

## PROFILE

PHYLLIS CAMPBELL:

## Revealing Seattle's Best Kept Secret By Nancy Gardner



Although it will turn 60 years old this year, The Seattle Foundation is considered by some to be Seattle's best kept secret. That might soon change if Phyllis Campbell (EMBA 1987), the organization's president and CEO, has her way.

The Seattle Foundation is a collection of donors with donor-advised funds, offering greater information efficiencies and tax benefits than private foundations. For example, the foundation's fund administrators have extensive knowledge of local issues. They regularly review nonprofits' practices and finances through site visits and evaluations in order to assure donors their funds will be distributed in a fiscally and socially responsible manner.

Last year alone, roughly 1,100 local individuals, families and businesses donated enough to allow the

Foundation to distribute about \$50 million to nonprofits around the world, but primarily in this region. Grant recipients include organizations involved in arts, culture, education, health, neighborhoods and environment sectors.

This community foundation aims to make itself better known in the community via its new advertising campaign and through media outreach projects such as guest opinion pieces placed in targeted newspapers.

Campbell says the foundation has recently instituted a "healthy community framework" which consists of benchmarks that determine the chemical makeup—a.k.a. the fiscal health—of King County, that will help guide the distribution of its grants so the most needy programs can get top priority.

Her first job after graduating with a bachelor's degree in business administration from Washington State

University was a stint as management trainee in Spokane with Old National Bank, which later was absorbed by U.S. Bank. She would spend 28 years in banking and serve as president of U.S. Bank of Washington from 1993 until 2001. The United Way of King County also credits her with leading the way to a record-setting \$68.7 million raised during its 1998 campaign.

Of her time spent in the UW's EMBA program, Campbell says it helped accelerate her career dramatically. "Within six years of completing the EMBA, I advanced from a district manager position in Spokane to president of U.S. Bank of Washington. I think it was both the knowledge as well as the confidence that boosted my career and gave me the self-assurance that I needed to take the job as president."

Just over a decade ago, when she became the first female president of any bank in Washington, two other women—Sally Jewell and Debbie Bevier—were also appointed CEOs at area banks within the same year. Jewell became president and CEO of WestOne Bank and Bevier was made chairwoman and CEO of Key Bank. The threesome quickly became known almost as a kind of novelty act, a "freak show," Jewell likes to joke. "Everyone wanted to see us," says Campbell.

But they used their notoriety to affect positive change in the industry and community. "From her career as a banker to her current position, Phyllis has always kept the health and well-being of our community as her top priority," says Jewell, now the CEO of REI. "She has fearlessly led the United Way campaign for King County and has been

a vocal advocate for many important community investments from public facilities to our two public research universities—UW and WSU."

But the Spokane native does strive to maintain a balanced life and believes in the importance of executives getting rested and recharged in order to perform at the top of their game every day. Her two indulgences are dark chocolate and high heels—but one would never guess the slender Japanese-American holds such vices.

The 55-year-old typically reads three books at a time—her current list includes books about leadership and golf, as well as a good mystery. "Golf, though, is a love-hate relationship," she says. "I like it because it's a sport in which I am mainly competing against myself to continuously improve. I do take the adage of 'work hard, play hard' seriously. I take my vacations and balance my work-personal life fairly well."

Campbell and Jewell still share spirited competition, although these days they battle it out during their gym workouts rather than by comparing balance sheets.

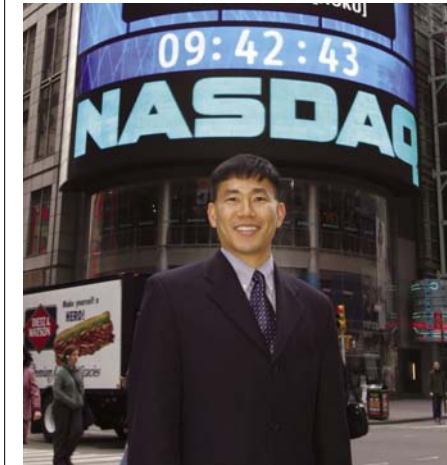
Says Jewell, "Phyllis is in a perfect position at The Seattle Foundation as she builds on the success of this amazing community resource to help inspire philanthropy across the region."

"It's the purpose and the passion," says Campbell. "I have always had a strong belief that each one of us has an obligation to contribute back to the community in which we live and work. I also believe that not only can one person make a difference, but that, using the principle of leverage, if we all pull together, the multiplier effect can be tremendous. Thus, the motivator for me is to challenge ourselves for a big-picture vision—whether in business or the community—and move others towards that goal." □

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DUSTIN SHINDO:

## Catch A Rising Hoku By Aaron Ragan-Fore



When Dustin Shindo (BA 1999) returned to Hilo, Hawaii, from graduate school on the East Coast, he planned to go straight into the family soft drink bottling and distribution business. "Within two months, my family sold the company," grins the charismatic entrepreneur.

Shindo was unsure of his next move, but the downtime didn't last long. Recalling his penchant for extracurricular beer brewing while a UW Business School undergraduate, Shindo took stock of his resources and, within a couple of days, formulated a plan for his first business venture.

Born of his family's experience and contacts in the bottling industry, that idea became Mehana Brewing Company. A decade later, Shindo's father Calvin is still general manager and brewmaster at the Hilo-based microbrewery.

Shindo left Mehana after a few years. When a tourism software business stalled, he relied again on friends and family for a third undertaking, his most ambitious yet. In 2001, at age 27, Shindo co-founded Hoku Scientific, manufacturer of membranes and mem-

brane electrode assemblies used in energy-producing hydrogen fuel cells for homes and automobiles. The 30-person enterprise is the only domestic fuel cell company to go public since the tech bubble burst.

*Hoku*, which means "star" in Hawaiian and "north" in Japanese, is a fitting name for a company devoted to sustainable, clean energy (though Shindo admits that a four-letter moniker also fits on a stock ticker without abbreviation). While Shindo acknowledges that currently "no one knows someone who owns a fuel cell," he sees great promise in the nascent technology.

"I think of fuel cells like the original cell phones, when they were big bricks," he muses. "Fundamentally, the technology makes sense."

Now partnered with deep-pocketed clients as diverse as Sanyo, Nissan, and the US Navy, Shindo is in good company with his dreaming. Like his earlier ventures, Hoku is based in Hawaii, and the company is making waves in the tech sector of a state where most incoming dollars originate from tourism.

Shindo's younger brother Ryan is Hoku's director of operations, and UW accounting grad Darryl Nakamoto (BA 1996) is the company's CFO, but Hoku's domestic atmosphere doesn't fade outside the hiring office. Familial obligation marks the entire company, where six-day work weeks are the norm and CEO Shindo sometimes cleans the bathrooms himself.

"We run the company and manage the finances much like a family business would," remarks the young executive. "That culture is pervasive. Everyone works their hearts out, like a family. We're building something together." □