THE FRESH START ISSUE

Do you need a fresh start?

What to do after you land the job

8 office faux pas

THE GIFT OF EDUCATION

Paola Moneymaker, MAED/TED-E ’09
Higher Education Program Manager, Seminole Tribe
Florida
Everyone has a story to tell.

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Michele Hubbard, MM-I ’10
Owner, I'm Organized...Are You?
Fresh Start

Embrace new beginnings

When I was 20, I found myself living alone in a brand-new city--San Diego. Just one week after we got married, my husband—a Navy man—was deployed for six months.

I didn’t know a single soul or how to find my way around town, but I did know that I had a choice to make: I could hole up in my apartment alone, or I could see my situation as an adventure. I chose the latter.

I got out there, found a job, enrolled in school and made friends. And every week, on my way home from work, I’d start driving in a different direction. My goal was to try to find my way back to our apartment—and to get to know my new surroundings along the way. I discovered interesting corners of the city I couldn’t wait to share with my husband when he returned. When he did, we embraced the adventure together.

Even now, when I find myself faced with a fresh start—whether it’s in my career, finances or personal life—I reflect back on that time. I take the optimism I felt along with the lessons I learned and apply it to where I am now. It helps me quiet the voices that tell me I can’t because it reminds me that I can. I’ve done it before.

Here’s to new beginnings!

Nikki
Nikki Sandavol, MBA, Class of 2003
Executive Director, Alumni Association
University of Phoenix

P.S. Nikki’s career tip of the month
Making a fresh start in your career can be stressful, but the personal growth that results from challenging yourself can make it worthwhile. Make a list of the pros and cons. If the pros outweigh the cons, then it’s time to consider making a career switch.
Help someone soar.
Be a mentor.

Give someone’s career a lift by sharing your knowledge and expertise.

Benefits of participation

- Extend your network and develop relationships with up-and-coming University of Phoenix talent
- Share valuable knowledge gained as result of your experience
- Develop coaching, communication and leadership skills
- Exchange ideas and perspectives on issues in your field
- Contribute to the success of other University of Phoenix students and graduates
- Gain personal satisfaction by engaging in a meaningful volunteer opportunity

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Ask Nikki

Each month, I receive dozens of emails inquiring about resources available to alumni through University of Phoenix. Here are a few of the more frequently asked questions.

Q: My University of Phoenix degree is invaluable. I have a friend who would love to go to UOPX to earn a bachelor's degree. Are there any scholarships available for her?

A: Yes, and there is one in particular that involves you. It’s the Paying It Forward® Scholarship Program. Alumni who have graduated from University of Phoenix with a bachelor’s, master’s or doctoral degree are eligible to nominate an individual to be awarded a full-tuition scholarship toward an undergraduate degree program of their choice. Nominations for this year’s scholarship are open from Aug. 1 to Oct. 10, 2013. Through this program, 30 scholarships will be awarded.

Visit www.phoenix.edu/payingitforward for more information.

Q: I just graduated and wanted to get a mug and those red socks I keep seeing in the UOPX commercials. Where can I get this University of Phoenix gear?

A: The red socks are a hit! I’ve been rocking my red socks and showing my Phoenix pride as well. The University Store has all of these great things and more, like T-shirts, key chains and license plate frames. As an alumnus, enjoy free shipping with your purchase of $75 or more when you enter the promo code ALUMNI2013 at store.phoenix.edu.

Results from our recent online polls

In which area of your life would you most like to make a fresh start?

- Career: 59%
- School: 3%
- Love: 8%
- Location: 14%
- Home/yard décor: 16%

Have you ever started a brand new career path?

- Yes: 67%
- No: 33%
Starting over

In our daily, often hectic lives, how do we recognize the need to break away from an old way of doing things and learn to change or begin anew? Take our quiz to find out if you need a fresh start.

Q&A with What Color is your Parachute? author Dick Bolles

Renowned career-help expert offers practical advice for those considering a career change.

On the cover: The gift of education

Paola Moneymaker, MAED/TED-E '09

Influenced by her mother's zeal for education, Paola Moneymaker has made learning a way of life. With bachelor's and master's degrees and a doctorate in the works, she is committed to helping students achieve post-secondary success.
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“Insanity is doing the same thing over and over again and expecting different results,” said famed physicist and genius of our time, Albert Einstein.

In our daily, often hectic lives, how do we recognize the need to break away from an old way of doing things that is no longer working, and learn to make a change and begin anew?

Whether it’s terminating a destructive relationship, energizing a career that needs a major upgrade or dealing with a set of circumstances beyond our control, “taking the first step toward making a fresh start has to come from within,” says Cheryl Maloney, transformational coach and editor of Simple Steps Real Change magazine. “What I find is that if someone isn’t motivated and ready to make a change, they aren’t going to be successful.”

Taking the first step
Before you can begin to make a fresh start, you first need to accept where you are right now, says Maloney. “I usually ask my clients to do an assessment of the different aspects of their lives to determine which one needs to be worked on first,” she adds.

Maloney breaks down the different life areas into health/well-being, relationships, career and finance. She asks clients to take a realistic look at each area and figure out which one is screaming the loudest for a redo.

If you follow a logical course and make a plan, you can manage your transformation rather than letting change happen to you.

Determine the best direction for change
Once you’ve zeroed in on the issue, the next step is to decide what direction to take. Mary Lee Gannon, a certified career coach and author of the book Starting Over, recommends that people align with their individual strengths and values when trying to figure out what to do next. Gannon was a mother of four who went through a dramatic transformation after leaving a destructive marriage.

“You want to make sure that the change you’re making is in alignment with who you are intrinsically,” says Gannon. For example, “If you’re someone who values flexibility in your schedule above other traits, and you’ve been working 9 to 5 for a corporation, changing to freelance work or becoming self-employed would be a strong choice,” she says. Gannon’s website (startingovernow.com) offers exercises to help people hone in on their five top values and strengths.
“After aligning yourself with a new goal, it’s critical to learn how to turn off the head trash or negative voices that are telling you that you can’t possibly succeed.”

Mary Lee Gannon, certified career coach and author of the book Starting Over

Eliminate doubts and fears

“After aligning yourself with a new goal, it’s critical to learn how to turn off the head trash or negative voices in your head that are telling you that you can’t possibly succeed,” says Gannon.

Kiné Corder, the former spokesperson for ABC’s Extreme Makeover series, who wrote The Art of Starting Over, tells her clients to start the practice of shifting their thoughts in a positive direction. “Seventy-five percent of our thoughts are negative,” says Corder. “Before you can make a positive change, you have to start changing the way you think about yourself. Instead of thinking, ‘I’m not good enough, skinny enough or smart enough,’ once you replace those thoughts with positive ones, such as ‘I can do this. I can transform my life,’ you will take actions in your life that will lead to better results.”

Surround yourself with support

Align yourself with like-minded people and mentors who understand your new goals and inspire the changes you’re making. “You won’t be able to succeed if you’re surrounded by people who are draining you,” says Gannon.

Seek out friendship with people who are doing what you want to be doing, whether it’s eating healthy, having successful relationships or working in fulfilling careers. Not just any relationship will do, adds Corder. “It’s got to be someone with whom you have an emotional relationship, who will call you out on your bad behavior and inspire you to make a change. If you’re trying to eat healthy and you’re hanging out with people who say ‘ick,’ to the green stuff you’re eating, it’s not going to be easy to stick to your new goal.”

Take actions aligned with your new life

Once you’ve got your new direction mapped out, your positive attitude attuned and your support team in place, it’s amazing what will happen next, says Gannon. “When people are able to quiet the voices in their head telling them they can’t do something, it allows them to be open to the opportunities that have always been sitting out there waiting for them.” Most people don’t allow new opportunities in, she explains, because they’re so overrun by anxiety and negative thinking.

“After my clients do the initial work, they’re always calling me to thank me for some unbelievable opportunity that came their way,” says Gannon. “I have to tell them, ‘it’s not me, it’s you. You’re doing the work.’”

Stick with it

Although it may seem difficult at times, “you can reroute your life,” says Gannon, who is now CEO of a $22 million organization, after being homeless and on public assistance. “But it’s not just going to happen; you have to do the work. On the other hand, if you just perseverate on the worry and the things you cannot change, that’s not going to help you.”

Jenny Jedelkin lives in Northern California and her writing has appeared in San Francisco Chronicle Magazine, Rolling Stone and In Style, among other publications.
Fresh start

QUIZ

Answer these five questions truthfully to see if you might benefit from making a fresh start in one area of your life:

1) I experience a peaceful or joyful feeling at least ...
   a) every single day.
   b) several times a week.
   c) rarely.

2) I most often wake up in the morning ...
   a) excited about the day ahead.
   b) a little ho-hum, but willing to put my best foot forward.
   c) with a nagging feeling that I wish my life was very different.

3) I am living my life the way I am because ...
   a) I want to and I love it!
   b) that's just the way things turned out.
   c) I have to.

4) The people I interact with on a daily basis ...
   a) treat me with respect and have similar values.
   b) I get along with OK, if I'm careful about what I say.
   c) are from a different planet in terms of their goals and values.

5) During an average day, I am taking part in activities that are ...
   a) highly engaging and expose me to new things.
   b) occasionally new, but most often pretty routine.
   c) the same old thing. My daily life looks pretty much the same as it did two years ago.

**Tally the score:**
Give yourself 10 points for every question you marked C, 5 points per B, and 0 for each A.

0: Congratulations! Your life must be very stimulating, engaging and awesome. If you needed to make a change at some point, you probably already did so.

5–10: Proceed with caution. This is a heads-up that there is probably an area or two in your life where you need to make some changes.

Over 10: Time for a fresh start. If you chose C for any question, or more than one B, it's likely that your life would be vastly improved by recognizing the need to make a change and heeding the advice on pages 9 and 10.
Chances are you’re familiar with longtime career guru Dick Bolles. His seminal work, *What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers*, has sold more than 10 million copies in 20 different languages since it was first published in 1970.

Every year, he publishes a revised and updated edition to ensure that his magnum opus stays relevant no matter what the job market or the economy looks like. *Phoenix Focus* sat down with Bolles to get his take on finding your purpose, stumbling blocks and the No. 1 thing you need to know if you’re looking to make your own fresh start. Here’s what he had to say.

**Phoenix Focus:** You’re the author of the now-classic career guide, *What Color is Your Parachute?,* currently available in a 2013 edition. In a sense you’re making a fresh start each year when you tackle another rewrite. What inspires you to do this?

**Dick Bolles:** From the time my book first came out, I decided every year to reinvent what a print book can be. I have not merely revised my book. I have rewritten it. This past year, I rewrote two-thirds of it.

I do that because I get to use my favorite skills. I like to figure out how things relate to one another, the building blocks of a different approach, what is fundamental and what builds on that. There is a web of better ideas, and every year I like to rethink that web.
PF: You’ve reinvented your own life a few times, too. You studied chemical engineering at Massachusetts Institute of Technology, hold a bachelor’s degree cum laude in physics from Harvard University and earned a master’s in sacred theology from General Theological (Episcopal) Seminary in New York City. After you worked as an Episcopal minister for many years, you set your sights on leading others through their own career changes. In your experience, what are some common hurdles people face when overhauling their professional lives?

DB: When people make fresh starts, they start by researching the marketplace. The problem is that when the market gets volatile, often the pendulum swings from one side to the other. For example, this year the trend is that there is a great need for teachers. So you start training to be a teacher, and you go and get certified. All the while you were getting trained, the pendulum was moving. Because the vacancies didn’t wait for you to finish your training, they were taken by people already qualified.

PF: What approach do you recommend instead of following current career trends?

DB: It makes much more sense to start with yourself. In taking an inventory of myself, I’m going to figure out not only the skills I do well—are they with people, data or things?—and go further and [look at] the things I can’t wait to do.

PF: What questions should people ask themselves when they take their personal inventory, aside from what skills they possess and what they enjoy doing?

DB: What are the working conditions in which I do well? For people who like to work outdoors, if they end up indoors, they always end up on the inside looking outside.

The other question is about values. I once had a phone call, and [the caller said], “Dick, what do you do when the place where you work is crooked?” I said, “How do you know?” He said, “I just drew up the crooked contract.” He quit because the values of that place weren’t the values he has for his life.

PF: Challenges in the workplace often inspire people to assess where they are now and what they want to do in the future. But this process of self-evaluation and reinvention can come with its own set of challenges. What are some common ones people face?

DB: It will vary as much as there are individuals in the world, but the first thing that keeps people back is their own self-appraisal. A few years ago, we discovered that people 40 years and older have the biggest trouble making a fresh start. We puzzled over that. We realized that it was because they had this self-picture that by their age, they should have become successful in whatever endeavor they chose in their lives. They realize that their whole life has been based on wrong decisions up until now and find it hard to come to terms with that.

Another obstacle people face is their friends telling them there are no jobs or they’re too old. You have to be really careful about the company you pick. That person bringing you down, what they are really doing is saying how they would feel if they were in your position. They project themselves onto you. They need to be disregarded.

PF: In light of this and other potential obstacles, what is the single most important thing for people to know if they want to start fresh in their careers?

DB: It has to be hope. If you have hope, you can deal with anything. If you have no hope, you’re wiped out before you even begin.
8 habits of highly annoying co-workers

Are you that co-worker? Take a whack at your worst habits.

By Lori K. Baker

We all have bad personal habits—we incessantly check our cell phones, talk too loudly or crack our knuckles when we’re stressed. What’s so tricky about our bad habits is how we do them without even realizing it.

Ever notice how your mind can click into autopilot and you can perform actions without any conscious thought at all? With enough practice, it can become second nature to strum a guitar, speak a foreign language—or unhinge your co-workers by talking too much during staff meetings. While some co-workers will tell you when you’re driving them crazy, others will resolve to tell everyone except you.

Before you sabotage your career, take a look at our Employee Bad Habit Hall of Shame. It provides a snapshot of eight of the worst personal habits that career experts say can hold you back in your career. Recognize any?

Habit #1: You’re a Chatty Cathy.
“Nothing is more annoying than someone who talks too much in a meeting,” says Ann Demarais, Ph.D., founder of executive and career coaching company First Impressions, Inc., and author of First Impressions: What You Don’t Know About How Others See You. She offers this handy rule of thumb: Divide the number of minutes the meeting lasts by the number of people attending, and the total equals the right amount of time for you to speak. (In an hour-long meeting with four people, you should speak no more than 15 minutes.)

Habit #2: You’re a human loudspeaker.
“In the modern bullpen-style cubicle environment, noise travels really easily,” Demarais says. “People need to practice speaking as softly as they can, just loud enough for the person you’re speaking with to hear you.” Likewise, it’s a bad habit to converse on your speaker phone from a cubicle or office without the door closed, says Jodi Glickman, a consultant and author of Great on the Job: What to Say, How to Say It. The Secrets of Getting Ahead.

Habit #3: You’re a social (media) butterfly.
“It’s rude to sit in a conference room checking your cell phone or texting,” Glickman says. “Also, put away your device or phone when you’re in an elevator. It’s an opportunity to engage in conversation and build and maintain relationships.”

Habit #4: You’re a namedropper.
If you make it a habit to namedrop your professional connections or talk about getting plum assignments, chances are you’re annoying co-workers, especially peers. “You might think you look impressive,” Demarais says, “but you might look arrogant instead of competent.”
5 Tips for handling RUDE employees

Everyone has a set of pet peeves at work: A co-worker who returns to the office reeking of tobacco. A colleague’s nonstop chitchat that keeps everyone else from getting work done. A manager who talks on a speakerphone with the office door open. If left unchecked, employee bad habits can torpedo an office’s productivity.

But what do you do with a rude employee who just can’t get the hint? Here are five tips:

1. **Address the issue with their supervisor.** “The only way you can tell a manager if someone’s habit is really bothering you is if it’s impacting your productivity,” says Jodi Glickman, a consultant and author of Great on the Job: What to Say, How to Say It, The Secrets of Getting Ahead. “If it’s simply annoying, it isn’t fair game.”

2. **Offer ample feedback as a manager.** “I’m a big believer in feedback,” says Ann Demarais, Ph.D., founder of the career coaching company First Impressions, Inc., and author of First Impressions: What You Don’t Know About How Others See You. “I’d rather know that I’m annoying and correct it, versus making it a habit and finding out at a performance review that it’s a problem.”

3. **Make your feedback constructive and positive.** “You can’t tell people they’re doing something wrong if you can’t tell them how to fix it,” Glickman says. “Offer a suggestion on what the person might do differently and make it very concrete.”

4. **Be gracious.** When offering feedback, Glickman says it can be helpful to mention your own bad habit you had to change. You might say: “I faced a similar situation, and here’s what I did.”

5. **Tap into resources available in HR.** “HR specialists often have many coaching and mentoring skills,” Demarais says. A manager could also pair up an employee with an effective peer for mentoring.

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**Habit #5: Your initials could be TMI.**

“It’s great to be authentic, but you don’t necessarily want to air all of your dirty laundry,” Demarais says. “We all have life’s normal ups and downs, and you want to share some of them.” If you overdo it, such as disclosing details about a heated argument with your spouse, you run the risk of making co-workers uncomfortable or appearing like you don’t have your act together.

**Habit #7: You don’t act your age.**

Habits like cracking your gum or twirling your hair “make you look like you’re 12, not a professional,” Glickman warns.

**Habit #8: You don’t clean up.**

“Leaving food lingering in the office refrigerator or not washing your dishes in the kitchen signals you think your time is more valuable than everyone else’s,” Glickman says.

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You’re hired! Now what?

Tips for success in a new job.

By Julie Wilson

You amassed an enviable network, perfected your resume, aced the interview and landed the position. You survived the often-dreaded job hunt, but don’t get too comfortable yet. Now it’s time to prove yourself in your new role.

According to Michael Watkins, transition expert and author of *The First 90 Days: Critical Success Strategies for New Leaders at All Levels*, during the interview process both job candidates and hiring companies put their best faces forward as they try to sell themselves to each other. But after they make a commitment is when they really get to know each other. “Recruiting is like romance and employment is like marriage,” he says.

Even though a new job is a time of celebration, it’s also a time of transition—and transitions often come with challenges. “Change is stressful regardless, but changes in your career are more stressful in some ways,” says Hallie Crawford, certified career coach and founder of Create Your Career Path. “This is paying our bills, and we don’t want to mess it up.”

Whether you’re going to work at a large corporation or a small business, there are some things you can do to set yourself up for a smooth ride as you go from new hire to seasoned veteran.

Orient yourself

“Starting a new job is like the adult version of your first day at school,” says Lisa Quast, author of *Starting A New Job: What You Need To Know To Succeed* and founder of Career Woman, Inc. That is, you’ve got to learn the ropes. “You’re new, you really don’t understand the organization and how it functions, you don’t know the politics, you’re not wired into the network and you don’t understand who the stakeholders are or the culture,” says Watkins.

Some companies offer an orientation, but many do not. If your company doesn’t, the first step is to meet your co-workers so you can learn what their roles are, what projects they’re working on and the
key department processes. Quast suggests asking your boss to introduce you to your extended team, including other departments you’ll work with. Then, it’s time for a tour. “Go exploring with someone from the department and have them walk you around the entire building or campus to show you where each department is located, [along with] the restrooms, the cafeteria, human resources, finance, legal, operations, sales, marketing, etc.,” she says.

Paying close attention will help you get a feel for the culture at your new place of work. “What’s crucial is that you have a little framework in your brain for how things get done,” Watkins explains. “How do people act in meetings? How do they socialize things? What do they never do in meetings? What are the behavior patterns that people engage in, such that if you don’t engage in them, you’re likely to get noticed or sanctioned?”

To assimilate quickly, Watkins also suggests dressing similarly to your new colleagues and learning the lexicon, including any commonly used acronyms, so you look and sound like you’re part of the team from the get-go.

**Clear the air**
During the application and interview process, there’s no doubt that you got to know the job description for your position inside and out. But once you get to
New-job no-nos
Whatever you do at a new job, don't:

Gossip
“Remember, you’re always on,” cautions career expert Hallie Crawford. “Don’t do gossip. Don’t do bashing. It could come back to bite you.”

Get too personal
“You have to be careful what you share,” says Crawford. “If you’re sharing something that could be misconstrued, give it context afterwards.”

Be timid
“Ask the questions you need to learn,” Crawford says. “Don’t be afraid to look stupid.”

work, it’s important to have an open conversation with your boss to outline his or her expectations of you so there’s no room for misunderstanding.

“What is the one-month, three-month, six-month plan or goal for your new role in your department?” offers Crawford. “Understanding expectations will make it smoother so you know, here’s my roadmap, and you’re not surprised six months later.”

This includes gaining a clear understanding of how your performance will be evaluated. “Know how you will be measured—by what criteria and when,” she adds. “It would be great if everyone’s boss did that up front, but they don’t always do that.”

That’s why it’s important to ask, if that information isn’t offered.

Open lines of communication
Communication is key to success in any relationship, and that goes for the one you have with your boss, as well. Quast advises being up front with your manager about his or her preferred methods of communication and adjust your style to complement theirs.

“Ask your boss, ‘How can we best work together?’” she suggests. “For example, do they want you to meet with them in person every week to provide an update on your projects? Would they prefer you keep a project list document and email it to them to review, with meetings scheduled as needed? Find out the level of interaction your manager prefers and the information they want in updates, as well as their preferred method of communication.”

Build a support system
A strong support system at work can help you navigate the politics of a new job, something that will become invaluable as you try to meet and exceed your goals.

“Speak with your manager soon after you’ve started your new job and ask them to assign a ‘go-to’ person,” recommends Quast. “This is someone you can go to besides your boss to answer questions that might come up in the first few months of your new job.”

She also suggests creating a resource list as you’re introduced to your new colleagues. “This is a document you use to keep track of all key people, their titles and areas of responsibility along with contact information,” she notes. “This way, you’ve already identified whom you can go to should issues arise or if you need help.”

Crawford advises her clients to find a mentor for their new job, someone who has both the willingness and time to help them get integrated into the organization. “You need to be open to learning from others,” she says. “And I think it’s OK to find a mentor outside your company within the industry. They can show you the ropes, too.”

Manage minefields
In an ideal world, everyone in the organization would greet you with open arms at the start of a new job. But sometimes that’s not the case. Overscheduled supervisors, peers who feel threatened by the new guy or disgruntled employees might make your transition challenging. This shouldn’t stop you from asking questions from these co-workers, though.

“Just be mindful of where they are coming from based on where they are in the pecking order and how happy they are in their job. You have to assess [what they’re telling you] a little bit,” Crawford says. “You’re going to start to know over time who you can trust.”

Quast agrees with the cautious approach. “If someone doesn’t appear truthful or reliable, trust your gut instinct—in most cases your gut feeling is exactly right,” she says.

Getting properly oriented can mean the difference between succeeding or stagnating in a new job. “If you create momentum for yourself early,” sums up Watkins, “it will propel you a lot.”
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How to succeed as a manager

Embrace changes, inspire employees and your whole team will thrive.

By Cynthia Ramnarace

You’re out of the trenches. You’re a manager now, and your team is depending on you to lead by example, not by doing the work yourself.

It’s a monumental mind shift. But those who master it realize: Managers are the grease on the gears of productivity, innovation and creativity primed and operating at maximum capacity. They are the maestros who know how to get their teams to perform to their maximum ability. They see change as a necessary challenge to achieve overall growth. And they know how to not only manage, but also lead.

“Managers make the organization run on time,” says John Baldoni, president of the executive coaching and leadership development firm Baldoni Consulting in Ann Arbor, Michigan, and author of The Leader’s Pocket Guide: 101 Indispensable Tools, Tips, and Techniques for Any Situation. “They are the disciplinarians of the organization. They administrate. They manage all of the details. Effective managers must be effective leaders.”

Leadership sets the lackluster manager apart from the successful one, Baldoni says. “Many managers are not leaders. They are capable, but they lack in leadership because they’re not focused on the people equation,” he says. When managers focus on hiring to their own strengths and weaknesses, they build a team that creates success. Success breeds confidence, which encourages everyone to reach even higher.
But how does a manager go from good to great? There are five steps, says Billie Blair, Ph.D., organizational psychologist and president/CEO of the international consulting firm Change Strategists, Inc. She outlines them in her book, *The Blair Rules: A Strategic Guide to Organizational Management*.

**Five keys to management success**

Driving teams to succeed and meeting and exceeding your organization's goals happen when you focus on these five tenets, says Blair: presence of change, presence of chaos, presence of leadership, presence of urgency and presence of Inclusiveness.

"Good management is the ability to deal with each of these things," Blair says.

1. **Presence of change:** "There will always be change in an organization," says Blair. A great manager's job is not only to deal with it when it happens, but to be the catalyst of change when necessary.

2. **Presence of chaos:** Sometimes change ignites chaos. A manager might incorporate a new business strategy that gets pushback from staff or an unexpected mishap left a client unhappy. But chaos is actually a sign of a healthy organization. "If an organization is not experiencing these things, it's a static organization, and therefore it's not functioning in the modern age," says Blair. A great manager knows not to be afraid of chaos and that sometimes, you need to incite chaos to change the organization for the better. That manager also knows how to learn from negative chaos.

3. **Presence of leadership:** A true leader knows how to delegate and inspire teams. Communicating with employees so that they are clear on the organization's mission and how their role fits into that goal is also vital.

4. **Presence of urgency:** "There are two basic operational requirements for organizations in the 21st century," says Blair. "Those are: Be flexible and be fast." An organization must be willing to change and do that with a sense of urgency. Think of Apple's rush to get the iPhone to market: The company was changing an entire industry and doing it with a sense of urgency. That paid off pretty well.

5. **Presence of inclusiveness:** The manager sets the tone for his group or the organization as a whole. Make sure your tone is of inclusiveness or teamwork. "Everybody should be working together, striving together, all efforts meshing in the organization so there's very little wasted personal effort," says Blair. "People don't just wander about and wonder what it is they are to do. They want to know their job and how it fits into the organization."

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**Barriers to great management**

Managers trip themselves up by "ignoring the human quotient," says John Baldoni, president of the executive coaching and leadership development firm Baldoni Consulting in Ann Arbor, Michigan, and author of *The Leader's Pocket Guide: 101 Indispensable Tools, Tips, and Techniques for Any Situation*. They're so focused on processes and procedures that they forget that the people on their team truly make a difference. "Putting the right people in the right place at the right time is key," says Baldoni.

Another common trip-up is taking action based on assumptions instead of solid research in any number of areas, says Baldoni. Get the facts first and go from there.
“You need to supervise the work, and you do so by setting clear expectations, letting people do the work and following through to make sure it’s getting done on time and on budget.”

John Baldoni, president of Baldoni Consulting and author of *The Leader’s Pocket Guide: 101 Indispensable Tools, Tips, and Techniques for Any Situation*

**From good to great**

Every manager has the potential to improve on each of these skills. But too often, managers are promoted without the tools they need to succeed.

“We do a disservice to people we put into management. We don’t teach, we don’t educate and we don’t coach them effectively,” says Baldoni. “Once someone knows the rules and responsibilities of management, they also need to be coached by a boss or someone in a position of power to help them get their sea legs.”

Develop a mastery of the industry you’ve been hired into. This might seem obvious, but someone who was a manager in retail who was hired to a new job in pharmaceuticals has an entirely new industry to learn about. Take the time to learn as much as you can about the world you now inhabit.

Also, ask yourself how much you are “doing” the work and how much you are “managing” the work. If you are still making sales instead of leading the sales team, your division might be doing great meeting its goals, but you are not doing the job you were hired to do, which is help your team become better salespeople.

“You need to supervise the work, and you do so by setting clear expectations, letting people do the work and following through to make sure it’s getting done on time and on budget,” says Baldoni.

And if you feel you’re lacking in an area, sign up for a class at a local college, seek out an executive coach or pursue a master’s of business administration (MBA) degree. “An MBA is your ticket to rising through the managerial ranks,” says Baldoni. “MBA is a trade school and what you’re learning is the trade of management.”

When you implement these tips and your management skills improve, the payoffs are both professional and personal. Your team succeeds and your clout in the company rises. Not only does your confidence grow, so does that of your team. “Confidence is a belief in one’s own ability, but also the belief in others,” says Baldoni. “And as a result, your team will know: We never thought we could do this, but our leader challenged us and believed in us and we did it.”

Cynthia Ramnarace is an independent journalist based in Rockaway Beach, N.Y. She specializes in personal finance, health and older adult issues. Find out more at cynthiaramnarace.com.
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PROMO CODE: ALUMNI2013
THE GIFT OF EDUCATION

By Julie Wilson
Photos by Bruce Racine

Influenced by her mother’s zeal for education, Paola Moneymaker has made learning a way of life. With bachelor’s and master’s degrees and a doctorate in the works, she is committed to helping students achieve post-secondary success.

When Paola Moneymaker and her sister were little girls, their parents did everything in their power to provide the pair with the education they never had themselves.
Paola Moneymaker, MAED/TEO-F ’09
Higher Education Program Manager, Seminole Tribe
Florida
Today, as the higher education program manager for the Seminole Tribe of Florida, Moneymaker assists in providing post-secondary services to those students looking to further their education.

**School-centered upbringing**

Moneymaker’s mother and father had emigrated from Colombia to the United States in the 1960s where they later started their family. But after a move back to Colombia when the girls were young, they headed to Florida where the children would have greater opportunities.

“My parents each had a high school education,” Moneymaker explains. “My mother always wanted to go to college and be independent and self-sufficient and not have to rely on other people. Fortunately, she married a hardworking family man, but she wanted to make sure we would be OK if we were on our own. She stressed the importance of being an educated woman.”

“Homework was always done at the dinner table, and my mom was very involved,” she notes. Despite the focus on education, though, Moneymaker didn’t know what she wanted to do with her life. “I knew college would be where I would thrive,” she says. “I hadn’t found my passion and didn’t know where I could go next.”

**Discovering her purpose**

After Moneymaker worked for a year, she knew it was time to return to the classroom. “I had a chance to see that I wasn’t ready to be in an office from 9 to 5,” she admits. “I knew I had to go back to school.”

She set out for Albuquerque, New Mexico, where her uncle lived, and to tour the University of New Mexico. “I completely fell in love with the campus, the atmosphere and the cultural richness,” she says. She enrolled there in 2003 and studied Spanish and psychology. By the time she graduated with her bachelor’s degree in 2007, she had realized that education was her passion and wanted a future where she could experience both sides of the classroom.

She began teaching fifth grade at a local elementary school, and that same year, she enrolled at University of Phoenix to pursue her Master of Arts in Elementary Education and Teaching, drawn by the flexibility of the program. “I was actually able to get my [teaching] license while getting my master’s,” she says. “Everything I learned in my classes I was able to apply to my [fifth grade] classroom.”

Getting her master’s was not without its challenges, though. During this time, she and her active-duty military husband were thrilled
“The best part of my job is the one-on-one time I get with my students. I enjoy seeing students succeed—when they take it upon themselves to gain knowledge, be productive in the world and contribute something.”

Paola Moneymaker, MAED/TED-E ‘09

positions. “I found an education advancement position with the Seminole Tribe,” she explains.

This student-turned-teacher now is tasked with helping others progress in their education. In her first role with the Seminole Tribe, she worked with children in kindergarten through their senior year of high school, assisting them with placement in area schools. After one year, she was promoted.

She works with students who want to pursue their bachelor’s or master’s degrees. Currently, she is supporting 210 individuals who want to pursue their own fresh start and earn their college degrees. She helps them identify their education goals, select colleges to pursue, work through the application process, identify scholarship and financial aid opportunities and register for classes. She also helps facilitate an annual college fair, along with campus visits for prospective students.

“The best part of my job is the one-on-one time I get with my students,” she says. “I enjoy seeing students succeed—when they take it upon themselves to gain knowledge, be productive in the world and contribute something.”

In the future Moneymaker hopes to work herself out of her position, with her students stepping into these leadership roles. When she does move on, Moneymaker plans to continue working within the realm of education, ideally with minority or immigrant students who may need extra support in getting started. “I want to help those who don’t have it that easy,” she says.

Her education has helped her define her calling in life, and she wants to use her skills to give that gift to others. “You learn what kind of leader you want to be,” she says. “That makes you realize that your actions today count for something tomorrow.”

Sharing her passion

After the year in Nevada ended, the family moved to Florida where they settled for the foreseeable future. Though Moneymaker had intended to teach there, budget cuts in local school districts meant no available jobs. Then she set her sights on administrative
Carlos Salazar, MBA ’10
CEO & Founder, Forward Thinking
San Diego, California
Mr. Opportunity

Julie Wilson
Photos by Bruce Racine

Through his nonprofit, Forward Thinking, Carlos Salazar is offering young people who struggle as he did a chance at success.

For Carlos Salazar, life is one big opportunity. At the age of 26, he’s made a habit of taking advantage of every chance he gets, whether it’s educational, professional or personal.
Along the way, he’s learned that having someone believe in you when no one else does can change the direction of your life. Now he’s giving the gift of opportunity to teenagers and young adults in search of their own big break through his organization, Forward Thinking.

**Finding his way**
Salazar, who currently works as a finance manager at AT&T Mobility, never thought college would be an option for him. Early in his teenage years in California, he moved out of an unstable home and in with his grandmother. “I became a certified nursing assistant when I was 14,” he says. He was able to accomplish this feat at such a young age thanks to a program his high school offered in collaboration with the national organization, Health Occupations Students of America (HOSA).

There, he found support and encouragement at a pivotal moment in his development. “Truly, it’s what changed my life,” he says. “It’s the first organization that believed in me. It made me see I have something in me I can share with the world.”

Bolstered by his newfound confidence, Salazar excelled in high school and started a new chapter for himself. “When I graduated, I received a very generous scholarship from Whittier College,” he says.

He enrolled there and found himself surrounded by new experiences that were within his reach. He took advantage of everything he could participate in, serving as student body president and a residence assistant, and joining a fraternity and sports leagues. “I think because of my upbringing I tried everything,” he says candidly. “And I loved every minute of it.”

**Moving up and giving back**

After he graduated, he accepted a fundraising position at Cedars-Sinai, a nonprofit hospital in the Los Angeles area. It wasn’t long before he decided he wanted to move up the ranks—and needed an MBA to do it. He decided to continue his education at University of Phoenix. “I was a 23-year-old trying to compete against people who were 40,” he says. “The skills that I learned [at University of Phoenix] really made me feel strong.”

During his MBA program, the framework for Forward Thinking began to take shape when Salazar needed an idea for his marketing class project. The students were supposed to base their projects on skills they possessed that were marketable. “One skill I knew I had was that I was young but successful because I’d learned to navigate different opportunities and could lead and take charge.”

Forward Thinking was born so Salazar could offer that same chance at success to young people who struggle as he did. Through his program, he helps students ages 16 to 25 who are looking to jumpstart their college education and careers.

“I want to help someone else have that same moment or same opportunity [I did], someone who knows my story and could use the help, but they just don’t know it’s there.”

Carlos Salazar, MBA ’10
“I had 40 students in the first semester,” he says. Through Forward Thinking, Salazar offers them the basic skills they need to pursue a secondary education or a career, including how to apply to college, where to find scholarship money, leadership development advice, public speaking tips, how to write a resume and cover letter and interview strategies, to name a few. But above all, he gives them the opportunity to believe in themselves.

“It wasn’t just skills I was providing them,” insists Salazar, who earned his MBA in 2010 and went on to earn his Master of Public Administration from Keller Graduate School of Management in 2012. “I was challenging them and letting them see that they already had these skills.”

Today, Salazar and a team of more than 50 volunteers run Forward Thinking in Los Angeles, San Francisco and San Diego in collaboration with San Diego Pride. He does this in addition to his day job at AT&T Mobility. This position enables him to earn a living using the skills he garnered at University of Phoenix while spending his evenings and weekends helping others find their own success.

“I’m all about paying it forward,” says Salazar, who is currently pursuing his Doctor of Education in organizational leadership and development at Capella University in his quest for lifelong learning. “I want to help someone else have that same moment or same opportunity [I did], someone who knows my story and could use the help, but they just don’t know it’s there.”

A wide-open future
Though Salazar focuses on helping others achieve their dreams, he has a few of his own. First and foremost, he’s set his sights on living a healthy lifestyle, which has resulted in a weight loss of more than 200 pounds over the past few years, something that’s important if he wants to achieve another goal: joining the U.S. Air Force. He’d also like to fulfill a life-long ambition of becoming a physician.

“It’s a whole new chapter for me. I’m wrapping up my PhD in the next year or so, joining the military as an officer and hopefully becoming a doctor in the next four to six years,” he says, full of optimism about a life he created from opportunities he’s seized. As for Forward Thinking, he hopes it lives on after he takes his next big step. “I’d like to see [it] become its own entity, something I can volunteer for.”

EXECUTIVE SUMMARY
Forward Thinking participants are transforming opportunities into results:

- Students helped through Forward Thinking: 317
- Percentage of Forward Thinking participants accepted into college: 94
- Percentage of increase in GPA for Forward Thinking participants: 86
- Percentage of Forward Thinking participants who graduate from high school: 100

Learn more: www.forwardthinkingca.org

WEB EXCLUSIVES Visit phoenixfocus.com to explore additional content related to this article.
Empowering women

By Andrew Wagner-Chazalon
Photos by Bruce Racine

Once a single mom struggling to make ends meet with little education and low self-esteem, Fresh Start CEO Susan Berman now helps women transform their lives and plan for successful futures.

When the clients at the Fresh Start Women’s Foundation meet Susan Berman, they see a skilled, professional woman, a nationally certified counselor who is the CEO of an organization that last year helped 5,000 women overcome poverty, domestic violence, low self-esteem and a host of other challenges. They also see someone who, not so long ago, stood exactly where they stand.
Susan Berman, MC '99
CEO, Fresh Start Women’s Foundation
Phoenix, Arizona
A native of Santa Barbara, California, Berman was in her early 30s when she moved to Phoenix to be near her brother. A single mom with three children in grades six and seven, she had been struggling in California, running a daycare out of her home to make ends meet. “It was very, very stressful,” she says. “And while it was an honorable thing to do and it paid the bills, it was tough.”

She hoped to get a job in Phoenix, perhaps working in a convenience store. “I didn’t see myself as someone with any skills whatsoever,” she says.

Then someone told her about Fresh Start. Created by two sisters in the early 1990s, Fresh Start was originally based on a simple premise: that women could draw themselves out of poverty or other challenging circumstances if they were given the right help and encouragement, and that the first step for some women was to change their mindset.

Berman enrolled in the Fresh Start program and began to see her life transform. For the first time, she heard someone tell her that education was still an option. “I learned that I could go to school—that I should go to school—and that I had a responsibility to develop myself as a professional and an individual,” she says. “I’m the first person in my family to graduate with a college degree. I just didn’t know that people did it. I thought it was only for elite people.”

With funding from a federal Pell grant, Berman enrolled in a community college program, then transferred to Arizona State University. Her first class was political science. “I had no idea what ‘poly-sci’ was,” she says. “I literally sat there with my snack on my desk, which was an apple. I was 36 amongst these kids that were starting school and I was so excited to start. And I felt that way in every class.”

It took six grueling years to complete her bachelor’s degree in psychology and anthropology, all while working and raising a family. At one point she worked as a district manager for Tribune Newspapers, working from 1 to 9 a.m. “For several years I did not have a day off, period. I was working or at school, and it was quite a challenge to keep tabs on my kids and make sure they were doing well,” she says. “It became kind of a game, where every moment, bed was beckoning me.”

After graduating, she took a job with a social services agency in Mesa, Arizona. One day, she came across a brochure about a master’s in counseling offered by University of Phoenix. Berman saw how it could fit with her work schedule and she enrolled. “I desperately wanted to get my master’s degree and this program allowed me to live a life and do school,” she said. “It’s still a lot of work, and there’s no short cuts, but it was tailored to me and I could do it.”

Three years later, with a master’s degree in hand, Berman sought and achieved her national certification. She opened her own counseling practice, but after a few years realized she had a passion for designing and running programs for women, rather than doing direct counseling.
New beginnings

Because of the diverse needs of women who come to Fresh Start, the organization offers a broad range of services including:

- Legal assistance, ranging from advice on how to hire a lawyer, to trained companions who will accompany a woman to court.
- Safety plans and safety plan reviews for women facing domestic violence.
- Career counseling to help women decipher their options and decide what training they need.
- Educational advice, including help accessing scholarships.
- Resource and referral help, identifying other agencies in the community that can offer assistance to a woman.
- Skills training in a range of areas, from computers to financial planning to hands-on retail experience at a Fresh Start-run store.
- Free child care, up to four hours a day, so women can access Fresh Start resources.
- A self-esteem room, where women can get help with hair, makeup and wardrobe.
- Lifestyle training, from healthy eating to yoga to “Mommy and Me” activities every Friday for moms and tots.

Andrew Wagner-Chazalon is an award-winning writer and editor. His latest books are The Hidden World of Huckleberry Rock and the young adult novel, Frontlines.

WEB EXCLUSIVES Visit phoenixfocus.com to explore additional content related to this article.
2013 Alumni Survey results

In January 2013, the Alumni Association asked alumni to participate in our Annual Alumni Survey. This survey allows the Alumni Association to provide services based on the needs of the alumni community. Learn more about the survey results on these pages.

UOPX Pride

75% UOPX alumni report they have recommended the University in the past year.

96% Alumni willing to hire another UOPX alumnus

85% I am proud to be a UOPX graduate

82% Role of degree in career advancement
82% (or 4 out of 5) report they would not have been promoted without their degree.

Alumni programs and benefits

Alumni programs ranked in order of importance

86% Career resources
84% Career networking
76% Benefits & discounts
72% News & information
61% Community involvement

Alumni benefits ranked in order of importance

91% Continued access to the University Library
87% Scholarships for University of Phoenix alumni
87% Waiver of electronic course material fees following degree
81% University Marketplace discounts
75% Exclusive weekly-deal coupon/discount program

Phoenix Focus content of most interest

82% Career information/articles
64% Upcoming events
61% Industry trends and current topics
52% University of Phoenix news
48% Alumni success stories
47% Alumni business listing

iPad® winners
Congratulations to the three lucky alumni who won iPads as part of the survey program:

- Spencer Brower
- Samantha Watkins
- Shawn M. More.
Industries and jobs

**Job responsibility**

- 27% Professional
- 15% Middle manager
- 12% Administrative support
- 12% Supervisor
- 6% Production or operations
- 5% Owner/self-employed
- 4% Technical support
- 4% Senior executive
- 15% Other

**Top 5 industries of employment**

- 18% Health services
- 13% Education
- 6% Manufacturing
- 6% Retail trade (non-restaurant)
- 5% Technology

Volunteerism

- 1/4 of alumni have volunteered in the past year
- 89% of those gave at least 10 hours of their time; the median volunteer hours was 48

Alumni entrepreneurs

- 1 out of 10 alumni report they currently operate a business they founded.

- **6** Alumni-owned businesses employ on average 6 employees.

*Source: 2013 University of Phoenix Alumni Survey, conducted by third party (IDG Research Services). Total n=20,000 employed respondents; margin of error + / - .5% at the 95% confidence level, data is self-reported. A non-responders test was conducted, which resulted in a “no-bias” confirmation.*
Extra! Extra!

Must-reads and online resources for a fresh start.

By Paula Boon

BOOKS

1. Reinventing You: Define Your Brand, Imagine Your Future
   By Dorie Clark
   Drawing from anecdotes from successful people like Mark Zuckerberg and Seth Godin, this step-by-step guide makes it easy to envision the life you want and take important steps toward it.

2. Change Anything: The New Science of Personal Success
   By Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler
   Drawing on the latest psychological and medical research, the authors explain the powerful forces that influence your behavior and show how you can make change happen in your life.

3. Financial Fresh Start: Your Five-Step Plan for Adapting and Prospering in the New Economy
   By Shari Olefson
   This clear, information-packed guide will help you take advantage of post-meltdown changes to financial laws. For ease of mind about long-term money matters, this is the book to read.

4. What You're Really Meant to Do: A Road Map for Reaching Your Unique Potential
   By Robert Steven Kaplan
   Wonder about your purpose on this earth? Check out this Harvard Business School professor's plan for becoming more self-aware, creating your own definition of success and achieving your goals.

5. Take 2: Your Guide to Creating Happy Endings and New Beginnings
   By Leeza Gibbons
   A beloved television show host shares her own story of personal reinvention and offers tips for reclaiming your power and rewriting your story, fearlessly and without limits.

6. Ten Years Later: Six People Who Faced Adversity and Transformed Their Lives
   By Hoda Kotb
   In this inspiring book, Today show co-anchor Hoda Kotb shares the incredible stories of six people who experienced game-changing events and shows how their challenges brought out their best qualities.
MAGAZINES and MAGAZINE ARTICLES

   “How to Take a Leap of Faith—and Make a Perfect Landing”
   By Martha Beck
   Life coach and bestselling author Martha Beck explains how to set yourself up for success by differentiating between fear-based and love-based decisions.

2. *Success magazine*, November 27, 2012
   “Ways to Reinvent Yourself”
   By Seth Godin
   A seven-step guide to transforming your life and do work that you love. An expanded version of these ideas can be found here: http://changelive.com/manifesto/66.01.Brainwashed/pdf/66.01.Brainwashed.pdf

   “The Siren Call of Starting Over”
   By Amy Carmean
   Discover why more people are looking for autonomy and authenticity in their careers and how to know when the time is right to follow your dreams.

ONLINE RESOURCES

4. *Tumblr: New Beginnings*
   Inspire yourself with these apt quotes and striking images on the subject of new beginnings.

5. Suzie McNeil song “Believe”
   Whether you’ve started over or are considering it, this song will help you believe in yourself.

6. TED talk: “Try Something New for 30 Days”
   by Matt Cutts
   In just 3.5 minutes, find out how taking a 30-day challenge can change your ideas about what is possible.
We want to celebrate you in our alumni announcements. Share your story and be part of “The Buzz.” Email us at alumni@phoenix.edu.

Published by Alumni

**When Silence Isn't Golden**  
By Vivionne Grace Keli

This is a true story of tenacity, will power and courage to fight against all odds. Packed with testimonies, the book depicts how author **Vivionne Keli, BS/P '11**, broke free from past hurts ranging from a life of molestation, rape, physical abuse, the occult, divorce and mental illness.

The book is available through amazon.com.

**The Legend of Jerrod**  
By D.M. Stoddard

In this book of fiction, **D.M. Stoddard, MBA '04**, writes about Jerrod, a disillusioned miller who sets off to find fame and fortune. After prying a magical sword from the skeletal hand of a fallen knight, he and his newfound friends undertake an adventure to recover the secret treasure of the Lost Kings. Accompanied by a wizard and a sage, Jerrod finds himself torn between his love for a thief and his blossoming love for a half-elven druid princess. Armed with courage, steel and magic, they battle formidable beasts as they race to reach the treasure first.

The book is available through kingoftorrence.com and amazon.com.

**MBA Jargon 101**  
By Tom Welch

In 1982, there were only 2,000 MBA terms, compared to more than 5,000 today. In this American-centric business glossary designed to help you survive, thrive and succeed in today's competitive environment, **Tom Welch, MBA '04**, has compiled and explained them all. This monster reference covers the core functional business areas with special emphasis on management, marketing and financials that will empower you to develop an intimate understanding of business culture and practices.

The book is available through amazon.com.

**Tales of a Lion**  
By Ellen Cumbess

As part of a team-building exercise at work, **Ellen Cumbess, MBA '07**, took a personality profile assessment that classified attendees as lions, monkeys, turtles or camels. Ellen was a lion. As the light bulb of realization began to flicker, Cumbess recalled the events that led to the creation of her lion personality. **Tales of a Lion** is her story.

The book is available through amazon.com.
Recognition

Arizona
Phoenix

Paul Corens, MBA ’02, recently passed the exam for and has become a Certified Compliance and Ethics Professional (CCEP). This certification is issued by the Society of Corporate Compliance and Ethics, an international professional body promoting organizational ethics as outlined by the United States Sentencing Commission. Corens currently works with more than $1 billion of institutional investments in areas including real estate, infrastructure, energy, aircraft, shipping and commodities as a senior portfolio manager for the Arizona Public Safety Personnel Retirement System.

Florida
Lakeland

Dr. Herb Nold, DM ’11, won The Organization Collection’s International Award for Excellence for his paper titled, “Using Knowledge Processes to Improve Performance and Promote Change.” The Organization (www.ontheorganization.com) is an international conference, a family of scholarly journals, a book series and an online knowledge community. Nold was acknowledged at the annual Conference on Knowledge, Culture and Change in Organizations in Vancouver in June.

Michigan
Detroit

James Craig, MM/PA ’11, known for his memorable testimonial in the nationally televised “I am a Phoenix” campaign, has been confirmed as Detroit’s new chief of police. Craig, who at the time of the campaign was the police chief for the city of Cincinnati, Ohio, stated, “As a police chief, I have an opportunity to affect what happens in a major city. I learned early on, if you want to make a difference, you have to have the right education. University of Phoenix opened the door.”

Nevada
Reno

Dennis Stoddard, MBA ’04, was awarded honorable mention in the science fiction category at the 2013 San Francisco Book Festival for his book The Legend of Jerrod (see Published by Alumni on page 40). D.M. Stoddard, as he is known in the publishing world, began writing short stories as a child and later became a storyteller for his own children, which inspired him to write a fantasy series. Stoddard retired from the U.S. Navy in 2004, and has been employed by the State of Nevada for 15 years.

New Mexico
Santa Fe

Christopher F. Dela Rosa, DM/IST ’12, was recently appointed chief information officer (CIO) of Santa Fe Community College (SFCC). Prior to joining SFCC, Dela Rosa served as CIO for Harford Community College in Bel Air, Maryland.

Virginia
 McClean

The nonprofit organization Count Me In for Women’s Economic Independence (CMI) recently selected 24 women as its Women Veteran Entrepreneur Corp (WVEC) awardees during its annual business pitch competition. Among them are UOPX alumnae Nicole Baldwin, BSB/A ’12, LaTonya Barton, MBA/TM ’98, and Dr. Mary M. Gillam, DM/IST ’10. Baldwin, of Houston, Texas, was selected for her BIAO Skincare business, which she conceived while deployed in Afghanistan. Barton, of Waldorf, Maryland, was selected for her business MTS Providers, and Dr. Gillam, of Lorton, Virginia, was selected for her m2G Dynamic Leadership Solutions business, which focuses on training individuals in leadership development. Each winner is slated to receive nine months of business coaching and training, cash prizes and community support from fellow women veteran entrepreneurs.

WVEC is a three-year business growth initiative for women business owners who are veterans or spouses/domestic partners of veterans looking to grow their small businesses quickly and sustainably and significantly contribute to the growth of local economies and create new jobs. WVEC was developed by Count Me In for Women’s Economic Independence and support from Capital One. For more information, visit www.countmein.org.
University News

Grad snaps: National Commencement 2013

Two days, two events, nearly 1,000 new graduates from around the world. On June 7 and 8, the University of Phoenix National Commencement ceremonies took place in Phoenix, Arizona. The Alumni Association was on site to congratulate the cap-and-gown crowd and to capture some memorable words and images.

“This is the value of education: the expansion of ideas and understanding of who we are, of the world in which we live, of the role each of us play in creating our own experience of life, while participating in and influencing the life experience of others. Without this expanded awareness, we could easily fall prey to the notion that we are put here on this earth to live in accordance with and response to the rise and fall of market prices, and the never ending, ever changing swirl of popular opinion. I don’t think so.”

Keynote speaker, Phylicia Rashad

Graduates celebrate their educational achievements during commencement.

Spirited graduates decorated their caps to celebrate their academic achievements.

A graduate rocks her UOPX socks—a perfect complement to the cap and gown.

To the right of Dr. Bill Pepicello, President of UOPX, sits keynote speaker Phylicia Rashad, the famous voice from the most recent UOPX commercials.

Bagpipes ushered in new graduates to their commencement ceremony.
Start fresh with big savings

How to use University Marketplace

1. Set up your account at uopxalumnimarketplace.com.
2. Shop alphabetically, by category or by current deals negotiated just for alumni.
3. Once you have accrued a minimum of $20 in cash back, you can request your cash back via PayPal or check.

Preview the latest deals at bit.ly/UOPX-Marketplace

Student and alumni deals may vary.

University of Phoenix Alumni Association
University Marketplace
uopxalumnimarketplace.com
It’s been said that, if you really want to get to know someone, you need to travel with them. If that’s true, then Olivia Zanfardino and her fellow Roadtrip Nation participants should know each other pretty well by now. This month will see the end of the group’s seven-week-long, cross-country adventure in a bright green and blue RV.

What is Roadtrip Nation? Each year three young adults are chosen to make a RV trip of their lifetime, which is documented in an annual TV series on PBS, live campus events, multimedia online content and more. University of Phoenix has partnered with the endeavor for the past two years to enable college students to travel across the nation to interview and connect with inspiring leaders that have built their lives around what they love. This year Zanfardino, a UOPX student pursuing her BSB/F degree, was one of the chosen three.

On July 1, the road-trippers stopped in Phoenix, where Phoenix Focus caught up with Zanfardino and got a glimpse of life on the road as lived through this unique mission.

Not surprisingly, the charismatic Army veteran, who is pursuing her bachelor’s degree in business and finance, fit right in to the modest and compact accommodations aboard the Green RV. “I’m accustomed to living in cramped quarters with strangers,” she says, laughing.

Each participant has a role in the road trip. Zanfardino serves as one of the drivers of the large motorhome—a fact that made her nervous at first, but getting the crew to their next interview destination soon suited her fine.

“Every interviewer brings something different,” she says. But while the group is charged with interviewing people who have been successful in a variety of areas to help guide them in their own paths, Zanfardino says so far the stories of failure have been the most interesting. “I appreciate the success stories, definitely, but failures are just as valuable.” She also enjoys hearing how people’s hobbies turned into careers.

While Zanfardino is open to all possibilities for her future, she has experience and a continuing interest in manufacturing. “I’d like to stay in manufacturing if I find a product in line with my interests,” she says. But whatever she sets her sights on post-Roadtrip, she says the whole experience will provide her with a better map of how to get there. “It’s shown me that, no matter your obstacles, you can overcome them and you can turn them into a passion for your career.”

For more information on Roadtrip Nation, visit roadtripnation.com.
Focus, at your fingertips

Read your award-winning alumni magazine anywhere, anytime with the complimentary Phoenix Focus app.* Download it today: http://bit.ly/phoenixfocus-app

*Available on iTunes® and Google™ Store.
Detroit Campus conducts first Honors Ceremony
In June, the Detroit Campus hosted the first Honors Ceremony to recognize bachelor’s degree students who have graduated with a 3.85 or higher GPA. Recipients received golden honor cords and shared their appreciation for family members who supported them throughout their educational journey.

Detroit Chapter hosts book drive reception
In May, the Metro Detroit Alumni Chapter held a book drive reception near the Southfield Campus. Approximately 30 alumni, students and guests donated more than 45 books in support of the annual book drive for the Highland Park, Michigan, Chapter of the Boys & Girls Clubs of America.

UOPX Sacramento Chapter boosts summer intern program
In conjunction with the Boys & Girls Club of Greater Sacramento, 25 members of the Sacramento Alumni Chapter recently assisted with a Job Preparation Course for 200 club members. The high school students attended the six-week program to prepare them for summer employment. To successfully complete the program, each student was required to prepared a resume and engage with alumni in an actual job interview. Students were ranked on a number of criteria including presentation, enthusiasm, motivation and body language. Through a grant with PG&E (Pacific Gas & Electric), the Boys & Girls Club offered summer internships to the top 50 students.

CHAPTER SPOTLIGHT

New and existing alumni chapter members along with chapter leaders enjoyed a crawfish boil at Best Buy’s Seafood in June.

In June, the Baton Rouge alumni chapter hosted a crawfish boil at Best Buy’s Seafood restaurant. The meet and greet allowed alumni to network and nosh on local fare. One alumnus left the event with a job, and seven others signed up to be part of the Alumni Career Mentor Program. The event also garnered interest for the Baton Rouge Career Symposium at the Baton Rouge Campus, from 10 a.m. to 2 p.m. on August 9.
The University supports teachers through DonorsChoose.org

Over the past two years, University of Phoenix has partnered with DonorsChoose.org—an online charity that allows donors to help public school teachers fund their classroom projects and school supply needs—as part of its commitment to bring quality education to all communities. Since 2011, UOPX has helped raise $400,000 for DonorsChoose.org projects, and 4,000 classroom projects have been supported.

In honor of Teacher Appreciation Month this past April, the University held a special initiative to help University of Phoenix alumni who are teaching in public schools fund special projects. Through the initiative, $59,375 worth of classroom requests were directly funded. The University also matched $36,725 in donations from the friends and family of DonorsChoose.org teachers using a special promo code during the week of May 1.

Interesting facts about alumni teacher projects funded through DonorsChoose.org for Teacher Appreciation Month:

$100,000 Dollars raised for Teacher Appreciation Month.

17,640 Total students helped.

588 UOPX alumni teachers with projects funded in the April Teacher Appreciation Month campaign.

Visit DonorsChoose.org to learn more.

Check out a few of the UOPX alumni teachers’ projects that received full funding in April.

Back 2 The Basics (School Supplies)! Helping Kids W/ Autism!
School to home folders, pencil boxes, twistable crayons, permanent markers and more.

Left: Eye Can See You!
Young Scientists Eye Dissection Kits and Classroom Dissection Sets to learn about the structure of the eye.

Right: Building Language with iPads in an ELL/SPED classroom
iPads for students to easily access, practice and record language-based games and apps.

Educational Centers and Free Time
Interactive games and activities to aid in learning.
UOPX alumni in elected office

DIANNE RITCHETT BINDER, BSB/A '02
City Councilmember, Coupeville, WA

LEROY GARCIA, BSM '08
Representative, District 46, Pueblo, CO

ROBERT LEGARE, BSB/A '97
Councilmember At Large
Aurora, CO

RENEE STALEY, MBA '00
Councilmember, Seat A, Fairbanks, AK

KIMBERLY HOFFMAN, MAED/MAE '12
City Councilmember, Ward 2, Castle Pines, CO

MOLLY OLSON-WALT, MAED/ADM '01
Supervisor, Ward 4, Carson City, NV

EDWARD ONIMUS, MBA '07
City Councilmember, Redmond, OR

ESTEBAN ALVARADO JR., BSM '07
City Councilmember, Live Oak, CA

ISADORE HALL, BSBA '99
State Representative, District 64, Compton, CA

JOYANKA BECKLES, MBA/MAK '06
Councilmember, Richmond, CA

KEITH BLACKBURN, MAOM '95
Councilmember, Carlsbad, CA

MELISSA MELENDEZ, MBA '06
State Assembly, District 67, Murrieta, CA

PAUL DAVIS, MAOM '99
City Councilmember, Ward 4, Riverside, CA

MIKE GIPSON, BSBA/M '07
Councilmember, Carson, CA

AL MURRAY, BSBA '83
Mayor, Tustin, CA

ISADORE HALL, BSBA '99
State Representative, District 64, Compton, CA

STEVE NEAL, AAIIM '10
Councilmember, District 9, Long Beach, CA

SCHOOL OF BUSINESS AND ADMINISTRATION

EDWARD ONIMUS, MBA '07
City Councilmember, Redmond, OR

JOSEPH PIZZOLLO, MBA '96
State Senator, District 10, Tucson, AZ

MARK COATHEY
AAFS '92
City Councilmember, Ward 2, Box Elder, SD

JUDY BURGES, BAM '93
Senator, District 4, Phoenix, AZ

MICHAEL COOK, BSBA/M '00
City Councilor, District 7, Albuquerque, NM

Gwen Calhoun, MC '96
Councilmember, Sierra Vista, AZ

MICHAEL PADILLA, BSBA/M '06
State Senator, District 14, Albuquerque, NM

NANCY YOUNG, MBA '97
Councilmember, Tracy, CA

KEITH HANKS, MBA '92
Councilmember, Azusa, AZ

ROBERT YOUSSEF, MBA '08
Mayor, Hemet, CA

LAUREN F. TURNER, MAOM '99
Councilmember, Livermore, CA

JOHN ANDERSON, BSB/M '03
State Representative, District 84, Taylorsville, UT

DAVID BRADLEY, MBA '96
State Senator, District 10, Tucson, AZ

BRUCE WHEELER, MBA '91
State Representative, District 28, Tucson, AZ

BRANDON GORDON, BSM '07
City Councilmember, Spanish Fork, UT

VICTORIA STEELE, MC '03
State Representative, District 9, Tucson, AZ

AARON OSMOND, BSM/M '97
State Senator, District 10, South Jordan, UT

EDWARD THOMAS, BSIT '03
City Councilmember, Yuma, AZ

REED PARKIN, MBA '04
Justice Court Judge, Salt Lake/Wasatch County, UT

MICHAEL SULLIVAN, BSBA/M '91
State Representative, District 28, Tucson, AZ

SHELTON STEWART, MBA/MA '04
Councilmember, District 1, Riverton, UT

MONICA WILSON, MBA/MAE '05
Councilmember, Antioch, AZ

CHERIE WOOD, BSBA/M '07
Mayor, South Salt Lake, UT

JOSEPH PIZZOLLO, MBA '00
City Councilmember, Goodyear, AZ

STEVE SARKIS, MS/P '11
Arcadia Biltmore Justice Court, Phoenix, AZ

JANESE ROBINSON, BSM '99
State Representative, District 5, Goodyear, AZ

JAYAN MENSARD, MBA '06
State Representative, District 17, Speaker Pro Tempore, Chandler, AZ

JOHNNY ANDERSON, BSB/M '03
State Representative, District 84, Taylorsville, UT

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Events

August

3
Orlando, FL
Orlando Alumni Chapter mixer
3-5 p.m.
Dave & Busters
8986 International Dr.
Orlando, FL 32819
uopxorlandochapter1.eventbrite.com

6
Boise, ID
Boise Alumni Chapter “Fiesta” mixer
(This event precedes the Career Symposium)
4-6 p.m.
University of Phoenix Idaho Campus
1422 South Tech Lane
Meridian, ID 83642
uopxboisealumnichapter1.eventbrite.com

8
Memphis, TN
Memphis Chapter Networking Mixer
(This event precedes the Career Symposium)
5:30-8 p.m.
Memphis Campus
65 Germantown Court
Cordova, TN 38018
uopxmembossiphapter2.eventbrite.com

14 - 27
Tucson, AZ
Job Search & Career Networking workshops
6-8 p.m. (held every Tuesday)
Williams Centre
300 S. Craycroft
Tucson, AZ 85711
tucsoncareernetworking.eventbrite.com

14
Tempe, AZ
Road to the CPA forum
5-7:30 p.m.
Phoenix Main Campus
1625 W. Fountainhead Pkwy., Rm. 301
Tempe, AZ 85282
uopxeventsphoenix.eventbrite.com

16
Salt Lake City, UT
Alumni Night at the Salt Lake Bees
6:30 p.m. (registration/tickets)
Spring Mobile Ballpark
77 West 1300 South
Salt Lake City, Utah 84115
uopxsaltlakecityalumnichapter2.eventbrite.com

21
Clearfield, UT
Resume Essentials Career Workshop
6-8 p.m.
North Davis Learning Center
1366 Legend Hills Dr.
Clearfield, UT 84015
utahcareerworkshops.eventbrite.com

27
Murray, UT
Managing Up Career Workshop
6-8 p.m.
Utah Main Campus
5373 So. Green St., Rm. 102
Murray, UT 84123
utahcareerworkshops.eventbrite.com

Career Symposium 2013
August 5-15
University of Phoenix is hosting a Career Symposium for alumni, current and prospective students and local community members to help individuals make the connection between education and a meaningful career. From August 5 through August 15, more than 55 events will be held across the country at various UOPX campus locations. Attendees will learn about factors impacting the local job market, participate in career workshops and network with local employers with employment opportunities in the community.

For information about an event in your area, visit phoenix.edu/careerevent.
Homecoming 2013
Reconnect

As a University of Phoenix graduate, you belong to one of the largest alumni networks in the nation—more than 804,000 strong. Attend this year's homecoming to reconnect with fellow alumni and make valuable career connections.

For more info visit alumni.phoenix.edu.

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