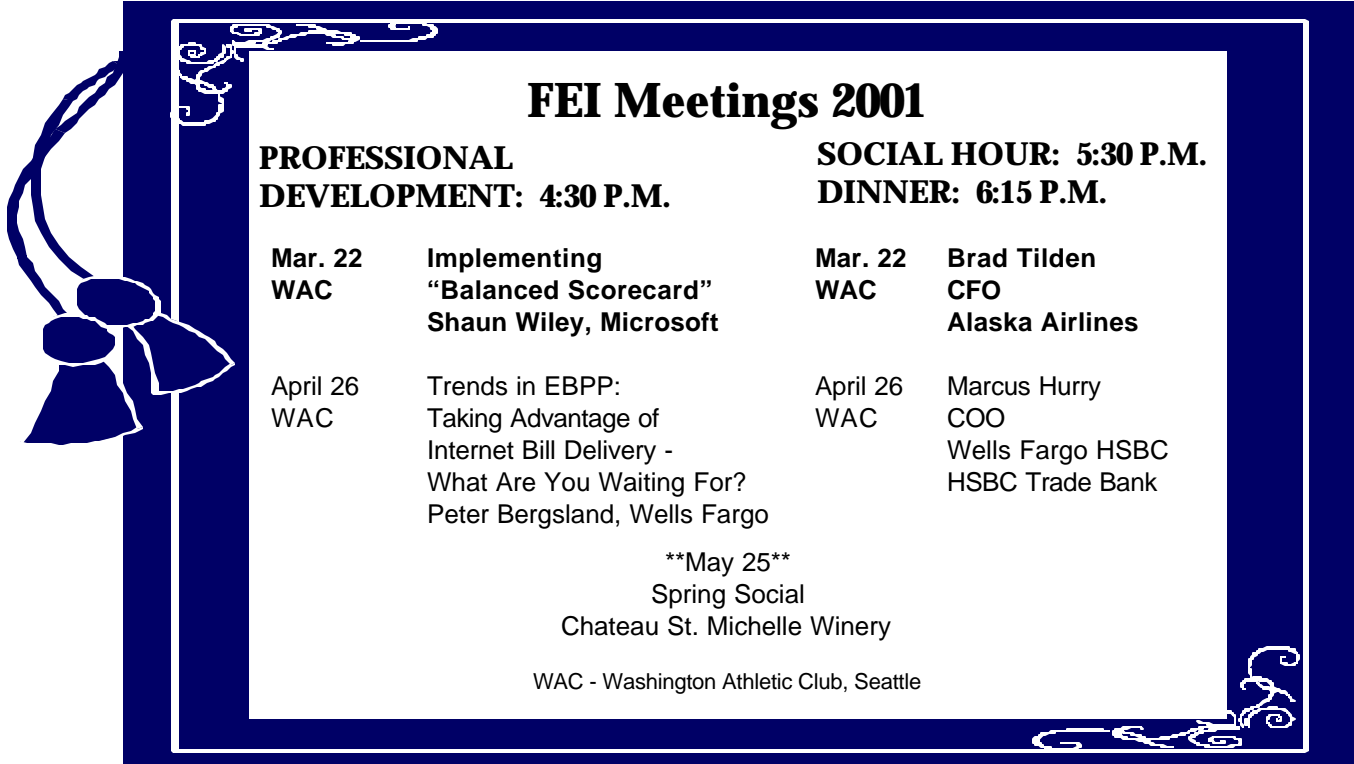
The Washington Athletic Club parking garage, located under the City Center Building, provides complimentary parking for FEI dinner attendees after 5pm.

For those members attending Professional Development parking is charged at the following rates for the amount of time before 5pm:

0 to 1/2 hour - \$3.75  
1/2 hour to 1 hour - \$4.75  
1 hour to 1 1/2 hours - \$5.75  
(For further rates, check with the WAC Garage.)

No complimentary parking is available for meetings before 5pm. You must present your validation ticket at the window.

If the parking attendant attempts to charge for time after 5pm, please ask that person to call the WC catering department at that time. If you do not resolve it before paying, no refunds will be given.



**FEI Meetings 2001**

<b>PROFESSIONAL DEVELOPMENT: 4:30 P.M.</b>	<b>SOCIAL HOUR: 5:30 P.M. DINNER: 6:15 P.M.</b>
<p>Mar. 22    <b>Implementing</b> WAC        <b>“Balanced Scorecard”</b>               <b>Shaun Wiley, Microsoft</b></p> <p>April 26    <b>Trends in EBPP:</b> WAC        <b>Taking Advantage of</b>               <b>Internet Bill Delivery -</b>               <b>What Are You Waiting For?</b>               <b>Peter Bergsland, Wells Fargo</b></p>	<p>Mar. 22    <b>Brad Tilden</b> WAC        <b>CFO</b>               <b>Alaska Airlines</b></p> <p>April 26    <b>Marcus Hurry</b> WAC        <b>COO</b>               <b>Wells Fargo HSBC</b>               <b>HSBC Trade Bank</b></p>

\*\*May 25\*\*  
Spring Social  
Chateau St. Michelle Winery

WAC - Washington Athletic Club, Seattle



You and your guest are cordially invited to attend the

**FEI  
Washington State Chapter  
Spring Social**

**Thursday, May 25th**

**Chateau St. Michelle Winery  
Woodinville, WA**

Invitations with greater detail will be sent in mid April. We hope you and your guest can join us for a winery tour, wine tasting and dinner in this elegant setting.

**“Balanced Scorecard”**

*Continued from page 1*  
term strategic decision-making. Shaun makes recommendations across all lines of Microsoft’s businesses, and also monitors the activities of controllers and analysts worldwide. Prior to joining Microsoft, Shaun worked in the pricing and trading of convertible bonds at BT Alex Brown, Incorporated.

Shaun is a 1989 University of Washington finance graduate, and holds an MBA from Columbia Business School. He will make clear that it requires steadfast discipline to convert to and sustain a scorecard mentality. Topics he will address include:

- Key attributes of a Balanced Scorecard.
- How it is different from traditional measures.
- Linking strategic goals with business metrics.
- Developing balanced metrics for your business.

These issues are becoming increasingly important to corporate success in today’s global competitive environment. Please join us for this timely and frank discussion.

## Brad Tilden

*Continued from page 1*

loss of Flight 261 off the coast of Southern California. Alaska addressed each of these issues head on, implementing a fuel hedging program, scaling back growth plans for the year and commissioning a panel of recognized aviation experts to review all aspects of its operations. The result was continued operational profitability and a load factor increase of 1.3 points.

Alaska's continued success is a tribute to their sound business model, industry leading web technology, successful partnering and top-rated customer service. These are core competencies that can serve any business no matter what its industry.

Please come and hear Brad tell you how Alaska Air Group has continued to succeed in a very challenging environment.

## February Dinner Presentation Review

*By John Waggoner*

Bill McAleer, a founder and Managing Partner of Voyager Capital <http://www.voyagercap.com/>, entertained and informed a large and receptive audience about the blunders and successful trends for the future e-venture investing. Among the blunders were premature going public, whether within an incubator or via an IPO and B2B Exchanges ignoring the role of intermediaries. What remains hot includes wireless, broadband infrastructure and peer to peer applications. Venture funding declined 26% in Q4 2000, and much of that was reinvestment instead of new ventures. But good deals are getting funded, albeit at lower valuations and with longer planned holding periods than 18 months ago.

## February PD in Review

*By Pat Gillis*

Total Rewards-Competitive Compensation Plans in the Post Stock Option Era

Nancy Bardsley, President of Keystone Financial, an employee benefit consulting firm, discussed the "total rewards" concept of compensation packages, looking at all the elements that are part of the decision making process that employees make about their jobs.

She included three main components:

1. Compensation
2. Benefits
3. The Work Experience

The work experience component includes many of the less tangible, but very important elements of the reward structure. Key elements are:

- \* Acknowledgement and appreciation, recognition and feedback-all the things that tell an employee they are making a contribution and that we recognize it;
- \* Balance of work and outside life, including convenience services such as child care, alternate work schedules;
- \* Culture, including style of leadership, diversity and types of communications;
- \* Employee development programs, and the importance of them in the organization;
- \* Environment, including the job itself, its content and context, as well as the physical plant, and the company's products, markets and opportunities.

Nancy also discussed some innovative,

and relatively low cost rewards (although she did note that pets in the workplace could be problematic!) including allowing employees to take ownership of the corporate contribution budget, and allowing paid volunteer time off.

Compensation and benefits were the main focus of the presentation, with discussion of both current and deferred compensation programs. Nancy discussed how to link current compensation with the result desired.

One attendee asked for ideas about how to incent younger employees to maintain the same intensity of work effort that was evident in prior years when the promise of becoming a stock option millionaire in 24 months or less fueled 80 hour workweeks. One option is project completion rewards that are substantial enough to have a significant and immediate impact on the employee's financial status.

Nancy then covered a variety of compensation deferral programs and nonqualified bonus plans, tailored to meet a specific employee's life needs. For example, a parent with minor children may be more focused on a plan that assures significant insurance coverage for the children in the event of his or her death, and the ability to borrow from the plan for college tuition, while a single individual might be more interested in an executive disability plan, or a current payout.

*For a copy of the detailed presentation material handed out at the meeting, or more information, contact :*

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## **Reservations and Cancellations**

*Please remember to reserve or  
cancel your reservation by the  
deadline printed on page one.  
By doing so we are able to keep  
member dues to a minimum.  
Thank you!*

## **Meeting Details**

**New payment policy guidelines for:**

**\*Guests who are not prospective members**

**\*Members paying on a per meeting basis**

If you are a "per meeting" member or are bringing a guest who is not a prospective member, please pay the \$50, per person, meeting fee by the Wednesday in advance of the meeting.

You may make payments in two ways:

**\*On the web at [www.paypal.com](http://www.paypal.com)**

**\*Call Gloria Ishii at 206-667-3880 to pay by credit card.**