Create your own Happiness Project

10 conversation starters

Weird interview questions

GOING FOR GOLD

April Holmes, MBA ’06
Paralympic gold medalist, founder April Holmes Foundation
Orlando, Florida
Alumni, promote your business in the 2014 Alumni Business Directory. phoenixfocus.com/alumnibizlist

Get noticed.
With the New Year came an exciting career opportunity for Nikki Sandoval, the executive director of the University of Phoenix Alumni Association. She accepted a job opportunity and moved with her family to the East Coast. We wish her well in this new endeavor.

As vice president of Alumni Relations for nearly five years and fellow UOPX alum, I will be taking the lead in managing the Alumni Association. I am a 17-year veteran of University of Phoenix, with the bulk of my professional marketing and communications experience in higher education.

As you already know, I have an incredible team. We remain committed to serving you—our more than 836,000 esteemed graduates—and will continue to provide you with valuable career resources and quality information, connect you with your fellow alumni, highlight your accomplishments, share your stories and more. As ever, we are here for you and want to hear from you!

I look forward to meeting you virtually or in person throughout the coming months.

Warm regards,

Kathleen Fern
MBA, Class of 1999
Vice President, Alumni Relations
University of Phoenix

Fond farewell
It’s your career.

Get it In Focus.

Sign up for the complimentary blog of your alumni magazine and get bi-weekly updates with timely professional tips and advice from industry leaders, experts and fellow alumni, along with links to countless resources for your career.

PhoenixFocus.com/blog

By signing up, you agree to receive bi-weekly notifications when In Focus is updated. Your information will not be used for any other purpose and you may unsubscribe at any time.

©2014 University of Phoenix, Inc. All rights reserved.
Ask Us

Each month, we 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: As a graduate, my UOPX degree is invaluable in my career—so much so, that I have returned and am currently in classes pursuing a second degree. As a graduate, are there any opportunities for scholarships?

A: Yes, and there is one in particular for alumni who are also current students. It’s the University of Phoenix Alumni Scholarship. Forty $3,000 scholarships will be awarded to bachelor’s, master’s or doctoral alumni who are currently enrolled in a subsequent degree program at UOPX. Nominations for this year’s scholarship open January 7, 2014. Only the first 200 eligible applications for the scholarship will be considered. For more information, visit [http://bit.ly/1cFmrPj](http://bit.ly/1cFmrPj).

Q: I read an article in the June/July 2013 issue of *Phoenix Focus* about “The right way to network.” I’m somewhat of an introvert who really wants to get better at meeting people and making things happen for my career. Are there University of Phoenix events to help alumni with networking?

A: Great question, and yes there are several opportunities across the country in February. UOPX will be conducting 52 networking events at campuses between February 11-22 that will feature keynote speakers and focus on smart networking with a strategy. These events will help you learn to establish and nurture relationships that can work for you personally and professionally. Visit phoenix.edu/powerup to find an event near you.

Results from our recent online polls

**How happy are you?**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>74%</td>
<td>A few areas could use work, but overall, I'm happy.</td>
</tr>
<tr>
<td>13%</td>
<td>Bah! Humbug!</td>
</tr>
<tr>
<td>13%</td>
<td>Completely and totally in every way.</td>
</tr>
</tbody>
</table>

**My key to happiness is:**

- **Being loved**: 15%
- **Being healthy**: 13%
- **All of these**: 66%
- **None of these**: 4%
- **Being wealthy**: 2%
Features

8
Create your own Happiness Project


26
On the cover:
Going for Gold: April Holmes, MBA/MKT ’06

A tragic accident took her leg, but not her winning spirit.
In this issue

14  Your Career
14  10 conversation starters (and a few enders)
18  Odd interview questions and what they reveal
22  6 management blunders even smart bosses make
24  Career trends: Education in 2014
38  Extra! Extra!: Essential resources for how to be happy

26  Alumni Profiles
26  April Holmes, MBA/MKT ’06
Going for gold: A tragic accident took her leg, but not her winning spirit.
30  BeaAtrice Mazyck, EDD/CI ’12
Teaching first: Dr. Mazyck isn’t just changing students’ lives—she’s aiming to transform the entire educational system.
34  Sgt. Kelly Benitez, BSCJA ’06
LAPD Confidential: This modern-day crime fighter knows experience is the best teacher.

26  Alumni Profiles
26  April Holmes, MBA/MKT ’06
Going for gold: A tragic accident took her leg, but not her winning spirit.
30  BeaAtrice Mazyck, EDD/CI ’12
Teaching first: Dr. Mazyck isn’t just changing students’ lives—she’s aiming to transform the entire educational system.
34  Sgt. Kelly Benitez, BSCJA ’06
LAPD Confidential: This modern-day crime fighter knows experience is the best teacher.

The Buzz
40  Published by alumni
41  Recognition

42  Your University
42  University News: Q & A with Les Lifter
44  Campus News
46  Homecoming 2013 wrap-up

Opportunities
2  Alumni Business Directory
4  In Focus blog
13  Red Cross Blood Drive
17  Phoenix Career Services
21  University Marketplace deals
45  Conference room and office rentals
52  Subscribe to Phoenix Focus
Gretchen Rubin, author of The Happiness Project.
CREATE YOUR OWN HAPPINESS PROJECT


By Julie Wilson

What makes you happy?

Best-selling author Gretchen Rubin was a successful attorney with degrees from Yale University and Yale Law School when she began wrestling with that question. After realizing that her answer was not the law but writing, she abandoned her thriving legal career to pursue her passion for words.

Though her books include biographies on John F. Kennedy and Winston Churchill, she found her niche when she decided to take a year to explore happiness, an endeavor she chronicled in her No. 1 *New York Times* and international bestseller, *The Happiness Project: Or, Why I Spent a Year Trying to Sing in the Morning, Clean My Closets, Fight Right, Read Aristotle, and Generally Have More Fun*.

Since its publication by HarperCollins in 2011, millions of people around the world have been using this book to guide them in their own pursuit of a more blissful life. Here are some of Rubin’s most inspiring insights in four key areas that can help you embark on a Happiness Project of your own and answer the question, “What makes you happy?” with actions instead of words.

**CAREER**

**Happiness challenge: Recognize career discontent**

How do you know when it’s time to make a change in your professional life? Rubin recognized it by the jealousy she felt when she read about those with her dream job. “I don’t like to admit it, but when I was working as a lawyer and I read [about people in] my alumni magazine with cool law jobs, I felt mildly interested,” she says. “But when I read about people with cool writing jobs, I felt sick with envy.”
How to make it happen
Rubin set about becoming one of those individuals whose careers she coveted. But how do you get started when you want to make such a drastic change? “Try to enter into the culture,” she advises. “Who is it, and what are they doing? Try to learn and enter into the fray. There may be opportunity there.”

That means joining professional associations, informal groups and online communities of people already doing what you want to be doing. It also means speaking up within your own circle because you never know where a connection may lead you. “Start talking to people about things that interest you,” Rubin urges, as a way to bring your professional dreams to life. Surrounding yourself with what you love can help attract opportunities to engage in it. “It sounds kind of magical and weird, but this actually happens to a lot of people I know,” she says.

Beyond offering contacts and ideas, other people can support you and help you stay on track when you’re pursuing a new career—or any goal, for that matter. “If you’re trying to make a big change, it can be really helpful to have an accountability partner or be in an accountability group,” she stresses. Rubin herself has two accountability partners. “They’re helping me get clarity on what I’m thinking about and helping me stick to whatever it is I say I’m going to do,” she explains.

RELATIONSHIPS
Happiness challenge: Connect with others
As children, we’re surrounded by opportunities to make friends, from the classroom and the schoolyard to soccer teams and the church choir. It just comes naturally. As adults, though, we may be hard-pressed to meet people with whom we connect. “A major happiness challenge for adults is friendship,” Rubin says.

This can be due to the fact that many people move away from their hometowns or where they went to school, creating a scenario where they are newcomers and all alone. And even if you do have a social network where you live, adult responsibilities—work, school and family—may leave little room for anything else.

How to make it happen
Connecting with other people takes effort, but Rubin believes it’s worth our while. “Anytime we’re thinking about spending our time, energy or money, things related to relationships are probably a good choice,” she opines. “Whether it’s going to a party or a reunion, joining a book group or talking to a neighbor, those efforts to connect with other people really pay off for happiness.”
Whether you’re looking to meet new people or trying to keep up with your old pals, an easy way is to join a group. “It can be anything that’s fun for you,” Rubin says, from the standard book clubs and Bible study groups to gatherings around more unique interests, such as classic movies or golden retriever training. These types of organized groups provide a ready-made social network. “It sounds funny to talk about efficiency in friendship, but seeing a lot of people at once [enables you to] maintain a lot of relationships at once,” she says.

One more way to add to your social circle is to tap into people you already know. “Friends of your friends are more likely to be your friends,” notes Rubin. Even if you move to a new city, your old roommate’s childhood friend who also lives there is likely to welcome you into her fold because of your common connection and the innate trust that brings.

YOUR PHYSICAL SELF

Happiness challenge: Take control of your environment

“Our physical experience always influences our emotional experience,” says Rubin. In her opinion, this is as true of the body as it is of where we work and dwell. So, sleep- and exercise-deprived individuals living and laboring in cluttered surroundings are unintentionally sabotaging their chances at happiness.

How to make it happen

When you’re run-down, it can be hard to muster enough energy to get through the day, let alone tackle a grueling new lifestyle regimen or wrestle with your overrun home and office. But Rubin contends that this is exactly what we need to do to get our happiness in order.

When it comes to taking care of yourself, “Exercise helps you in two ways,” she says. “It calms you down and it energizes you.” You don’t need to be a triathlete or a Zumba fanatic to reap the benefits, though. “Just a little bit is so much better than none. It can be a 15-minute walk. You don’t have to do a spin class.”

While a well-kept body benefits you emotionally, so does an orderly home and work environment. “There’s something about outer order that contributes to inner calm and inner energy,” she says. That means de-cluttered closets, basements, offices and refrigerators are more than just aesthetically pleasing. “Over and over, people tell me that getting control of the stuff in their lives frees them in some way,” she says.
“I don’t like to admit it, but when I was working as a lawyer and I read about people with cool writing jobs, I felt sick with envy.”

Gretchen Rubin, author of
*The Happiness Project*

**FUN**

**Happiness challenge: Have more of it**
As adults, recreation can take a backseat to duty and responsibility. But when everything on your to-do list is an obligation, you end up shortchanging your chances of fun and happiness. “You should be able to look at your calendar and anticipate something that brings you pleasure,” Rubin asserts. “If you feel like you’re doing for other people all the time, it’s easy to start feeling resentful.”

**How to make it happen**
A great way to introduce more amusement into your life is to—counterintuitively—schedule it. “Fun feels like it should be spontaneous and easy, but it takes discipline,” notes Rubin. “It’s [natural] to think leisure is what you do when everything is done, but you’re never going to get to it. You have to really say, ‘I’m going to set aside this time to have fun.’”

Some people, though, are so mired down in commitment that they can’t even recollect what activities bring them pleasure. “It’s very easy to forget how much you love something,” she says. If you’re struggling, Rubin suggests thinking about what you did for fun when you were 10 years old. “Maybe you liked baking, walking the dog or digging in the garden.” For her part, as a young girl Rubin enjoyed coming home from school and creating books with her favorite quotations and images, a labor of love that is echoed in her work as a writer.

Whatever the activity is, find it—and do it. “It’s totally worth it,” she says. “Your life is so much richer [for it].”

Whether you’re working on getting more bliss from your career, your relationships, your physical surroundings or your free time, go forth and take charge of your own happiness, for your own good and the good of those around you. “People feel like it’s selfish to worry about their own happiness, but studies show that people who are happy live longer and are more altruistic,” insists Rubin. In effect, the world becomes a better place—one happy person at a time. There’s nothing selfish about that.

So, come on. Get happy!

---

**10 tips for happiness**

What is the key to happiness? If you’re Gretchen Rubin, you spend a year exploring this eternal question and a multitude of possible answers. She shares what she learned in her best-selling book, *The Happiness Project*. Here is some of her best advice in four key areas:

**CAREER**
- Enter into the culture of your desired career to see if the grass is greener.
- Talk to people about your aspirations to see where your connections may lead.
- Find an accountability partner to help stay on track with your goals.

**RELATIONSHIPS**
- Join a group to explore common interests with others.
- Socialize with multiple people at once to maximize your connections during your valuable free time.
- Befriend friends of your friends to expand your social circle.

**YOUR PHYSICAL SELF**
- Exercise—even a little bit—for a one-two punch of energy and serenity.
- De-clutter your surroundings to gain a feeling of control in your life.

**ENTERTAINMENT, R&R**
- Schedule leisure time in your calendar to make it a priority.
- Reflect on what activities you enjoyed during childhood to help find hobbies you enjoy today.
Five million people in the U.S. need blood each year.

Jan. 13 – 16

Make a difference and donate during our campus blood drives in honor of National Blood Donor Month. To find a location near you and to register, visit phoenix.edu/blooddrive.
10 ways to get people talking

How to strike up a conversation.

By Cynthia Ramnarace

Whether it’s sharing an elevator with your boss or confronting a crowd of strangers at a conference mixer, trying to figure out how to start a conversation can leave you feeling tongue-tied.

But it’s these brief moments that can propel you from nameless face in a crowd to go-to person for the next project or promotion. Being able to confidently and easily engage someone in conversation can be one of the greatest tools in your career toolbox.

So how do you start a conversation that will leave a positive impression? Here are 10 pointers.

1. Find common ground

When two people have something in common, striking up a conversation is easy. But how do you know that in advance? Do your homework. If you know you’d like to connect with the conference keynote speaker, Google his name, check his LinkedIn profile or just read his conference bio and see if your experiences have any overlap. Did you once work for the same company? Live in the same city? Maybe you follow the same sports or enjoy the same hobbies, foods and so forth. Or maybe you read a book he wrote and can compliment him on that.

Armed with this information, you can start a conversation by introducing yourself and following it up with a personal compliment: “I really agreed with the management approach you recommend in your book” or “I wonder if we’re the only two native Oklahomans in the room tonight.” By finding common ground you should be in an easygoing conversation within 15 seconds, according to Nicholas Boothman, author of Convince Them in 90 Seconds or Less: Make Instant Connections that Pay Off in Business and in Life.

2. Dress to impress

Consider adding a tiny bit of splash to your outfit that will create an easy way for others to engage with you. Boothman often wears red, yet classy, shoes and has unique eyeglass frames, both of which people often comment on. And remember that how you dress is a form of nonverbal communication that people will use to size you up before you even open your mouth. “Clothing speaks to your approachability and your authority,” Boothman says. “You should look like you know what you’re doing. I don’t want my bank manager in a baseball cap. I want him or her to look like a bank manager.”

3. Position yourself appropriately

If you’re at an office party or a networking mixer, aim for the food or drink lines where you can strike up conversations about the offerings with the people ahead of or behind you, or head to where the experienced schmoozers gather: the middle of the room. Zero in on one person and head his or her way. And then you have to figure out what to say. Boothman recommends you open with a statement, followed by a question that relies on the techniques described above.

A few examples of this are, “This conference has been eye-opening. Do you have a favorite speaker?”, “I love your necklace. Can I ask where you got it?” or “Congratulations on your new big client. How did that come about?”
4. Say 'Hello'
It sounds basic, but in truth, a greeting such as “hello” or “good morning” can be enough to break the ice, especially with an authority figure. But when you say it, do it with vigor, says Leil Lowndes, author of How to Talk to Anyone: 96 Little Tricks for Big Success in Relationships. Follow it with eye contact and a smile. And don’t shy away from introducing yourself in a succinct way. “Just look at the CEO and say ‘Hi. By the way, my name is Marvin and I work in the accounting department.’ What’s wrong with that?” says Marvin Brown, author of How to Meet and Talk to Anyone. “I would urge everybody to do this with any authority figure because it helps your career. The immediate first impression that people have of you is you’re a confident person because nobody else does it.”

5. Relax
When you’re in closed quarters with someone they can pick up on whether you’re relaxed or anxious by the way you breathe. So inhale deeply from your stomach, as opposed to rapidly from your chest. And if you’re going to say something, do it immediately. “Don’t wait for 15 seconds and then pipe up with something,” says Lowndes. “That would just sound so fake.”

6. Practice
The best way to learn how to start a conversation is by starting lots of them. Practice your ice-breaking skills in places where you’re not intimidated. The grocery checkout line, the buffet line at a family wedding and the seat next to you on a plane or bus are prime practice opportunities. “It’s like dancing or playing the piano,” says Brown. “If you work at it, you’ll get it. When you do it about three or five times and you see five people respond, you’ll do it forever.”

7. Search for props
When approaching a complete stranger, use a prop as an icebreaker. “The hors d’oeuvre table is the best place to meet people because it has more props than anything else,” says Brown. “I always look down, there’s always something floating around in a dish that I never know what the heck it is. I’ll say to the person next to me, ‘Gee, that looks great but I don’t know what it is. Do you know?’ Most of the time they’ll say no. Then I’ll say, ‘Oh, okay. Well, anyway, my name is Marvin.’”
“Clothing speaks to your approachability and your authority. You should look like you know what you’re doing. I don’t want my bank manager in a baseball cap.”

Nicholas Boothman, author of Convince them in 90 Seconds or Less: Make Instant Connections that Pay Off in Business and in Life

8. Talk about the weather
Yes, it’s cliché, but it works. It’s especially good in awkward spaces or situations such as an elevator or waiting in line for the bathroom. “I’ll say, ‘Gee, we’ve been having great weather lately,’” says Brown. “And everybody will say, ‘Oh, yeah. Oh, but the winter’s coming.’ It’s the corniest line in America. And yet, everybody will respond to the weather.”

9. Be prepared
Someday, you might find yourself riding the elevator with your boss or sharing a lunch table with her. So stay on top of company news. Be aware of successes from other departments. Read the office newsletter and corporate blog. All of that info creates fodder for conversation, says Lowndes.

10. Sound confident
When you say hello, use the person’s name (if you know it). And make your voice sound upbeat, not demure. “People are confident when they use someone else’s name,” says Lowndes. “And make sure your voice goes down at the end of a sentence, instead of up.” A confident voice is a lower pitch and doesn’t have a question-like rhythm.

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.

Conversation don’ts
Some tactics don’t break the ice—they harden it. Here are some “don’ts.”

Avoid taboo topics. Politics, religion, relationships and personal life and personal finances should always be off the table in casual conversation—especially with your boss or someone you just met.

Don’t assume. It’s easy to make assumptions but doing so out loud can kill a conversation and potential opportunities. For example, you talk with your boss about which college he graduated from—maybe he didn’t. You see a wedding ring on a keynote speaker’s finger and ask her about her husband—maybe she has a wife. You assume the toddlers the senior-looking gentleman is talking about are his grandchildren—maybe they’re his children. If there’s doubt, don’t blur it out.

Don’t sound like a stalker. If you did some research on a person before meeting them, don’t make it obvious, says Nicholas Boothman, author of Convince Them in 90 Seconds or Less: Make Instant Connections that Pay Off in Business and in Life. For instance, just because you know some intimate detail about his or her life doesn’t mean you should bring it up.

If you’re the third wheel, don’t interrupt.
Utter a brief, “hello,” and then wait to be invited into the conversation, says Leil Lowndes, author of How to Talk to Anyone: 96 Little Tricks for Big Success in Relationships.

Don’t interrupt a texter. If the person you want to engage is fixated on their phone, they’re not going to give you the attention you deserve, says Lowndes.
Find your next career opportunity on the Phoenix Career Services portal.

Top U.S. companies are interested in University of Phoenix graduates. Help them find you.

Upload an existing resumé, transfer over your LinkedIn® profile or simply build one from scratch with the easy-to-use resumé writing tool.
Say what?

Weird interview questions and what they reveal.

By Julie Wilson

You’ve researched the company, the competitors, the commute and even the coffee. You can articulate how your skills and experience are an ideal match for the job.

Come interview day, you’re ready to wow your prospective employer with all the reasons the organization should hire you. You know you’ve got this nailed. That is, until they throw in the curveball: the question you never could have anticipated, the one that defies logic, seems alarmingly irrelevant and appears to have no right answer.

Origins of the oddball question
Enter the weird interview question, a la “How many basketballs could you fit in this room?” or “If you were shrunk to the size of a pencil and put into a blender, how would you get out?”

This device has been used for centuries, according to William Poundstone, author of Are You Smart Enough to Work at Google?, a book that delves into the practice of posing trick questions, riddles and puzzles during an interview.

Just where do these off-the-wall queries come from? “One influence I’ve found is what are known as the Oxbridge questions,” he notes of the tradition that may have originated at the University of Oxford and the University of Cambridge in the United Kingdom. “For hundreds of years, they’ve been asking notoriously hard interview questions.”
This British standby may have made its way to the U.S., where emerging technology businesses, such as IBM in the 1950s, found them useful when evaluating job candidates. “At that time, there really weren’t degree programs in computer programming,” explains Poundstone. “They were just belatedly coming to the realization that programming a computer is not like being an electrical engineer. It was a whole new field that required whole new talents.” Employers began asking logic questions on the grounds that writing code was akin to trying to solve a puzzle.

As technology evolved, this trend continued, following high-tech companies to California. “It trickled through the technology industry and became a Silicon Valley tradition,” says Poundstone.

Phyllis Shaurette, founder and owner of People Development & Staffing, has watched this interview technique become a widespread practice over the past couple of decades. “I’ve seen it in all industries, from health and wellness to CPA firms,” she says of her observations while interviewing countless candidates and working with business leaders.

**Can you please repeat that?**

Some of the most memorable questions Poundstone has heard have stuck with him. They include, “How would you weigh your head?”, “Can you swim faster in water or in syrup?” and “How would you make an M&M?”

While researching his book, he encountered a story about how one interviewer left a job candidate in the conference room with a box of LEGO® blocks and asked him to make anything he wanted.

“The first question of the interview was ‘Describe what you built and how you built it,’” he recalls. “I’m not sure what it was supposed to prove, but the company went bankrupt shortly after that, so draw your own conclusions.”
Shaurette also recalls hearing stories of strange interviews. The most notable involves an interviewer telling a candidate a hypothetical story in which the job seeker becomes stranded without a cell phone after driving to a dark, remote area. Then, the lug nuts fall off one of the car’s tires. The candidate is only able to find three of them. What would he or she do?

It’s one of the oddest questions Shaurette has experienced. “They’ve been talking about qualifications, skills, experience and education, and all of a sudden the [candidate] is asked what they would do if they were [stuck] in the dark desert,” she says.

Another strange interview question? “Name a song that describes you, and sing it,” says Shaurette. If you’re someone who can’t carry a tune, “this one [can be] humiliating.”

What they reveal
But are weird interview questions only intended to trip up unsuspecting candidates? Experts argue that they have some value: In our fast-paced, technology-driven world, how you respond to these keep-you-on-your-toes questions can demonstrate how well you think on your feet.

When interviewers use this tactic, they’re trying to discern “how mentally nimble you are,” says Poundstone. “They’re pretty sure you didn’t study [these topics] in school, and you’ll have to invent a way to address the question and come to some conclusion or closure.” As for that M&M question, even the hiring manager didn’t know the answer, reveals Poundstone. It was simply a way for him to gauge how well a candidate could string together a convincing argument on the fly.

Shaurette also believes there is worth in this line of questioning under the right circumstances, such as for a sales role or a public-facing position. “When it’s job related, it can give you some insight into how a candidate can handle an impromptu presentation,” she says. “It’s about self-confidence.”

Toeing the line?
Sometimes, though, employers can use these trick questions to divine information from a candidate on a sensitive topic about which they may be prohibited from asking directly due to human resources policies.

Poundstone has heard of some technology companies asking programmers to “estimate how many lines of code you have written in your lifetime.” This question, he explains, can be used to roughly calculate how many hours an individual is willing to put in each week, thereby garnering information on the work schedule a candidate is likely to keep.

While job seekers may balk at the tradition of asking wild and the wacky questions during an interview, this practice has endured over centuries—and is likely to continue in the future. Instead of fearing the funky, candidates can use these moments as opportunities to showcase their confidence, creativity and commitment, qualities any employer would welcome.

Devil’s advocate: When kooky questions backfire

Human resources expert Phyllis Shaurette cautions that strange interview questions aren’t always the best way to get to know a candidate.

“If you ask a weird question that can reveal [important information] about a candidate, then it’s fine,” she says. “But the purpose of a job interview is to find out if candidates are a good fit. You get more mileage out of an interview when you’re not trying to stump them.”

Instead, Shaurette prefers a warm and friendly approach, setting prospective employees at ease so they start talking and reveal their character in their own way.
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.

Happiness is getting cash back.
6 management blunders

Mistakes even smart bosses make.

By Lori K. Baker

Even the smartest managers make mistakes. No matter how many management or leadership courses you’ve taken, you’re bound to have a few blind spots.

“The toughest promotion in the world is the first promotion to management,” says Mark Horstman, co-founder of Manager Tools, a management consulting firm that owns a popular business podcast by the same name.

For one, many managers land the corner office because of technical skills, not people skills. What’s more, many managers are never formally trained for the role. One day you might be a Web designer for a hot new social media site, and the next day your boss may declare, “Here’s your team, go to it!”

Luckily, you don’t have to learn all your lessons from the school of hard knocks. We asked three leading management consultants to talk about the top blunders even smart managers can make. Some you may recognize, but some you may not. Many managers make these simple mistakes—which can lead to big problems—without even realizing it.

The Blunder: You don’t know the strengths and weaknesses of your employees.
The Fix: Know thy staff. “At Manager Tools, we recommend meetings called ‘One on Ones.’ Once a week managers need to sit down with each one of their direct reports for a half-hour, face-to-face,” Horstman says. The employee gets the first 15 minutes to talk (it doesn’t have to be work-related, but it usually is), and the manager asks questions during the final half of the conversation—what the employee has been working on, what their week has been like, whether the employee has questions on a project or if they’ve encountered hurdles. “There’s no way a manager can know the underlying strengths and weaknesses of their employees by chitchatting with them throughout the week,” Horstman adds.

The Blunder: You expect your staff to be mind readers.
The Fix: “The obvious answer is to say a boss should stop and put themselves in someone else’s shoes,” says Madeleine Homan Blanchard, co-founder of CD2Leadership & Coaching Services, a division of The Ken Blanchard Companies. “But people who make this mistake need a tool to change.” To paint a clear picture of how to successfully complete a task, she recommends that you describe all the who, what, why and hows of the project, including scope, how long you think it will take, due date, end results you expect, possible resources and potential obstacles.
The Blunder: You don’t reward employees for a job well done.
The Fix: “Managers need to get better at catching employees doing a good job and quickly saying something to reinforce it,” says Bob Nelson, bestselling author of 1,501 Ways to Reward Employees. “It’s a real skill for a manager to notice when someone has done a good job—offered good customer service, been a team player or accomplished a specific result. As a manager, you’ll get more of the behavior that you notice, recognize and reward.” Why is it so important? Nelson’s research reveals only 12 percent of employees say they get recognition for a job well done, a factor that is the No. 1 reason why people leave their jobs.

The Blunder: You don’t delegate.
The Fix: Routinely delegate portions of your job—whether it’s running a meeting, managing a project or giving a presentation—to team members who can take on the responsibility. “The great organizations of the world know it’s far cheaper to grow people you’ve already hired than to hire new people for new responsibilities,” Horstman says. “Plus it’s always dangerous in an organization—no matter how big—when only one person can do something. Right now managers go on vacation and they’re checking their email constantly because the people who report to them can’t do any portion of their job. So the manager actually can’t go on vacation, and that’s dumb.”

The Blunder: You’re putting friendship before leadership.
The Fix: “Employees need to be able to relate to their manager and to feel that their manager actually cares about them,” Blanchard says. “But managers sometimes have to push, poke, prod, pull or shove people where they aren’t always comfortable to accomplish a goal. Managing that polarity can get really tricky. You need to send a message very clearly: ‘I have your best interests at heart. But my job is also to uphold the greater good of the organization. As much as I would like to always be on your side, it won’t always be possible.’”

By being aware of these potential blunders and the best ways to correct or avoid them, you can become the manager that your organization needs and that your employees want to work for. Lori K. Baker is an award-winning journalist who specializes in human-interest profiles, business and health. Her articles have appeared in Ladies’ Home Journal, Family Circle, Arizona Highways and Johns Hopkins Health.
Career Trends: Education in 2014

Analysts anticipate modest job growth coupled with slow salary increases.

By Cynthia Ramnarace

10 MOST WANTED EDUCATION EMPLOYEES

<table>
<thead>
<tr>
<th>JOB TITLE / VOLUME</th>
<th>VOLUME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preschool teachers, except special education</td>
<td>10,857</td>
</tr>
<tr>
<td>Teacher assistants</td>
<td>10,805</td>
</tr>
<tr>
<td>Elementary school teachers, except special education</td>
<td>7,021</td>
</tr>
<tr>
<td>Secondary school teachers, except special and career/technical education</td>
<td>6,766</td>
</tr>
<tr>
<td>Teachers and instructors, all other</td>
<td>4,951</td>
</tr>
<tr>
<td>Middle school teachers, except special and career/technical education</td>
<td>3,398</td>
</tr>
<tr>
<td>Instructional coordinators</td>
<td>3,240</td>
</tr>
<tr>
<td>Special education teachers, kindergarten and elementary school</td>
<td>3,033</td>
</tr>
<tr>
<td>Special education teachers, secondary school</td>
<td>2,982</td>
</tr>
<tr>
<td>Tutors</td>
<td>2,336</td>
</tr>
</tbody>
</table>

High-demand jobs in higher education

<table>
<thead>
<tr>
<th>VOLUME OF JOBS IN HIGHER EDUCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Vocational education teachers, postsecondary</td>
</tr>
<tr>
<td>2 Health specialties teachers, postsecondary</td>
</tr>
<tr>
<td>3 Nursing instructors and teachers, postsecondary</td>
</tr>
<tr>
<td>4 Business teachers, postsecondary</td>
</tr>
<tr>
<td>5 Engineering teachers, postsecondary</td>
</tr>
</tbody>
</table>

Source: Wanted Analytics
Top-paying jobs in education
The Bureau of Labor Statistics reports that the highest-paying education jobs are in higher education.

POST SECONDARY POSITIONS
1. Law teachers
2. Health specialties teachers
3. Engineering teachers
4. Education administrators
5. Economics teachers

TOP STATES FOR TEACHERS
California leads the country in the number of elementary and secondary education teacher want ads according to data from Wanted Analytics, which analyzed the number of job openings nationwide in November, 2013.
A tragic accident took her leg, but not her winning spirit.

“I will never be able to run again.” The thought gripped 27-year-old April Holmes on that bleak day in January 2001. The former college track star had just woken up in a hospital room, where all the horrifying details of the train accident flooded her mind: Being the last person to board a train from Philadelphia to New York, slipping and falling under the icy platform, being stuck with her leg trapped under the train, crying for help and realizing it was too late, the train pulling out of the station and crushing her leg.
As she looked down at her body, she could see she’d lost her leg. “I kept telling myself, I can’t cry over the fact that I lost my leg because I’m still alive,” she says. “I knew there must still be something for me to do with my life.”

Holmes discovered her brand-new purpose in life just two days later, when her surgeon handed her a pamphlet about the Paralympics and encouraged her to look into it. The Paralympic Games is the second largest sporting event in the world, after the Olympic Games, with disabled athletes earning medals in 19 sports that include track and field, cycling, powerlifting and wheelchair basketball. Even though she had never heard of the event before, a bold new vision of her life as a world-class runner took hold: “From that moment on, I had three goals in life,” she says. “One, to wear the USA uniform at the Paralympic Games. Two, to become the fastest in the world. And three, to win gold medals.”

From disabled to star athlete
Before Holmes could run, first she needed to learn to walk. “That was very difficult for me because I can be impatient at times,” she says. But even her rehabilitation was on a fast track: Three months after the accident, she received her first walking prosthetic. And one year after becoming an amputee, she bolted off the starting block during her first race at Disney’s Wide World of Sports.

Her dramatic transformation took focus, determination and an iron-clad will as she juggled a full-time job, grueling workouts and coursework for a University of Phoenix master’s degree in business administration. After working a full day as a Verizon project manager, she went to track practice from 5:30 to 8:30 p.m., followed by a quick dinner and online homework that began at 9 p.m. and often extended into early morning hours. She believed her MBA degree would be her key to a successful career beyond athletics. “Your time as an athlete is going to come to an end, and you will need to be relevant in some other area of your life,” she says.

Until then, there were world records to break and gold medals to win. Holmes broke IPC World records 14 times and IPC American records 18 times in the 100-, 200- and 400-meter dash and the long jump. Seven years after the accident, her dream of wearing the USA uniform at the world’s second largest sporting event was about to come true: She was chosen to represent the United States in the 2008 Paralympics in Beijing.

“I kept telling myself, I can’t cry over the fact that I lost my leg because I’m still alive. I knew there must still be something for me to do with my life.”

April Holmes, MBA ’06
Turning a mishap into gold
Little did she know, but her extraordinary resilience would once again be tested during the event’s 200-meter final. She commanded the lead in the race until a spike on her prosthetic left leg got caught on the track, causing her to trip and fall. As another competitor tried to hop over her, she stepped on Holmes’ face, grazing her eye with her shoe’s spike. With a right eye filled with blood and bruised leg, Holmes hobbled to the finish line. “People asked me whether I was disappointed that I didn’t win the 200 meters,” she recalls. “I told them I was happy I could open my eyes and see them—and to have another chance.”

Five days later, she got her second chance during the 100-meter final. With five stitches in her eyelid and legs and hips so sore she could barely warm up, she was determined to give it her all. “By the grace of God,” she says, she crossed the finish line to win the gold in 13.72 seconds.

“Gold medal” moments
Today, Holmes looks back on that day as her “gold medal” moment. But there have been many others that aren’t related to athletics. She’s attended White House state dinners, teamed up with First Lady Michelle Obama for “Let’s Move” events to end childhood obesity and given inspiring keynote speeches as a motivational speaker. One of her most special “gold medal” moments has been putting her MBA to good use by launching the April Holmes Foundation, a nonprofit organization that helps give scholarships and medical equipment to people with physical and learning disabilities.

As Holmes trains in her hometown of Orlando, Florida, for another gold at the 2016 Paralympics in Rio de Janeiro, her story teaches us about the power of hope, determination and the willingness to get up after a devastating fall. “Everyone falls down in life,” she says. “But it’s up to you to get back up if you’re still interested in living, achieving your dreams and going forth and doing excellent things in the world.”


WEB EXCLUSIVES Visit phoenixfocus.com to explore additional content related to this article.
BeaAtrice Mazyck isn’t just changing students’ lives—she aims to transform the entire educational system.

Her grandmother taught out of a one-room schoolhouse in rural Salters, South Carolina. Her mother taught in the same town, spending more than 20 years working with little ones in Head Start before becoming a public school teacher and reading specialist.
BeaAtrice Mazyck, EDD/CT’12
Teacher, C.A. Johnson High School
Teachers for Transformation Academy fellow
Columbia, S.C.
So the drive to better lives of children through education, you could say, is in BeaAtrice Mazyck’s blood. It’s what steered her away from the idea of law school and propelled her toward the high school classroom.

“It’s almost a family tradition that we have,” says Mazyck. “From the day I went into the classroom, I’ve been working tirelessly ever since. I wanted to be in the system, wanted to make changes to the education system for the benefit of students. I’m all in.”

Today Mazyck, 30, teaches eleventh grade history at C.A. Johnson High School in Columbia, South Carolina. But while she is passionate about teaching students, her eyes are set on a future prize: transforming the education system. It’s no small goal, but she is charting a path to get there.

One year after earning her master’s degree in education from Grand Canyon University, she started working toward her doctorate at the University of Phoenix. That led to her being selected as one of only 17 fellows in the Teachers for Transformation Academy, a program that encourages and inspires teachers to work toward education reform. It is part of Students First, a movement to transform public education headed by Michelle Rhee, former chancellor of the Washington, D.C. school district.

“We get input from teachers that we can share with legislators that they can put to use in legislation that reforms education,” says Mazyck. Because the program focuses on education reform at the state level, the ideas and input Mazyck will be supplying during her year-long fellowship could help shape the future of education in South Carolina.

“It’s not general, one-size-fits-all education reform,” says Mazyck. “It’s catered toward what’s necessary for your state. Teachers for Transformation has given me the opportunity to have my input and my voice as a teacher. I’ve had opportunities to meet some key figures in the legislature who impact the writing of laws and who can take my input into consideration.”
As part of the fellowship, Mazyck works to recruit teachers to the Students First movement, hosts mixers for educators, will have the opportunity to testify before public officials and speak at major educational forums on reform-related topics. But most importantly, it will help bring her closer to her dream job: educational consultant and, hopefully, opening her own school.

“As a consultant, I would work with teachers to gather information about school leadership and work with principals to make sure they’re providing the necessary leadership,” says Mazyck. Her doctoral thesis focused on ways to minimize teacher turnover. She believes that ineffective leadership is a huge part of the problem.

“I want to work with principals to make sure that they are providing the leadership that’s necessary for the teachers who want to stay there,” Mazyck says. “Teachers leave because they’re unsatisfied due to leadership. That is ultimately affecting the students because there is inconsistent instruction.”

Until then, Mazyck is motivated by the improvements she sees every day in her students. While some might shy away from spending all day working with teenagers, Mazyck relishes the opportunity to prime them for adulthood.

“My passion is seeing the growth in students,” she says. “From the beginning of the school year to the end of my course, to see how much they’ve grown, how much they’ve matured and definitely how much they’ve learned, that’s really where it is for me. The return on the investment that we’ve put in—that’s the best part about it.”

She’s now teaching U.S. History and the Constitution and has learned one crucial trick that helps get through to high schoolers: watch a lot of TV. Whenever she can relate a historical fact back to something going on in popular culture, she sees light bulbs go off around her classroom. For instance, while teaching on economic issues faced by America shortly after declaring independence from Great Britain, she related the situation to a popular credit score commercial.

“There’s a credit score commercial where they had two big guys, and this little short guy, and on his number, it was 400-something. Everybody else had 700-and-something for their credit score,” she says. “I told them the United States was the little guy in the middle because England and some of the other European countries were thriving while we were just starting out. We were at the bottom struggling, trying to get there.”

“I wanted to be in the system, wanted to make changes to the education system for the benefit of students. I’m all in.”

BeaAtrice Mazyck, EDD/CI ’12

It was a random connection but it worked—her students not only paid attention, they got what she was trying to teach. It’s those moments, when she knows she’s taken an obtuse concept and made it accessible, that excite her about her job.

And since she received her Ed.D. in 2012, she serves not only as a teacher to her students but as a role model of what you can accomplish if you stay focused and work hard. Attaining her doctorate while working full time and coaching two high school sports teams was no small challenge. But the benefits were worth the three years of intense work.

“My passion is seeing the growth in students,” she says. “From the beginning of the school year to the end of my course, to see how much they’ve grown, how much they’ve matured and definitely how much they’ve learned, that’s really where it is for me. The return on the investment that we’ve put in—that’s the best part about it.”

She’s now teaching U.S. History and the Constitution and has learned one crucial trick that helps get through to high schoolers: watch a lot of TV. Whenever she can relate a historical fact back to something going on in popular culture, she sees light bulbs go off around her classroom. For instance, while teaching on economic issues faced by America shortly after declaring independence from Great Britain, she related the situation to a popular credit score commercial.

“There’s a credit score commercial where they had two big guys, and this little short guy, and on his number, it was 400-something. Everybody else had 700-and-something for their credit score,” she says. “I told them the United States was the little guy in the middle because England and some of the other European countries were thriving while we were just starting out. We were at the bottom struggling, trying to get there.”

“I wanted to be a consultant for leaders, and getting the Ed.D. makes me sound a little bit more qualified than just being Ms. Mazyck,” she says. “Now I’m Dr. Mazyck, and that sounds like you actually know what you’re talking about.”

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.

WEB EXCLUSIVES Visit phoenixfocus.com to explore additional content related to this article.
Sergeant Kelly Benitez is a modern-day crime fighter who knows experience is the best teacher.

There’s just something about the City of Angel's dark side that feeds our insatiable appetite for all the gritty details of true crime. But for Benitez, a nearly 20-year veteran with the LAPD, it’s just another day at the office.
Sgt. Kelly Benitez narrates riveting chapters of the Los Angeles Police Department’s history like they happened yesterday: The “bling ring,” a band of teenagers and young adults who broke into celebrities’ homes, netting roughly $3 million in cash and bling (with a large cache from Paris Hilton). The famed North Hollywood shootout with bank robbers who fired off nearly 2,000 rounds of ammo while wearing full suits of body armor that deflected bullets. And the fired rogue L.A. cop who led police on an intense manhunt after killing three people.

Making sure crime doesn’t pay
Growing up in Glendora, California, he discovered his passion for criminal justice as a high school student participating in an after-school program that explored law enforcement careers. “I went on ride-alongs with police officers and worked at the police station,” he recalls. “It seemed like a very secure, exciting career to go into.”

After graduating from high school, he joined the U.S. Air Force and served as a security police officer on military bases as far away as Osan, Korea, and the Azores in Portugal. Returning to civilian life in southern California, his goal was to join the LAPD, the nation’s third-largest police force, but he was in for a three-year wait. During that time, he worked in retail, served in the military reserves and completed an associate’s degree at a local community college before pursuing a University of Phoenix bachelor’s degree in criminal justice.

He found a flexible learning structure to be essential—especially after landing a full-time job with LAPD. “Being able to take classes around my work schedule was huge,” he says. “I was working three 12-hour shifts. Those were long days. It was a challenge to commute to work, put in long days and come home and study.” Afterward, he earned a master’s degree in management and supervision from the University of La Verne.
Out of the blue
In a city where instant celebrity has been honed to an art form, Benitez inadvertently stepped into the spotlight as a patrol officer making a routine traffic stop in September 1998.

After a hectic day that included a court appearance, recovery of a stolen vehicle and several burglary investigation calls, he spotted a vehicle with an expired registration. He stopped the male driver, asked for his driver’s license and noted they had the same last name. As part of police routine, he returned to his vehicle to perform a license check, which confirmed the driver to be Paul Benitez Jr. How odd—the driver’s name was the same as Benitez’ long-lost father he hadn’t seen since he was four months old. Benitez asked the driver if he had ever been married to a woman named Debra. The driver said he was never married to a Debra but he had dated a woman by that name more than 20 years ago.

As the driver gazed at Benitez, his own mirror image of two decades ago, he exclaimed: “Oh my God, I’m your father!”

Reuniting fathers with children they long ago abandoned was a popular daytime talk show theme. Soon after the story of the unusual father-son reunion hit the news, Benitez and his long-lost father appeared on The Oprah Winfrey Show.

“Being able to take classes around my work schedule was huge. I was working three 12-hour shifts. Those were long days.”

Kelly Benitez, BSCJA ’06

Experience is the best teacher
For Benitez, who now heads the LAPD jail division’s training unit, the last 19 years provide fodder for great classroom discussions on law enforcement, and he hopes to teach criminal justice classes at the college level. By any standard, he has made the grade.

“To have a successful career in the Los Angeles Police Department is a great foundation to teach anywhere,” he says. Beyond its true crime that fuels classroom discussions and made-for-TV movies—think the O.J. Simpson murder trial—LAPD is as much of a national trendsetter as the city itself. The world-renowned police agency was the first to hire policewomen (beginning in 1888, no less) and to launch a crime lab, SWAT unit and DARE program.

Today, diversity that spans race, gender and sexual orientation is one of its hallmarks. “We’re a microcosm of society and mirror the community,” he says. “That’s something we do really well.”

With approximately 10,000 police officers serving nearly 4 million people over 498 square miles, “we’ve always been undermanned,” says Benitez, who’s passionate about teaching new recruits the policies and procedures that make the LAPD legendary in the American police community. “It’s really rewarding to explain how law enforcement actually works—the policies and procedures outside of the news clip—to people who have an interest,” he adds.

With the LAPD forever in the limelight, Benitez much prefers his behind-the-scenes role within one of the most famous police departments in the world, where everyday crimes—and even routine traffic stops—sound like they came straight out of a Hollywood script.


WEB EXCLUSIVES Visit phoenixfocus.com to explore additional content related to this article.
Extra! Extra!

Must-reads and online resources to help you to be happy.

By Paula Boon

BOOKS

1. *Hardwiring Happiness: The New Brain Science of Contentment, Calm, and Confidence*
   By Rick Hanson
   A respected neuroscientist explains the simple steps you can take to rewire your brain, shifting from a focus on the negative to lasting sensations of love, happiness, peace and confidence.

2. *Before Happiness: The 5 Hidden Keys to Achieving Success, Spreading Happiness, and Sustaining Positive Change*
   By Shawn Achor
   To become happy and successful, we must be open to the positive change that is possible. Achor, an internationally bestselling author, shows you how to make this happen.

3. *Eat Move Sleep: How Small Choices Lead to Big Changes*
   By Tom Rath
   This New York Times best-seller provides a plan for increasing your health and wellbeing by making good decisions automatic. Comes with an online application for tracking your progress.

   By Brené Brown
   Brené Brown of TED talk fame draws upon 12 years of research to show how embracing imperfection and acknowledging our fear opens us up to creativity, connection and joy.

5. *The Myths of Happiness: What Should Make You Happy, but Doesn’t, What Shouldn’t Make You Happy, but Does*
   By Sonja Lyubomirsky
   A happiness expert shares scientific evidence showing that your mindset matters more than your circumstances during life’s turning points. We are all more adaptable than we think.

6. *Choose the Life You Want: 101 Ways to Create Your Own Road to Happiness*
   By Tal Ben-Shahar
   The author of the New York Times best-seller *Happier* returns with this book about how the choices we make on a daily basis can lead to happiness and fulfillment if we approach them consciously.
MAGAZINES and MAGAZINE ARTICLES

   “Happify Wants to Help You Be Happier, Using Science”
   By Rebecca Grant
   A new startup offers games and activities teaching people to deal with stress and get more satisfaction from their lives and relationships.

   “The Happiness of Pursuit”
   By Jeffrey Kluger
   How Americans’ pursuit of happiness has changed over time and why our pioneer impulses are sometimes at odds with our modern selves.

ONLINE RESOURCES

   http://bit.ly/7ReasonsForHappiness
   An exploration of the present and future benefits of deciding to appreciate the moment.

4. Video: Rezvan Ameli, Ph.D., on “Incorporating Mindfulness into Day-to-Day Life”
   A one-hour video about how mindfulness can be used to reduce stress and enhance your life.

5. Blog post: “Want to be happy? Stop doing these 10 things right now”
   Advice from Lifehacker.com, a website known for its tips, tricks and downloads for getting things done.

6. *Huffington Post* article by Kate Bratskeir: “The Habits of Supremely Happy People”
   Inspiration and motivation from those who habitually make choices that make them happy.

Paula Boon is a freelance researcher, writer and editor whose work has appeared in publications in the United States and Canada.
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

**Alejandra’s Quest**  
By Bettina Deynes and Robert Wiedefeld

This novel, co-crafted by Bettina Deynes, BSB/M ’04, follows the trials and tribulations of Alejandra German, a Uruguayan immigrant who works to achieve the American dream of success, love and true happiness.

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

**“In Due Season,” featured in Chicken Soup for the Soul: Devotional Stories for Women**  
By Pamela Jarmon-Wade

“In Due Season,” a story written by Pamela Jarmon-Wade, MBA ’06, and selected for the popular Chicken Soup for the Soul book series, depicts a life lesson of faith, joy and comfort that affirm God’s unconditional love and wisdom.

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

**Catwalk: Messiah**  
By Nick Kelly

In this wild sci-fi adventure, Nick Kelly, BSCJA ’09, tells the story of Leon “Catwalk” Caliber, a former D.C. cop who finds himself laying low in Los Angeles when a violent new breed of MetaHuman cyborg appears on the streets. Catwalk finds himself caught in the crosshairs of disaster and must find a cure, solve the case, get the girl and live to see another day.

The book is available through amazon.com.

**Fundamentals of Geriatric Psychiatry**  
Edited by Rajesh R. Tampi and Deena Williamson

Deena Williamson, MSN/MBA/HC ’08, and executive director of Behavioral Health Services at Saint Francis Hospital and Medical Center in Connecticut, has co-edited this concise textbook on geriatric psychiatry, which encompasses the latest information on psychiatric disorders that occur late in life.

The book is available through amazon.com.
Recognition

Arizona
Phoenix
Zeny Stuart, BSB/SBE ’12, was named one of Arizona Women’s Education and Employment’s (AWEE) Three Faces of Success at the 19th annual Faces of Success Luncheon, held at the Arizona Biltmore Resort in November. Stuart is a United States Army combat veteran and former 82nd Airborne paratrooper who struggled with the transition back to civilian life. She was homeless for eight months while she pursued—and earned—her degree. Today, Stuart works with the Madison Street Veterans organization to help homeless female veterans become self-sufficient.

New York
Great Neck
M&R Hotel Management recently appointed Brian McSherry, MBA/GM ’00, as chief operating officer, responsible for overseeing the company’s portfolio of hotels in the greater New York metropolitan area and its nationwide growth. McSherry is a 32-year lodging industry veteran with extensive experience working for major brands, including Marriott, Hilton and Wyndham. From 2009 to 2012, McSherry was regional vice president for Concord Hospitality Enterprises Company, a hotel development and management company in Raleigh, North Carolina.

New Jersey
East Brunswick
Alfred Ojejinmi, MBA ’12, has been appointed a senior vice president of the Institute of Real Estate Management (IREM). IREM is an international community of real estate managers dedicated to ethical business practices, maximizing the value of investment real estate and promoting superior management through education and information sharing. Ojejinmi is the founder, president and chief executive officer of Presbeuo Group, Inc., and Presbeuo Real Estate Services, Inc., a real estate management company headquartered in East Brunswick. He is also the founder and CEO of Presbeuo Leadership Institute.

United Arab Emirates
Dubai
Helene Savard, EDD ’06, was recently promoted to associate vice president of Academic Affairs for Canadian University of Dubai. Founded in 2006, Canadian University of Dubai (CUD) offers a Canadian-based curriculum in central Dubai, within the culture and values of the United Arab Emirates (UAE), for students representing 86 different nationalities. Savard’s son, who was raised by the single mother in Canada, is the university’s CIO.

Utah
Silicon Slopes
Cathy Donahoe, BSM/M ’02, MAOM 03, was the 2013 recipient of the Women Tech Council’s (WTC) Human Capital Leadership award. Vice president of human resources for Domo, a cloud-based executive management platform, Donahoe was called out for her unparalleled leadership in high-performing, fast-growth companies. She is credited with recruiting more than 250 employees to Domo and putting programs and teams in place to support the company’s aggressive growth plans. Under her HR leadership, Domo was named as one of Utah’s “Best Places to Work” by Utah Business.

Washington, D.C.
First Book, a nonprofit social enterprise that provides new books to children in need, recently announced the appointment of Marla Neelly Wulf, MAED/ADM ’95, to its Advisory Council. Wulf is the grand vice president of programming for Pi Beta Phi Fraternity for Women. She previously served Pi Beta Phi as the alumnae regional director and an alumnae region programming specialist. Prior to her Pi Beta Phi leadership, Wulf worked as a middle school principal.

Washington, D.C.
Three-time UOPX graduate and current doctoral student Command Master Chief Evelyn “Vonn” Banks, AAGSM ’07, BSB/M ’08, MM ’11, retired after 30 years of service in the United States Navy in October. Through her service, Banks became the highest-ranking enlisted female in the Navy. The esteemed officer was celebrated by dignitaries, co-workers, family and friends at events and ceremonies held in her honor.
Let’s Get to Work: The UOPX ad campaign continues

Q&A with Les Lifter, Vice President of Brand Marketing at University of Phoenix

You may have noticed the Let’s Get to Work™ advertising campaign for University of Phoenix. Perhaps you found yourself brimming with Phoenix pride this past summer when the campaign featured alumni in the Hall of Success who utilized their education in achieving their career goals. Or maybe you had a strong urge to sport some red footwear after seeing the Lucky Socks spot. The campaign, which began by addressing the skills gap in America, has been a successful means of highlighting how University of Phoenix graduates are uniquely qualified to fill that gap. And it’s only just begun.

On the eve of the film shoot for the latest set of commercials, Vice President of Brand Marketing Les Lifter took a few minutes to update Phoenix Focus on the campaign and how it benefits students and alumni.

Phoenix Focus: Tell us about the newest commercials launching this year.

Les Lifter: The latest spots highlight the wealth of tools and resources we offer on Phoenix Career Services™ to help members of the University community identify their career goals, create an action plan and fulfill their professional dreams. We’re also eager to let prospective students know how we collaborate with leading companies to tailor our curriculums to industry-specific needs and, equally important, how we partner with employers across the country that are actively recruiting our graduates.

PF: Let’s Get to Work launched in 2012 and it’s going strong with new ads airing in late 2013 and more set to go live in early 2014. How do they continue to tell the University’s story?

Les Lifter: Affordability is a critical issue for our students. The new ad that began airing in November addresses it head-on by highlighting the University’s Phoenix Scholarship Reward Program, offering eligible students up to $10,000 in tuition reductions over the course of their bachelor’s degree program. After all, our mission is to make higher education accessible for those who seek it, and this topic is an important part of that mission.

PF: This campaign, which includes television, radio, outdoor advertising and direct mail components, really demonstrates the benefits of being a Phoenix, doesn’t it?

Les Lifter: Yes. We believe that what University of Phoenix offers to both students and alumni really is unmatched in traditional higher education today. The fact is that nearly four million jobs are unfilled in this country because potential employees lack the qualifications to perform in these positions. The Let’s Get to Work campaign continues to illustrate the different ways that University of Phoenix can be part of the solution through our degree and certificate programs.

PF: Let’s Get to Work, has been a game-changer for higher education, especially with ads like Hall of Success, which highlights actual UOPX alumni and the companies they work for. Why do you think this spot was so powerful?

Les Lifter: Hall of Success makes a personal connection with viewers by putting faces and names to the University’s far-reaching network of successful professionals. It demonstrates that with hard work and determination, our alumni open a world of possibility for themselves, many times with well-known companies and organizations. This is such an inspiring message for all our students and alumni, as well as for those who are considering a University of Phoenix education.
Career and Coaching Center to open in Tempe
The Phoenix Career and Coaching Center will have its grand opening in Tempe at the John Sperling Center for Educational Innovation on Saturday, February 1.

The center, located in the building’s Student Resource Center, will feature Student Success Coaches and Career Coaches to help students with their academic and career questions. Success Coaches assist students with tools and resources such as the online library, writing and math assistance, paper citation, online classroom and Phoenix Career Services™ tools. Career Coaches provide cover letter and resume guidance and critiques, and assistance with interviewing, job searching, networking and long term career planning. For more information, visit phoenix.edu/careercoaching.

UOPX awards two Newell Rubbermaid scholarships
Tamara (Tammi) Bryant of Winchester, Virginia, and Mike Vacarro of Hunstville, North Carolina, were two of 19 applicants to be awarded full-ride University of Phoenix Newell Rubbermaid Scholarships. To be eligible, applicants were required to be current U.S. employees of Newell Rubbermaid for no less than six consecutive months by the award date as well as meet other specific criteria, including job performance. The applications were reviewed and rated by Newell Rubbermaid employees as well as University of Phoenix officials.

Scholarship opportunities
Here’s a look at some current UOPX scholarship opportunities. Check websites for eligibility and restrictions.

**Title:** Focus to the Finish℠ Scholarship  
**Who it’s for:** Those who have started but not graduated with an undergraduate or master’s degree program. (Those currently attending a program are ineligible.)  
**Award:** Full tuition  
**Application deadline:** January 8, 2014  

**Title:** Blackhawks Breakaway Scholarship  
**Who it’s for:** Prospective students (residing in Illinois, Wisconsin or Indiana) wishing to complete a bachelor’s or master’s degree program at University of Phoenix.  
**Award:** Full tuition  
**Application deadline:** January 14, 2014  
**More information:** http://bit.ly/IqP3TC

**Title:** Non Commissioned Officers Association (NCOA) Scholarship  
**Who it’s for:** Noncommissioned and petty officers in all five branches of the Armed Forces, to include the National Guard and Reserves, or family members of an eligible NCOA member wishing to complete a bachelor’s or master’s degree program at University of Phoenix.  
**Award:** Full tuition  
**Application deadline:** February 14, 2014  
**More information:** http://bit.ly/1cXezZO
Campus News

Two for the books
The School of Advanced Studies and the St. Louis Campus recently held book drives and fairs to raise money and supplies for literacy.

St. Louis Campus faculty, staff and students partnered with City Garden Montessori to conduct Scholastic Book Fair, which raised more than $4,000 for the City Garden Montessori library. The School of Advanced Studies held a book drive to support Mitchell Elementary School in Phoenix, which needed early reader and short chapter books to supplement its library. The collected books will also benefit the school’s Head Start program.

Miles of achievement
From Idaho to Hawaii, UOPX campuses continue partnerships with Junior Achievement (JA) because of their shared mission of transforming the nation’s education-to-career needs.

The Idaho Campus was recently honored for its ongoing partnership with the local Junior Achievement organization, and was specifically recognized for completing 215 volunteer hours in a 12-month period. The campus provides training for JA volunteers going into local school districts, who then help students learn how they can prepare for the real world regarding career options, the importance of workforce readiness and financial literacy. They also plant the seeds of entrepreneurial spirit and a strong work ethic.

The Hawaii Campus faculty and staff recently participated in Junior Achievement’s Our Community® volunteer program, where more than a dozen campus volunteers taught 125 second grade Ma’ema’e Elementary students a special curriculum that bridges classroom learning with real-world applications. Lessons focus on basic business and economic concepts to show students how education at all grade levels is relevant to the workplace.

“We show students the connection between their education and a meaningful career in a way that opens their eyes to possibilities they have never imagined,” says Hawaii Campus director Kristine Averill.

ALUMNI CHAPTER NEWS

Seven alumni chapters support Holiday Mail for Heroes
In November and December, the Phoenix, San Diego, Seattle, Atlanta, Augusta, Chicago and Kansas City alumni chapters participated in the annual Holiday Mail for Heroes, sponsored by the American Red Cross. The program collects cards and personal messages for veterans, military families and active-duty service members at hospitals and installations around the world in time for the holidays. Alumni chapters held card-signings at mixers and networking activities where fellow alumni and others were able to fill out a total of 1,400 ready-made cards. The cards and personal messages provided a welcome “touch of home” for the troops during the holiday season.
Work here, there and anywhere

Whether you’re on the go or need a place to call your home-office, Regus offers easy and affordable access to professional workplaces. And as a University of Phoenix alumnus, you receive a complimentary Businessworld Preferred membership ($450 value) that can help you stay productive no matter where you need to work.

Use the Alumni promotion code uopxregus to activate your Businessworld Preferred membership at www.regus.com/uopx or call 1-866-871-5975.

Take advantage of these benefits:
• Fifteen complimentary visits to 1,700+ internet-equipped business lounges
• Two complimentary business lounge guest passes
• One month free on a fully furnished office or virtual office*

As the world’s largest provider of workplace solutions, Regus can provide products to fit your business.

*Terms and conditions apply
Homecoming 2013

Homecoming 2013 was held in cities across the nation from August through September. Thousands of alumni and their families joined fellow Phoenixes at professional ball games, networking receptions and other outdoor events. Attendees reconnected with old friends, made new ones and also made valuable career connections, as well as countless memories. Thanks to everyone who participated!
<table>
<thead>
<tr>
<th>Location</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO-San Francisco</td>
<td>Hornblowers dinner cruise</td>
</tr>
<tr>
<td>CA-Los Angeles</td>
<td>Angels baseball game</td>
</tr>
<tr>
<td>CO-Sky Socks</td>
<td>baseball game</td>
</tr>
<tr>
<td>CO-Denver</td>
<td>Rockies baseball game</td>
</tr>
<tr>
<td>DC-Nationals</td>
<td>baseball game</td>
</tr>
<tr>
<td>FL-Tampa</td>
<td>Rays baseball game</td>
</tr>
<tr>
<td>FL-Jacksonville</td>
<td>Suns baseball game</td>
</tr>
<tr>
<td>FL-Miami</td>
<td>Marlins baseball game</td>
</tr>
<tr>
<td>FL-Orlando</td>
<td>Magic basketball game</td>
</tr>
<tr>
<td>GA-Savannah</td>
<td>game</td>
</tr>
<tr>
<td>GA-Atlanta</td>
<td>Hawks basketball</td>
</tr>
<tr>
<td>HI-Honolulu</td>
<td>State Art Museum</td>
</tr>
</tbody>
</table>
MA-Boston, Lowell Spinners
ID-Boise, Wahooz Family Fun Zone
IA-Des Moines, Iowa Cubs game
IL-Chicago, Cubs baseball game
IN-Indianapolis, Indianapolis Zoo
LA-New Orleans, The Roux House
KS - Kansas City, Sporting Kansas City
KY-Louisville, Bats baseball game
LA-Baton Rouge/Lafayette event
MD-Baltimore, Orioles game
MI-Detroit, Tigers baseball game
MI-Grand Rapids, Celebration Cinema
NC-Charlotte, Knights game

NJ-New Jersey, Red Bulls soccer game

NM-Albuquerque, Balloon Fiesta

NV-Las Vegas, 51s baseball game

NV-Reno, Aces baseball game

OH-Columbus, Columbus Zoo

OH-Cleveland, Indians game

OH-Cincinnati, Reds baseball game
OK-Tulsa, Drillers baseball game

OK-Oklahoma City, Redhawks game

OR-Portland, Oregon Zoo

PR-San Juan, El San Juan Resort

SC-Columbia, Jillian’s

TX-Austin, Top Golf

TX-Dallas, FC Dallas soccer game

TN-Memphis, Redbirds game

TN-Nashville, Sounds game

TX-San Antonio, SeaWorld

TX-El Paso, Arrovino’s Desert Crossing

TX-Austin, Top Golf
Alumni across the country wore their lucky socks to the 2013 Homecoming events. The socks were a great way to break the ice, network with fellow alumni and show their Phoenix pride.
GET CONNECTED.

facebook.com/uopxalumni
linkd.in/uopxalumni
twitter.com/uopxalumni

Get it in print!

Use your smartphone to start your Phoenix Focus print subscription today! Only $9.99 for one year.

Stay connected to more than 836,000 University of Phoenix alumni!

phoenixfocus.com

Print subscriptions are available in the United States only, subject to sales tax where applicable and subject to additional terms and conditions. This offer is subject to cancellation or modification without notice.