THE BREAKTHROUGHS ISSUE

Why didn’t I think of that?

Network like a pro

Pitching your big idea at work

Powder player all year long

Elena Hight, AAB ’12
Professional snowboarder
South Lake Tahoe, California
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Breakthroughs

Failure = success

All the breakthroughs I’ve ever heard about have one thing in common: failure.

The word “breakthrough” itself suggests obstacles, trials, something to overcome. Whether you’re Thomas Edison fine-tuning an invention, or a baby learning her first steps, you have to experience setbacks before you find success. It’s how you learn and grow.

My wonderful first mentor summed it up well in one of his favorite dictums: “It’s not what the goal is. It’s what the goal does.” What he meant was that the amazing outcome of a breakthrough isn’t the only thing of value. The very act of picking yourself up and giving it another go is just as important. That tenacity, which is inherently optimistic, is what the human spirit is all about.

So if you’re stuck on something, why not give it just one more try? That might be what it takes to break through. And if it’s not, you’ll be all the better for it anyway.

Enjoy!

Nikki

Nikki Sandoval, MBA, Class of 2003
Executive Director, Alumni Association
University of Phoenix
alumni@phoenix.edu

Nikki’s career tip of the month

Are you considering breaking into a new field or industry? If so, reach out to everyone you know who works in your dream profession and set up informational interviews with them so you can find out what their business is really like from an insider’s perspective.
Everyone has a story to tell.

Share yours and you could be in an upcoming issue of Phoenix Focus.

phoenixfocus.com/share-your-story

Upcoming issues:
• Entrepreneurs
• Make a difference

Andre Collins, MBA ’09
Director of Retired Players, NFLPA
Washington, D.C.
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: I started a new business. How can I get the word out about my company to the alumni community?

A: Like you, many of our alumni have an entrepreneurial spirit. We help support these business ventures with the Alumni Business Directory at phoenixfocus.com/alumnibizlist. This free service is an opportunity for alumni to share their business with fellow graduates. Throughout the year, the Alumni Business Directory is promoted online and at alumni and students activities. Each fall it is also included in the print edition of Phoenix Focus.

To make sure your business is included in this year’s print directory, submit your business info by July 15 at phoenixfocus.com/alumnibizlist.

Q: Earlier this year, I received an email about a UOPX Alumni Association Survey, but I never took it. Will I get another chance?

A: Yes. The Alumni Association conducts a survey once a year. The annual survey allows the Alumni Association to provide services based on the needs of the alumni community. Look for the next survey in late January 2014. Also, highlights from the 2013 results will be shared in the August issue of Phoenix Focus.

As part of the Annual Alumni Survey, survey participants were entered to win one of three iPads®. Names were randomly selected. Congratulations to this year’s three lucky alumni winners: Spencer Brower, Samantha Watkins and Shawn M. Moore.

Results from our recent online polls

Which of these creations has made the greatest impact in your life?

- 68% Personal computer
- 24% Cell phone
- 4% Ball-point pen
- 4% Television

Have you ever patented anything?

- 92% No
- 8% Yes
features

8 Alumni resources at your fingertips
A vast array of resources is available for alumni on the Alumni Association’s newly redesigned website, alumni.phoenix.edu.

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For inventors who are savvy enough to bring their inventions to the market, one tiny idea can be a game changer. Find out how to turn your big idea into a viable product.

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Bringing his idea to life

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Elena Hight, AAB ’12
Olympic snowboarder Elena Hight proves that an education and an intense career as a professional athlete can go hand in hand.
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Alumni resources at your fingertips

The redesigned Alumni Association website showcases enhanced alumni benefits.

A redesigned website
This vast array of resources is available on the Alumni Association’s newly redesigned website, alumni.phoenix.edu. On it you’ll find:

Career-boosting tools
Phoenix Career Services™—Phoenix Career Services offers students and alumni a complete suite of career resources and online tools. These resources include:

- **Career Coaching**—As a University of Phoenix graduate, you are eligible to receive two hours of complimentary, one-on-one, remote career coaching and 12-month access to your career coach via email.

- **Resume builder**—The resume builder tool on Phoenix Career Services enables you to create a resume online by either downloading your LinkedIn profile or entering information into the provided fields. Samples of well-written resumes from a variety of industries are also available.

- **Career articles**—More than 40 articles on various topics on the job search process can be found on the Career Services page.

- **Job Market Research Tool**—This tool allows job seekers to understand the hiring demand for specific jobs within local job markets. You can see open jobs, top employers hiring, average salaries, as well as education, experience and skill requirements.

- **Assessment tools**—Four different assessment tools help job seekers understand their career interests, workforce competencies, ideal work environment and reasoning aptitude.

- **Career workshops**—Offered on a wide range of topics, these workshops help alumni stay current in their careers.

- **Job listings**—Phoenix Career Services has thousands of job listings in a range of industries and fields by companies that are actively recruiting University of Phoenix Alumni.

By Julie Wilson

While the University of Phoenix Alumni Association has always offered graduates great benefits, today they’re better than ever. Thanks to your feedback in the Annual Alumni Survey, the Alumni Association has enhanced its offerings to make sure you are getting exactly what you need, whether it’s career-building tools to give you a professional boost, discounts on items you already buy or scholarship information to help you get a leg up on the next phase of your education.

“We don’t just offer one solution for our alumni,” says Nikki Sandoval, executive director of the University of Phoenix Alumni Association. “We offer a wide range of resources to support you wherever you are on your career track—and in your life.”
Money-saving perks

**University Marketplace**—This enhanced discount program offers special savings exclusively for alumni, along with cash-back rewards from hundreds of merchants, including Target, Microsoft, Men’s Warehouse and many more.

**A way to stay connected**

**Phoenix Focus**—The award-winning University of Phoenix alumni magazine is filled with expert career advice and industry trends, inspiring stories of alumni who are thriving in their careers and timely feature articles that inform and motivate. Print subscriptions to *Phoenix Focus* are also available. Also, the In Focus blog provides weekly career advice. Share your success story at phoenixfocus.com/share-your-story.

**Mentor program**—The Alumni Career Mentor Program, which connects current students to experienced alumni to network and gain valuable career advice, has made 60,000 matches—and counting. The enhanced program enables students and alumni to choose their own mentors, and they can filter possible matches based on general topics or more specific criteria, such as language and ethnicity. To make it easier to register, alumni and students also can import their resumes directly from their LinkedIn profiles.

**Social media groups**—Expand your network by connecting with fellow alumni via our official Facebook, Twitter and LinkedIn pages, which you can access through the Alumni Association’s website at alumni.phoenix.edu.

**Alumni Directory**—The Alumni Directory connects you with fellow University of Phoenix graduates in the same industry or geographical location and builds a foundation that promotes communication and networking within our alumni community.

**Alumni chapters**—The University of Phoenix Alumni Association currently has 30 local chapters across the United States. New chapters will launch in Southern Arizona and Hawaii by the end of the summer. Find out the latest chapter news on the Chapters page. To inquire about launching a new chapter in your area, contact AlumniChapters@phoenix.edu.

**Alumni scholarships**

There are three different alumni scholarship opportunities for graduates—*Forever a Phoenix® Scholarship*, *Alumni Scholarship* and *Paying It Forward® Scholarship*. Learn more about these opportunities and application deadlines at alumni.phoenix.edu.

**Get started now!**

Visit the redesigned University of Phoenix Alumni Association website at alumni.phoenix.edu to update your profile and access these great benefits today.

*Editor’s note: Some features of the Alumni website will be available in late June.*
Why didn’t I think of that?

A step-by-step guide for taking your invention to the market.

By Jenny Jedeikin

When Mary Sarao was helping her daughter make a poster for a school project, she was getting really frustrated with having to constantly measure off the blank space so that her daughter’s block letters would line up evenly in the center of the poster board.

It was then she came up with an idea: Why not sell poster boards with little faint blue lines on them, which create a grid, so that there would be no need for measuring or drawing lines? Five years later, Mary Sarao and her business partner and sister Barbara Pitts were able to quit their day jobs. Their Ghostline poster boards had hit the market in a big way.

“We were just two ordinary housewives who had never invented anything before,” remembers Sarao. “But we had a great idea, and a great deal of determination to follow through on it.”

For many inventors who are savvy enough to bring their inventions—from inflatable paddleboards to washed-and-bagged lettuce—to the market before anyone else, one tiny idea can be a life-changer.
Realizing your dream

In the age of the Internet, where scores of competing products are hawked and sold before a worldwide audience, is it still possible for an individual to earn a profit for coming up with one good idea?

Yes, say a chorus of inventors, who have had success doing just that. “But a great idea alone isn’t enough,” offers Louis J. Foreman, inventor and executive producer of PBS reality show, Everyday Edisons, which helps first-time inventors take their ideas from conception to reality. “What is most important is how you execute and follow through on your idea.”

“There are a series of logical steps inventors should first take to decide if their invention is even worth investing time and money in,” explains Foreman, who was the first to invent soccer shin guards created with the same medical technology used to create splints.

Is it unique?

“The first thing you want to determine is whether the idea is unique,” says Foreman. By conducting a search online to look for your product, you can figure out pretty quickly whether someone else has already beaten you to the punch.

If you find nothing online for sale, next do a search to find out whether your idea has been patented, says Foreman. Google has a dedicated “Patent Search,” which can quickly determine whether your idea is already in the works.

The Internet has made the process easier and cheaper. “Before the Internet, you would have to spend $1,000 just to find out if a patent already existed,” says Dr. Robert Yonover, a Ph.D. in geochemistry who has made more than a million dollars in royalties from his See Rescue Streamer, a water-rescue device that’s widely used by the U.S. military. “But the good news is that type of research is now free.”

Who wants to buy this, anyway?

If your idea doesn’t already exist and hasn’t been patented, the next thing you want to figure out, says Yonover, is whether the product is something that people would buy. “You may have a great idea, but if it only appeals to a small fraction of the population, it’s isn’t going to be worth the time and trouble,” he says.

You can conduct your own market survey by informally asking people in your target market whether they think it’s a good idea, and whether they would want to spend money on it, says Yonover, who likes to poll people in supermarket check out lines. “If your idea generates a lot of enthusiasm, you can feel confident about taking the next step,” says Yonover. But if your invention only receives a tepid response from people, you should probably scrap the idea and go back to the drawing board.

Build a working model

“It’s important to create a prototype of your invention, so that you can determine whether or not your invention can even be done,” Yonover says.

Yonover’s See Rescue Streamer is a large, bright-orange plastic streamer that could help people who are lost at sea.
experimented with plastic materials that would unfurl in the ocean and not get twisted up. It wasn't until he had the idea of segmenting the plastic fabric, like a caterpillar, that he was able to create something that held up in nature.

“Your prototype does not have to be elaborate or expensive,” says Pitts, who worked with her sister on making a prototype for their poster board invention. “Just make it out of any material you can find. It only needs to demonstrate what your invention is, how it works and that it does work.”

The best thing to do is to create a prototype yourself, but if you can’t accomplish that on your own, there are companies that specialize in making prototypes. “Be aware that there will be fees involved,” explains Pitts. Thanks to the recent advent of 3-D printing, you can also contact a business (or even some universities) that will give you access to one of the rapid prototype printers, which can create a model using drawings. (See “Q&A with Randy Ganacias,” page 18, for more on building a prototype.)

Be wary of scams
Along with the availability of free information on the Internet to help first-time inventors, there is also a wealth of bogus companies who advertise that they will take your idea and turn it into a gold mine.

“Be cautious of any company that makes big promises and charges you a lot of money,” says Sarao. “Thanks to the rise of the Internet, the invention scam is a multi-billion dollar business, in which thousands of inventors have lost money after being promised success.”

Protect your idea
After you’ve built a working model, you’ve got to figure out how to protect your invention. The best way to safeguard your invention is by filing a patent, which will protect your idea against anyone else copying it for 20 years. “But a patent also will cost you close to $10,000,” says Yonover.

Another choice is to file a “provisional patent,” which is only $1,000 and lasts for about a year. “A provisional patent temporarily protects your invention and can also be helpful if you are looking to license your product to a larger company,” says Yonover.

In some cases you may want to skip getting a patent altogether. Some inventions can’t be patented because they aren’t broad enough, says Yonover. You may have come up with a unique idea, but for one reason or another, the patent won’t really protect the idea. In that case, your goal is to get your product as quickly as possible to the market.

In order to find out whether your idea is one that can be patented, Sarao recommends having a consultation with a patent attorney or agent. “Most patent attorneys and agents do not charge for the first visit,” says Sarao.

Whether or not you’re getting a patent, Yonover advises people to trademark their product name, which is inexpensive. Inventors can visit the United States Patent and Trademark Office (USPTO.gov) for information. He also recommends obtaining a domain name online, which can be purchased for as little as $12 a year.
The business of funding
It’s essential to figure out up front how much it’s going to cost you to develop your product. Foreman recommends that inventors do a thorough assessment of costs involved, including patent fees, attorney fees, as well as prototype creation, before moving forward.

“I’ve met people who’ve spent thousands on their invention, and their product was never even brought to market,” says Foreman, who serves on the U.S. Patent Office’s public advisory committee, which advises Congress and the president on matters related to intellectual property.

When you have an idea about how much capital you may need, you can try utilizing crowd sourcing websites, such as Kickstarter (see page 18) or Indiegogo, to raise money for developing and protecting your idea. “I think crowd funding is a phenomenal resource,” says Sarao, “because the inventor retains 100 percent of their invention.”

Find a company to license your invention
Finally, it’s time to find a company that wants to license your product and pay you a royalty. “Licensing your invention is definitely the way to go these days for most inventors as opposed to creating a whole company built around your product,” says Yonover.

“If you’re in the business of inventing, you don’t also want to be the one manufacturing, marketing and distributing your product because that may not be your area of expertise,” explains Yonover.

Yonover wrote up a marketing plan and product description and used trade shows to meet people who might be interested in his idea. “If you can get in front of someone and pitch them your idea, it’s more effective than trying to reach them by phone or email,” he says.

For their parts, Sarao and Pitts did research to find the 10 companies that sold poster boards, and started hounding them. “By the time we got the notice that our patent was coming through,” says Pitts, “three poster companies were interested in licensing it.”

“Then we started getting creative,” says Pitts. “We FedExed a press release announcing that our product was available for exclusive licensing. It was like ‘TA-DA, here we are.’” Sarao and Pitts also offer all sorts of free helpful tips for licensing your invention at their website: AsktheInventors.com.

Sweet success
For people like Yonover, Sarao and Pitts, one good idea has made a huge impact on their lifestyle. Pitts and Sarao, whose Ghostline product garners nearly $15 million per year in sales, never looked back. “We’ve been very blessed,” says Pitts. “We both quit our day jobs and it’s made life very comfortable for both of us.”

But they both say it can often go very differently for first-time inventors. After the sisters had already gotten a deal for their product, they attended a convention for new inventors in Washington, D.C. All the experts speaking to the crowd were very negative about the chances of having a successful invention, recalls Sarao. “Thank goodness we had never listened to the skeptics when we were starting out,” she says. “Because now we’re here to tell you: If we did it, you can too.”

Jenny Jedeikin lives in Northern California and her writing has appeared in San Francisco Chronicle Magazine, Rolling Stone and In Style, among other publications.
Weird SCIENCE

Here are 5 recent, strange inventions that may not make their way to your shopping cart.

Privacy shield: For those that refuse to smile and say "cheese," a privacy visor has been developed in Tokyo that uses a near-infrared light to protect the wearer from being photographed digitally, or from having facial recognition software identify their face in a crowd.

Hair-washing robot: Panasonic’s hair-washing bot was developed for people who can’t easily wash their own hair. The robot first scans the person’s head and then uses mechanical fingers to gel, lather, rinse and repeat.

Pizza delivery fridge magnet: In Dubai, hungry pizza-craving folk can just hit a pizza shaped magnet on their refrigerators to get a pizza delivered, thanks to a device created by a Dubai pizza chain that wanted to make ordering really easy.

Twitter-feed toilet paper: A startup company is offering toilet paper with customizable twitter feeds printed on each roll. Customers can decide between ordering their own tweets or someone else’s.

Survival ball: A Chinese inventor created a six-ton ball container named Noah’s Ark of China. He spent over $200,000 to build a round vessel that can withstand floods and house a family of three with enough food to live on for 10 months.
SEVEN RECENT BREAKTHROUGH INVENTIONS

There are thousands of new inventions every year, all of which promise to change the face of different industries. Here are a few recent inventions topping the list.

IS&T
Google Glass. Built right into the frame of a pair of glasses, “Google Glass” allows users to access the power of the Internet hands-free. Take a picture, send an email, or navigate through the city, all while staring straight ahead.

MEDICINE
Mind controlled limbs. Disabled people will soon be outfitted with limbs that will function by the use of their brain waves. Thanks to new cybernetic limb technology, taking a walk in the park, for a person with artificial limbs, will now be as easy as thinking about it.

BUSINESS
Baxter. At $22,000 a pop, this robot can handle industrial tasks, like packing and sorting, and may be a good option for companies that can’t afford real people.

DESIGN
Bahar Towers. Built in Abu Dhabi, this 25-story twin office tower uses an innovative shading design featuring a façade that opens and closes to reduce heat gains by more than 50 percent, and cut carbon emissions by 1,750 tons a year.

ENVIRONMENT
Wave power. Scientists generally use water in dams to create hydropower—electricity generated from water—but recently engineers have discovered how to more effectively harness the power of ocean waves. A current project in Scotland has been dubbed the “Saudi Arabia of tidal power.”

FOOD
Drifting fish farm. As human’s ongoing consumption of seafood has reduced fish supplies, this invention, which drifts in the ocean, allows fish to reproduce at a faster rate and is a boon to sushi lovers.

EDUCATION
Distraction-free learning. The tablet-as-educational-device is making waves in the classroom. The Amplify Tablet, just released from News Corp., is meant to replace textbooks. It stores all of a child’s data and lesson plans, and whenever the student’s attention wanders, an “eyes on teacher” warning appears.
Get noticed.

Alumni, promote your business in the 2013 Alumni Business Directory.
phoenixfocus.com/alumnibizlist

Deadline: July 15, 2013*

*Add your business online by July 15 to be included in the September issue’s print Annual Alumni Business Listing.
Meet Randy Ganacias, BSB/M ’07, the inventor of the do-almost-anything smartphone accessory, MilliMount. He went from corporate employee to independent innovator after a layoff left him out of a job. Not one to be deterred, he set his sights on bringing his big idea to life. Here’s how he did it.

**Phoenix Focus:** Prior to becoming an inventor, you worked in communications for a company for more than a decade before you were downsized. How did that impact you?

**Randy Ganacias:** I was kind of depressed being laid off. It really took the wind out of my sails, and I wasn’t quite sure what I wanted to do. But just being an alumnus, and knowing the nature of Phoenixes, you pick yourself up and you figure it out.

**PF:** For you, figuring it out was taking an idea for a product and running with it. How did the idea for MilliMount come to you?

**RG:** It was in my car. Since phones have GPS now, I found it very annoying that I had to look down to navigate. MilliMount started off as a GPS mount. At the time there were mounts that required you to have certain smartphone cases. I wanted one that would fit with pretty much any phone, with or without a case.

**PF:** You accomplished that. MilliMount fits most smartphones, and as we can see in your product video, it’s more than a GPS
windshield mount. It also can be used as a tripod and phone stand, or it can be mounted just about anywhere with a suction cup or a hook. How did you take MilliMount from idea to reality?

**RG:** The thing that got me motivated was having something in my hand instead of just a paper sketch. Having an actual prototype changes things a lot. I started off with cardboard and blocks of wood, and then I took my wife’s cutting board and ripped it to pieces.

The other thing [that motivated me] was my inability to create something that was actually presentable. I have this thing that works, but it doesn’t look nice. That’s when I started researching services. There are a few companies out there that offer 3D printing services. If you send them a 3D drawing, they will print that object and mail it to you. The one I relied on most is Ponoko. With Ponoko, I was able to send them a file, and in two weeks I had something I was able to work with again.

**PF:** Eventually you bought your own 3D printer. How did this push you ahead in the process?

**RG:** It took about an hour for me to create the parts for MilliMount. If you consider that it used to take two weeks [to get a 3D prototype], that is a huge time savings.

**PF:** You had family and friends test MilliMount while you were developing it. How did that go?

**RG:** My wife thought it was nuts until I used it on her Droid. Then her sisters [used it]. It grew in my family first, and then through friends. I was able to get honest feedback, which I appreciated.

**PF:** After you had a prototype you were happy with, you decided to mass produce the MilliMount. How did you find funding?

**RG:** The bottom line is I needed to get something done. I had to learn how to turn a project into a product. I had entertained the thought of using Kickstarter.

**PF:** Kickstarter is an online funding platform for creative projects. The idea is that you create a project, set a fundraising goal and post it to Kickstarter. Then, you need to find enough people who like your idea and are willing to make a financial pledge toward your goal—what Kickstarter refers to as “backers.” If you don’t reach your funding goal, you don’t get any money. If you do, you owe your backers an agreed-upon reward, which in your case was a MilliMount. How did you prepare to launch your project on Kickstarter?

**PF:** You created your own kind of business plan on a single page with everything flowing in a clockwise direction, interconnected—value proposition, product development, communications, costs and so on.

**RG:** Just going clockwise, we make an improvement and then go to the next item in the rotation. As I did with iterating my product, my business plan in a sense goes through iterations.

**PF:** Your MilliMount project got full funding after little over a month on Kickstarter. What did you do with the funding?

**RG:** I manufactured 2,000 units, and I sent out 900 to my [Kickstarter] backers. I currently sell about 40 per week. It’s modest and it keeps me busy. It provides slow and steady income while I work on other things.

**PF:** Now that you’re an inventor, what’s next?

**RG:** This year is all about teaching—teaching those who want to turn their ideas into a product. It’s great to share content with one or two people, but it’s even more satisfying and meaningful to get that information out to the masses. ☝️

**WEB EXCLUSIVES** Visit phoenixfocus.com to explore additional content related to this article.
Pitching your **BIG** idea

How to become a modern-day Thomas Edison and bring innovation to your workplace.

By Lori K. Baker

David Soren managed to pull off what the rest of us only fantasize about.

Without forming a focus group, conducting a marketing survey or even ditching his day job, he dreamed up the idea for the animated 3-D comedy, *Turbo*, coming to movie theaters in July.

Granted, his day job happens to be a storyboard artist at DreamWorks Animation, where creating a movie about an ordinary snail that dreams of going fast and winds up in the Indianapolis 500 wasn’t too big of a stretch. After all, DreamWorks actively solicits creative ideas from all employees, who learn how to sell movie concepts in a program called “Life’s a Pitch.”

But you don’t have to be a storyboard artist at DreamWorks to turn your next “ah ha!” moment at work into a revolutionary new product, service or cost-cutting process that earns you accolades. Here’s how to become a modern-day Thomas Edison and get your ideas out of your head, into the right hands and on to development.
The “eureka!” moment
How do you know whether you have a good—or even great—idea? “Whenever you think, ‘There’s got to be a better way,’ there’s an opportunity for a great idea, one that could create tremendous value in the workplace,” says Jim Haudan, author of *The Art of Engagement: Bridging the Gap Between People and Possibilities* and CEO and founder of Root, a strategic change and employee engagement consulting firm.

Breakthrough ideas challenge the norm and can emerge by asking yourself: Is there a more effective or efficient way to perform this task? How do I reduce the number of steps? Is there a more creative way of leveraging technology? Is there a new product or service the company can provide? Once a “Eureka!” moment strikes, it’s easy to presume getting your idea approved will be a snap. You can see how brilliant your idea is, won’t everyone else? Truth is, you will still need to convince your boss, the executive committee or whatever group will decide your idea’s fate.

Your key to success is pitching your idea in a simple, yet compelling way, says Timothy R. Clark, founder and CEO of TRClark and author of *The Employee Engagement Mindset: The Six Drivers for Tapping into the Hidden Potential of Everyone in Your Company*. The management consulting firm recommends presenting the gist of the idea, followed by three questions senior management will likely ask: Why should we do this? How are we going to do this (is it really feasible)? What will employees have to do differently?”

Be a pinball wizard
To understand how innovations emerge in the workplace, Haudan says to visualize a pinball machine, with an idea bouncing off others until it scores. Invite your company’s important stakeholders into your game before you ask them to sign off on your idea. They may see something in your idea that you didn’t, help you improve and expand on it, raise questions or concerns early in the process—or warn you your proposal doesn’t stand a fighting chance. “Don’t look to build Rome if your leadership team isn’t interested in anything Roman,” says Bob Kelleher, author of *Louder Than Words: 10 Practical Employee Engagement Steps that Drive Results* and CEO of The Employee Engagement Group.

Preparation is key for meetings with stakeholders. Be ready for your chief financial officer to quiz you about ROI and your chief marketing officer to delve into market research and the market need. As you gain champions for your idea within your organization, keep in mind the proper chain of command, advises Ethan Burris, assistant professor of management at the McCombs School of Business at the University of Texas at Austin. “It’s politically dangerous to speak sideways to your colleagues or to go around your boss,” he says.

Stop! Thief!
If a co-worker steals your idea and takes credit, once the anger and sheer indignation wear off, you’re stuck trying to figure out what to do next. Bob Kelleher, author of *Louder Than Words: 10 Practical Employee Engagement Steps that Drive Results* and CEO of The Employee Engagement Group, offers the following tips:

- Meet with your co-worker to find out what happened. Approach the conversation in a calm and professional way without jumping to conclusions. It may be a misunderstanding or a simple oversight on your co-worker’s part.
- Make an appointment with your company’s HR specialist. If you’re not satisfied after speaking to your co-worker, HR can likely resolve the problem and give credit where credit is due.

Making your (power) point
Once you’re ready to make your formal pitch, focus on one or two key points versus giving an overly detailed analysis that can distract your audience. Tailor the specifics of your message to your audience, and how your idea benefits them, along with the company or customer. “We have found some of the best ways to present ideas are through stories, icons, cartoons or metaphors,” Haudan says. Beyond the traditional PowerPoint presentation, Haudan recommends considering three-minute video clips or customer interviews to document your concept. “You want to portray what impact this idea will have on the people who use it,” he says, as well as the company. “Why [will] they see it as new and different, more valuable or a breakthrough?”

Green light!
Once your idea gets the green light, don’t be shy about self-promotion. “Capture it as a bullet point on your resume, and see if your company is comfortable having you Tweet it or put it on [their] Facebook page,” Kelleher says. “Never underestimate the importance of your personal brand, both inside and outside the company.”

And you might just land an impressive new job title. Just ask David Soren, whose high-speed snail put him on the fast track, from storyboard artist to director.

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*.
The **right way** to network

The secrets of successful networking, plus tips for introverts.

By Cynthia Ramnarace

Anyone looking to advance themselves or their careers can probably benefit from some form of networking, whether it’s a cocktail hour during a conference, the aisles of a trade show, a company meet-and-greet or lunch with your local civic group. But networking is not about the handshakes, exchanged business cards or LinkedIn connections. Networking is only successful when it creates a relationship.

“People equate networking with shameless self-promotion or working a room or making small talk,” says Devora Zack, author of *Networking for People Who Hate Networking*. “Real networking is none of those things. Real networking is making meaningful connections that are mutually beneficial, one person at a time.”

But how do you achieve this? Like any effective meeting, networking requires a little preparation and etiquette. Whether you’re networking in person or online, focus on the essentials.

Be complimentary

When Nicole Williams, LinkedIn’s Career Expert, was getting ready to write her first book, she contacted a successful author she admired and asked for advice. It was a true cold call. So how did she start out? With a compliment. From that, she got a meeting and then help with the early stages of getting the book sold. “People think that the people they admire probably get complimented all the time. But in fact they don’t,” says Williams. “The higher up a person is, the less they’re approached because people presume they don’t want to be bothered or they’re inundated. That’s generally not the case.”

Emphasize connections

Thanks to social media, you can see where you and your contact’s lives have intersected. Maybe you went to the same college or both worked for the same company at some time in your careers. “You can start from there and build a relationship,” says Williams. If you’re using a networking site such as LinkedIn, never send a request without adding a personal note (and make sure it’s grammatically perfect). Point out a shared experience, connection or offer a compliment. Give the person a reason why they should connect with you, Williams says.

Don’t sell yourself

One of the big mistakes people make when networking is talking too much. “The best way to promote yourself is by being interested in the other person and demonstrating a sincere interest in what he is saying,” says Zack.

“A person who has the hardest time networking is the person who is nervous, isn’t warmed up and is going in with a manufactured ‘This is who I am’ speech,” says Williams. “I find that if you can open with a question, you can move into making a gentler connection.”

Stop thinking shmoozing is schmarmy

Some people feel that complimenting someone and emphasizing connections can come off as disingenuous or sycophantic. Get over that, says Williams. “Think about networking as simply building a relationship and getting to know someone,” she says. And remember that, “the line between talking about yourself and bragging is much further away than what you think.”
Make the connection
So how do you approach a colleague, especially if you’re a naturally shy or introverted person?

- **Vet the crowd:** Check out the speaker or special guest list for your networking event and use LinkedIn or Twitter to see what they’ve been up to recently, says Williams. Then target your meet-ups to find people you’re most interested in and who can be the best connection for you. Compliment a recent accomplishment or remark on a latest heated Twitter discussion.

- **Prime the pump:** Walking into a networking event cold can be intimidating. “Warm up” by chatting up the person sitting next to you on the subway or in line at the hotel gift shop, says Williams. Scroll through the day’s headlines for some basic topics that you can use for small talk such as the big business news item of the day or something interesting from your industry’s trade magazine’s website.

Ending the conversation
Don’t monopolize anyone’s time, says Zack. Once you start sensing cues from the other person that they’re ready to move on—touching your arm, backing away or glancing around the room—allow them to gracefully exit by saying, “I don’t want to take up all your time, but it’s been great talking with you” or “I know we’re here to mingle so [I’ll let you] move on.”

Remember that good networking starts a relationship. “We don’t build businesses or our careers in isolation,” says Williams. “With the majority of opportunities, you need someone to introduce you to an agent, to brainstorm ideas with you or give you a reference. Relationships are the absolute foundation of any part of your business.”
Next steps
When at a networking event, end each encounter with, “Do you have a card?” says Zack. (Always have plenty of your own cards, a notepad and pens at the ready, as well.) Then, take a minute to write notes for yourself on that card that you’ll use when you send a personalized—never a generic or blind, carbon-copied-to-everyone-you-met-at-the-event—email. And follow-up within 48 hours, says Zack, unless that falls on the worst day to follow-up: the busy Monday. The best day for follow-ups is Friday.

If you haven’t heard back in 10 days, send a “tickler.” Forward your initial email with a quick “just making sure you received this” at the top. If you still don’t hear back, follow up one more time and then let it go. You want a relationship, but don’t risk being seen as a pest.

Following these steps may be easier for some than others, but once you get the hang of them and turn even a few leads into successful contacts, you’ll start taking the work out of networking.

Have a hard time starting conversations? Try Devora Zack’s techniques, which she says work especially well for introverts.

1) **Show up early:** Walking into a loud, crowded room is intimidating. Get to the event early and it will be easier to start a conversation with someone who isn’t already engaged with someone else.

2) **Stand in line:** Whether it’s for the bar, the buffet or the bathroom, find the longest line and stand in it. The line gives you a purpose and an instant audience—the person in front or behind you. Start with small talk about the line or the food and then look at the person’s name tag and use that to ask questions about where they’re from or the company they work for. Before parting, ask for a card.

3) **Find an empty table:** Whether it’s a cocktail table or dinner table, find an empty one and occupy it. Let people filter in around you and then introduce yourself. This way, they’re choosing to be with you and you don’t feel like you’re intruding on someone else.

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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Managing across generations

Traditionalists, baby boomers, Gen Xers and Millennials—how to manage today’s diverse workforce.

By Julie Wilson

“Older workers are too slow on the computer.”
“These kids don’t want to work hard and pay their dues.”
“Management always shoots down new ideas.”
“New graduates are never at the office.”

Inter-generational disputes in the workplace—as in life—always have been fraught with stereotypes. Younger employees invariably are called out for their new ways of doing things, and likewise older ones often are accused of being too set in their ways. Because today’s workforce is a patchwork of employees from four different generations—traditionalists, baby boomers, Gen Xers and millennials—this inter-generational head-butting seems like it’s here to stay, at least for now.

Adding their own value

The fact is that every generation brings its own set of assets—and liabilities—to the workplace. Traditionalists, who make up the smallest percentage, bring their wisdom of experience along with an aversion to technology. Baby boomers understand the mission and vision of an organization and want to be part of something bigger than themselves, but they also equate the hours they spend working to success, says leadership consultant Jim DeLung, a FranklinCovey™ certified 7 Habits of Highly Effective People™ instructor, and president and CEO of DeLung.com.

Today’s generations: a breakdown

Experts disagree on the exact demarcation of when these generations start and end, and for good reason. “Generations are not defined as much by dates as they are by the major cultural shifts in which an entire generation will live out their lives,” asserts leadership consultant Jim DeLung, a FranklinCovey™ certified 7 Habits of Highly Effective People™ instructor, and president and CEO of DeLung.com.

In a recent paper, DeLung offers simplified, rough dates that are easy to remember. DeLung’s generation breakdown:

**Traditionalists**
Born between 1925 and 1944; largely shaped by the move from rural life to factories.

**Baby boomers**
Born between 1945 and 1964 in the optimism following World War II.

**Gen Xers**
Born between 1965 and 1984—a span longer than most researchers cite; greatly influenced by the fear of the Cold War and increased independence due to their dual-income or single-parent households.

**Millennials/Gen Yers**
Born between 1985 and 2004; digital natives who have grown up around technology.

According to Bruce Tulgan, co-author of *Managing the Generation Mix* and management expert at RainmakerThinking, “Gen Xers are now at their prime age in the workforce and are in leadership positions, but they don’t always tend to think like that. They’re rule sidestepers.”

Millennials, on the other hand, “work as bank tellers and think their job is CEO,” says Dr. Rob DelCampo, associate dean of the Anderson School of Management at the University of New Mexico and co-author of *Managing the Multi-Generational Workforce: From the GI Generation to the Millennials.* “People tend to make fun of them, but this is really an upwardly mobile mentality that should be celebrated.”
Managing to their strengths
With such seemingly disparate world views and life stages represented at water coolers and in conference rooms across the country, bridging the generation gaps seems like a tall order. But Rieva Lesonsky, business blogger and founder and CEO of GrowBiz Media, believes that hiring the right employees should be one of the first steps. “Hire people with the same [corporate] culture, not necessarily from the same generation,” she advises. “People who have the same approaches to work, the same attitude and the same excitement about how to do something.”

She also stresses the importance of creating an atmosphere where employees feel like their ideas are valued and heard by their colleagues and leaders. “As a business manager or owner, the key is to try to set up a collaborative environment where people aren’t jealous [of each other] but are working together,” she says. “It shouldn’t be about seniority. It should be about involving everyone.”

Millennials come to the workforce ready to dive in and make a difference. “They want flexibility, but they don’t want everything to be handed to them,” stresses Tulgan. He adds that this generation also “thrives on structure, guidance, support and coaching. If you set expectations for them, they will try hard. They set stretch goals. They want to invent and make things smarter, faster and better. They want to know, ‘How am I being measured? Who is keeping score?’ They want the quid pro quo to be explicit every step of the way.”
One way to provide all that is through robust training programs that help lay out career opportunities for them and give them a reason to stay long-term. “It’s about making a commitment to these people,” explains DelCampo. “If you work for us for ‘x’ years or complete this leadership training program, you will then have this opportunity. It’s not just what you’re going to do for me, but what I’m going to do for you.”

Tech-savvy millennials also crave flexibility in the workplace because they have grown up with mobile devices and have an inherent understanding that they can connect with work from just about anywhere. “They’ll work harder for you if you give them the tools that will enable them to work everywhere,” argues Lesonsky. “They don’t think it’s weird to do something at 10 o’clock at night, and you’ve made it easier to do that.”

Millennials’ inherent comfort level with technology can also benefit older workers. While mentoring most often is associated with more seasoned employees sharing their knowledge with younger employees, millennials have a lot to offer their older counterparts. Known as reverse mentoring, this practice benefits everyone involved. “When we see the arrow go the other way, it tends to create a more harmonious workplace,” says DelCampo.

In the end, maximizing employees’ individual strengths and focusing on shared values can create thriving cross-generational teams. “What [all four generations] have in common is that everybody is living through these profound changes in the economy and the workplace,” says Tulgan. The companies that do well use this common ground to their advantage.
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THE BREAKTHROUGHS ISSUE

Elena Hight, AAB '12
Professional snowboarder
South Lake Tahoe, California
Olympic snowboarder Elena Hight proves that an education and an intense career as a professional athlete can go hand in hand.

She’s a two-time Olympian, multiple medal winner at the Winter X Games, a U.S. Open Snowboarding Champion, as well as a world-record holder. At the age of 23, professional snowboarder Elena Hight has already made her mark on a sport that, just like her, is pretty young itself.
From sand to snow
Though Hight is a frontrunner in the popular winter sport of snowboarding, which only has been around since the mid-1960s, she actually hails from a tropical climate. “I was born in Kauai,” she explains. She lived there until her family decided to relocate to the mainland when she was 6. “My family ended up in South Lake Tahoe [California], and I’ve been here ever since.”

Her father, an avid surfer and a natural athlete, immediately turned his sights to the slopes surrounding their new home. “The first thing he did was teach my family to snowboard,” Hight remembers. “It was a family sport, really something to bring us all together.”

As it turns out, Hight had a knack for it, and by the time she was 7 she was competing in—and winning—small amateur regional events. Shortly thereafter, she began participating in all-ages programs and competitions offered by the United States Amateur Snowboarding Association. Competing at such a young age is remarkable, but in a sport traditionally dominated by males, Hight’s success is even more notable.

Going pro
As the years passed, it became clear that Hight’s talent on the slopes and the halfpipe made her more than a hobbyist. “When I turned 13, I entered my first pro event,” she says. In fact, the same year she went pro—2003—she became the first female to land a 900 [two-and-a-half rotation spin] in competition. A year later, she joined the U.S. Snowboarding team and began to travel full time, competing in the X Games and other pro competitions around the world.

Her jam-packed training and competition schedule kept her away from the classroom, so she began homeschooling on the road as she traveled with her coaches and her team. Though her fast-paced life offered plenty of distractions, she focused on her studies. “I’m very lucky that my mom was so supportive of me,” she says of her lifestyle as a high school-age pro athlete. “The only condition was that I kept my grades up.”

Teenage Olympian
Many young women celebrate their sweet 16 with a special party, but Hight wasn’t an ordinary girl. Instead, she commemorated her 16th year by competing in her first Olympics in Torino, Italy, in 2006. “One other person from Russia [and I] were the youngest competitors at the Olympic Games, which was pretty cool.”

Over the next four years, she continued training and snowboarding professionally, graduating from high school along the way, an especially significant milestone considering her travel schedule. Then she went to the Olympics again in 2010. “I was happy to go back [to the Olympics] in Vancouver,” she says. “It’s a very intense process to be on the team and compete at the Olympics. It’s amazing.”
Hitting the books
What’s also intense is Hight’s dedication to her education despite the fact that her pro snowboarding career is going strong. “I began to realize that as an athlete, you really don’t have any guarantees,” she says. “Our [athletic] careers don’t last forever.”

She enrolled at University of Phoenix to pursue her degree a few months after graduating from high school. “My family definitely pushed me to start, and I started to please them,” she admits. “As I continued, though, I found that I really enjoyed learning. It was really nice to have school, to learn and expand my mind in a different way than I would have otherwise.”

Hight studied business and found that her courses directly related to managing her professional athletic career, which includes sponsorships and contract obligations. “[My coursework] really crosses over into my life,” she points out. She earned her Associate of Arts in Business in 2012.

Training days
Today, Hight maintains a rigorous training schedule, working hard to get herself in top-tier shape after having hip surgery last year for a chronic injury. “I do a lot of strength training, and I run and do a ton of yoga. I also love to surf,” she reveals, harkening back to a sport she enjoyed during her childhood in Hawaii.

Of course, Hight also trains on the white stuff. In South Lake Tahoe, the mountains typically have snow through the end of April. When that melts, she and her fellow athletes head to Mount Hood in Oregon and to New Zealand to train. And when she’s not on a mountain or in the gym, her days are a whirlwind of sponsor commitments, photo shoots and publicity events during the off-season.

Her hard work is continuing to pay off. Earlier this year, Hight became the first snowboarder of either gender to land a double backside alley-oop rodeo in competition (http://bit.ly/Great-Hight), an accomplishment that earned her a place in the record books.

And with the 2014 Winter Olympics in Sochi, Russia, on the horizon, Hight is working hard to ensure she can qualify to represent her country on its snowboarding team for a third time. “My main goal is to go [to the Olympics] again and hopefully bring home a medal this time,” she says in a voice filled with determination and possibility.

HIGHT’S 2012 HIGHLIGHTS

- Gold medal at the Grand Prix in Mammoth
- Silver medal at Winter X Games in Aspen
- Silver medal at X Games in Tignes France
- Gold medal at the U.S. Open Snowboarding Championships in Stratton, Vermont
For Brian Pfister a hefty dose of hard work and lifelong learning have produced a successful career with pharmaceutical giant Novartis.

Although Brian Pfister enjoyed his small-town upbringing in close-knit Noblesville, Indiana, once he graduated from high school, he was ready to see what else the world had to offer. Raised by parents who instilled in him a sense of independence and an appreciation of what it’s like to work hard, he went in search of his future.
Brian Pfister, MBA/EB ’03
Regional scientific association director, Novartis
Indianapolis, Indiana
“If you’re doing a cancer study, you have to educate yourself about the disease. If it’s not your area of expertise, then you get the information and education you need to become proficient in that area.”

Brian Pfister, MBA/EB ’03

Eye opener

Pfister found it in a neuropharmacology lab at Indiana University, where he earned his undergraduate degree in psychology. Though he had enough credits to graduate early, he decided to stay at college an extra semester to conduct some independent research with a faculty member.

“If I look at what I do now, that was the big breakthrough,” says Pfister, who today works as regional scientific association director at pharmaceutical giant Novartis. “It’s what tipped the scales one way or the other.”

Discovering which career path he wanted to pursue was only part of the battle. Now he had to go out and find a job. His first gig, however, fell short of his lofty hopes. “I worked for the equivalent of a [shipping and mailing] store,” he explains, of the position that earned him $7 an hour. “It was definitely a sobering job to have out of college. But sometimes [less desirable] jobs are good at helping us find our paths.”

Finding that open door

He prepared his resume and began faxing it out in response to help-wanted ads in the paper. One position in particular caught his eye. “I had noticed one for a contractor [job] at Eli Lilly, and I responded on a whim,” he says. His optimism paid off and he got the job. Eleven months later, he was hired as a regular employee.

“It was a great opportunity within the industry,” he says of the job that eventually took him from the Indianapolis area to Portland, Oregon. There he was a clinical research associate, working with doctors and other health care providers to monitor research within various therapeutic areas and adjudicate the side effects of drugs. This work included looking at diagnoses, matching up drugs with patients’ conditions, verifying that patients actually exist and entering the data into the system for further analysis back at Eli Lilly’s headquarters.

Learning curve

In order to perform effectively, Pfister had to do what came naturally to him: learn. For example, “If you’re doing a cancer study, you have to educate yourself about the disease,” he says. “If it’s not your area of expertise, then you get the information and education you need to become proficient in that area.”

At the same time, Pfister also continued his formal studies. While at Eli Lilly, he took advantage of the company’s tuition assistance program and enrolled at University of Phoenix to earn his MBA with a Concentration in Electronic Business, rounding out his science expertise with business skills.

“As much as my job is scientific in nature, it’s business regulated,” he acknowledges. “The more you know about it and the more you understand, the easier it is to navigate some of those hurdles and challenges.”
Homecoming
A desire to return to Indiana led Pfister to Novartis in 2003 where today he works as regional scientific associate director. “It’s kind of a peer educator position,” he explains. “I have discussions with physicians and together we come up with new ideas and ways of moving medications forward.”

It’s Pfister’s job to make sure physicians and other providers understand exactly how a drug works, any potential side effects of a medication and how it can be used to treat patients safely and effectively.

Comfort zone
Pfister, who earned his PhD from Capella University last year, is well-suited to a field that is defined by constant change and innovation. He thrives when learning new things, and is right at home in an environment that fosters diversity of thought. “That point in time when you feel uncomfortable, I think that’s good,” he says. “That’s what development feels like.”

Over time, he’s had the opportunity to explore a wide range of specialties, from oncology to respiratory medicine. “I’ve worked in all areas, but my first passion is probably neuroscience,” he admits. One day, perhaps he’ll pass this passion along to others as his undergrad professors did while he was working in the Indiana University lab all those years ago. “If I have an encore career,” Pfister says, “I’ll probably go into teaching.”

BRIAN’S BREAKTHROUGHS
Brian Pfister has worked to help develop cutting-edge treatments for the following ailments:

Cystic fibrosis:
“We have developed new treatments for cystic fibrosis utilizing new technology to save the patient time and increase adherence. These technologies signal a breakthrough in the drug delivery game,” he explains. “The outcome is an increase in quality of life. Who wouldn’t want more time to have fun and less burden of drug administration?”

Chronic obstructive pulmonary disease (COPD):
“I have also worked on novel treatments for COPD, designed to address the complexity of the patients’ needs,” he says. "Pharma is no longer a one-size-fits-all model for development. It is increasingly important to target the specific needs of the patients and the heterogeneity of the disease.”

Alzheimer’s disease:
“With the growing number of Alzheimer’s disease patients, finding a better way to approach the disease is paramount,” says Pfister, who has worked on vaccines for the condition. “What better way to treat than addressing the possibility of immunological protection against a debilitating disease?”

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THE BREAKTHROUGHS ISSUE

Charles Bortle, EdD '11
Director, Einstein Center for Clinical Competency
Albert Einstein Medical Center
Philadelphia, Pennsylvania
LIVING HIS LEGACY

By Leo W. Banks
Photos by Bruce Racine

As director of a state-of-the-art training program at Albert Einstein Medical Center in Philadelphia, Charles Bortle is at the forefront of advanced medical education.

As a young man, the only thing Charles Bortle knew for certain was that he wanted to help people. That desire has guided him in his endeavors ever since, from paramedic and teacher to earning two advanced degrees from University of Phoenix. He is currently director of a state-of-the-art training program at Einstein Medical Center in Philadelphia.
“My biggest reward has been to see the next generation of healers and educators draw from what I’ve shared with them,” says the engaging 54-year-old who has a unique outlook on life. Bortle has renal cell carcinoma, and doctors have given him two years to live. Despite the devastating diagnosis, Bortle is determined to leave a lasting legacy.

Early aspirations
Bortle grew up in the western Massachusetts town of East Longmeadow, outside Springfield. After graduating from the pre-med program at Franklin & Marshall College in Pennsylvania 1982, Bortle took a job as an attendant at a local hospital. During that time, he also earned his credentials as a paramedic, and then began teaching the skill, which eventually became his life’s chief calling.

For 11 years, he was clinical coordinator, then director of the paramedic program at St. Joseph’s Hospital in Lancaster. Bortle also worked part time as a flight medic and paramedic. “Working the streets is long periods of routine punctuated by bursts of high-adrenaline excitement,” he says. “That’s what you live for, and it’s very fulfilling. It’s life-and-death, direct patient care. You see the results of what you do.”

Bortle began running the paramedic program at Albert Einstein Medical Center in 1996. The drive to advance and better serve patients led him to the University of Phoenix, where he earned his master’s in education in 2003.

Leading the way
After completing his doctorate in 2007, Bortle was named director of Einstein’s new Simulation Center. The job puts him at the vanguard of advanced medical education, something he has always prized. He has delivered more than 200 lectures at state, national and international conferences and has written or co-written chapters in six books, covering topics such as the treatment of bullet or knife wounds, burn trauma and respiratory arrest. “Being published in the Merck Manual, and in rewrites of the same textbook I used as a student in paramedic school, are two highlights of my career,” he says.
“I’ve closed the eyes of many people who didn’t expect to die when they woke up that day, and I consider it a gift to have forewarning of my own mortality.”

Charles Bortle, EdD ’11

Today he works with state-of-the-art technology to teach medical professionals how to respond in any situation. The mannequin-simulators he uses at Einstein have a full range of breath sounds and heart tones. They have pulses, can breathe, sweat, have pupils that react to light, and they can communicate—either with prerecorded words, or with Bortle speaking through a microphone in a control room. The mannequin then repeats those same words. Bortle and his staff can even program them to respond to medications and mimic almost any cardiac rhythm with pulse and blood pressure to match.

The work is analogous to pilots training with flight simulators. “It’s unlikely many pilots have ever crash landed a plane, but you hope they’ve done so in simulation many times,” says Bortle. “It’s the same with medical students and residents. We want them to repeatedly confront mock cardiac arrest scenarios.”

The center also trained staffers to measure things not usually measurable. Their childbirth simulators, for example, have stress sensors in the baby’s neck to tell obstetricians and emergency residents how hard they are pulling on the neck during difficult deliveries. The idea is to use the smallest amount of force possible. “We’ve only begun to understand how valuable simulation training might be,” Bortle says. “It addresses the complex issues of leadership, confidence and skill mastery in ways not possible in traditional classrooms.”

A unique outlook

Bortle loves his job and can’t wait to get there every morning, even though he does so under the dark cloud of his cancer. The diagnosis is devastating, of course, but this former paramedic looks at it from a unique perspective.

“I’ve closed the eyes of many people who didn’t expect to die when they woke up that day, and I consider it a gift to have forewarning of my own mortality,” he says. “That’s not to say that I couldn’t die in a horrible crash on my way home today, but the odds are my death will be predictable and I’ll be surrounded by the people I love.”

In his remaining time, Bortle is traveling as much as possible and spending every available moment with his family. He and his wife, Deborah, have been married 22 years and have three children and five grandchildren.

As he looks back, Bortle’s proudest achievements, apart from his family, have been as a teacher—and that counts as one of life’s odd twists. Before entering the classroom to teach paramedics more than 20 years ago, he had no idea if he could do so effectively.

“To my surprise, I discovered I have a natural talent for it,” he says. It drives him to this day. Bortle has accepted an invitation to speak at this year’s graduation of Einstein’s emergency medicine residents. He’ll encourage the new doctors to consider the emotional needs of the critically ill, in addition to their lab values and radiology reports.

These many years later, the teacher is still on the job. “When I’m watching people doing something I taught them, or better yet, when I hear my words come out of their mouth, that’s the most fulfilling thing to me,” says Bortle. “Watching someone treat a patient using skills I taught them has meant more to me than treating that patient myself. That’s my most satisfying legacy.”

Leo W. Banks is a writer in Tucson.
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By Paula Boon

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2. *Little Bets: How Breakthrough Ideas Emerge from Small Discoveries*
   By Peter Sims
   This inspiring and fast-paced book based on more than 200 interviews with leading innovators offers a new model of creativity that can help any individual or organization discover and develop new ideas.

3. *Creating Innovators: The Making of Young People Who Will Change the World*
   By Tony Wagner
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   Suggestions for nurturing an innovative idea under the radar so it is more likely to be accepted by others in your organization.

ONLINE RESOURCES

7. Video: *Where Good Ideas Come From*
   [http://www.youtube.com/watch?v=NugRZGD6PFU](http://www.youtube.com/watch?v=NugRZGD6PFU)
   A four-minute whiteboard animation video overview of the seven key patterns behind genuine innovation, as described in Steven Johnson’s best-selling book.

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

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

The Legend of Sweet Potato Pie
By Shirley Mitchell

“Legend has it that if a guy eats sweet potato from the hand of a girl, he’ll fall in love with her, they’ll get married and live happily ever after,” states a passage from The Legend of Sweet Potato Pie. But what’s a girl to do when the object of her affection doesn’t like sweet potatoes? In her new children’s book, retired hospital nurse Shirley Mitchell, MSN ’00, explores how one girl overcomes this challenge.

The book is available through amazon.com.

Stop Bullying Me
By Jo Ann Travis-Clark

In this children’s book, written by Jo Ann Travis-Clark, BSB/M ’09, Nakayla is a young girl who is bullied every day at her school, but things change when she decides to tell someone about it.

The book is available through amazon.com.

Integrity Data Protection Forensic
By Mario Nabliba

The Internet has become an increasingly dangerous battleground where an electronic war is being waged to safeguard crucial information from hackers seeking to intrude and disrupt legitimate activities of governments and corporations. With this book, author and scientist Mario Nabliba, MSCIS ’06, seeks to remedy this situation and protect companies, government agencies and individual citizens from digital assailants.

The book is available through amazon.com.

Single and Making It
By Gail Pittman

Gail Pittman, MBA ’10, explores how to maintain Christian morals while waiting for Mister Right in this inspirational how-to guide for single women.

The book is available through barnesandnoble.com.
Recognition

Colorado

Colorado Springs

Luis Zaragoza, BSIT/MVC ’11, was recently promoted to support renewal sales representative at Oracle Corporation. Zaragoza began his work with the software company in September 2012 as an intern. Zaragoza also received his associate degree in IT from University of Phoenix. “Everything is becoming a happy story, step by step, and if it wasn’t for my UOPX degrees, I don’t think [Oracle] would have considered me for this position,” he says.

Denver

Howard Notgarnie, EdD/CI ’11, recently published a peer-reviewed continuing education article for dental office clinicians, titled “Education: The Key to Patient Compliance,” for RDH magazine. Notgarnie has been a clinical dental hygienist for 20 years. He is also a teacher.

Iowa

Des Moines

Sara Hunter, MBA/MKT ’09, was asked to be the keynote speaker at the Des Moines Campus Transformational Leadership event in May. Hunter is the marketing assessment manager for the Vermeer Corporation. Vermeer is a leading agricultural, construction, environmental and industrial equipment manufacturing company based in Iowa.

Ohio

Bellaire

Anna Regas, MSN/ED ’13, recently became approved by the state of Ohio as a Medicaid provider and launched her own business as an Independent Nurse Consultant. “I decided I would be more useful as a self-employed nurse, providing services to various skilled-care and long-term care facilities, as well as general medical surgical units, LTAC units and home health. I also provide in-home visits for clients on Medicaid,” she says. Regas, who completed her master’s in March, began her doctoral program at University of Phoenix in May.

Texas

Houston

Biao Skincare, a line of eco-friendly skin products created and launched by veteran Nicole Baldwin, BSB/A ’12, recently won two Shecky’s 2012 Beauty At Its Best awards, one for her Beauty Rejuvenating Night Crème and the other for her Beauty Rejuvenating Mask. Baldwin’s product line was also a finalist in the 2012 HBA International Packaging Design Awards, which awards innovative packaging from designers, suppliers and marketing companies. Baldwin got the idea for her product line during a deployment in Afghanistan.

Washington

Puyallup

Stacy Robinson, MBA/ACC ’04, who also received her bachelor’s degree in accounting from University of Phoenix, recently passed the Certified Public Accountant exam and obtained her CPA license in the state of Washington.

Tacoma

Darin Detwiler, MEAD/CI ’09, who teaches at Redmond Middle School in Redmond, has been awarded the Governor’s Award for Teaching History in Washington State by the Washington State Historical Society Board of Trustees. The award recognizes excellence in an innovative curriculum, consistent effectiveness in utilizing Pacific Northwest history in the classroom and the community, the advancement of Pacific Northwest history as a field of academic inquiry and a lasting impact on students. Detwiler has taught U.S. and Pacific Northwest History to students in grades 7-12, as well as at the community college level, for the past 15 years.
Phoenix Focus recently sat down with College of Humanities & Sciences Dean Robert Ridel, Ph.D., and asked what’s new with the college and how alumni working in communications, art, political science and more can advance their careers.

Phoenix Focus: What are hot industry trends and the best job opportunities in the fields of humanities and sciences?

Dean Ridel: The marketplace is in a continual state of flux, so nobody knows how long an industry trend will remain popular. Hot today and frigid tomorrow. What does remain constant, however, is the need for people to think critically, communicate effectively, synthesize information and be culturally sensitive. These are the requisite skills and aptitudes necessary for landing desirable positions. They also provide people with the ability to be nimble—to adjust when the marketplace changes (which it invariably does). So, want to land a “hot” job? If so, acquire the aforementioned skills and aptitudes.

PF: What is the one thing alumni in this industry must be doing to advance their careers today?

Dean Ridel: In a word, networking. Let me forcefully repeat—networking, networking and networking. Regardless of the industry or function within it, the key driver for career advancement is developing and maintaining a strong network. Recall the adage: “It’s not what you know, but who you know.” Skills are important, of course, but without occupational contacts, career advancement becomes more challenging than it has to be. My strong suggestion for students and alumni is to network throughout their education and beyond.

PF: What is new this year for the College of Humanities & Sciences?

Dean Ridel: It’s been a busy and productive quarter. Two major changes have taken place: 1) consolidation of the College of Humanities and College of Natural Sciences into the College of Humanities & Sciences; and 2) redesign of the classes taken during a student’s first year. The College of Humanities & Sciences is now the proud academic home for all general education courses at University of Phoenix, and the new first-year series of classes is in the final stages of development. Expect rollout sometime later this year.
Find an Alumni Chapter near you.

Stay connected with fellow graduates in your area. Join one of our 30 UOPX Alumni Chapters today!

Arizona
Phoenix
Tucson
Yuma

California
Bay Area
Diamond Bar
Los Angeles County
Orange County
Sacramento
San Diego

Colorado
Denver

Florida
Orlando

Georgia
Atlanta
Augusta

Louisiana
Baton Rouge
Lafayette

Idaho
Boise

Illinois
Chicago

Massachusetts
Boston

Michigan
Detroit

Missouri
Kansas City

North Carolina
Raleigh

Ohio
Cleveland

Pennsylvania
Philadelphia

Texas
Dallas/Fort Worth
San Antonio
Houston

Tennessee
Memphis

Utah
Salt Lake City

Washington, D.C.

More chapters are coming soon. Find out more:
AlumniChapters@phoenix.edu or 800.795.2586
Members of the Phoenix Alumni Chapter volunteer their services at Valley charities.

CHAPTER SPOTLIGHT

Bay Area collects books
The Bay Area Campus recently collected new and gently used books for the Boys & Girls Club of Silicon Valley and Oakland as a part of the reading and literacy initiative of University of Phoenix Community Investment. More than 100 K-12 books were donated to each center for club use.

Oregon Campus empowers entrepreneurs
University of Phoenix recently hosted a free entrepreneur event at its Tigard campus in Oregon. Attendees were given information about how to build, finance and sustain a business. The event included a panel discussion focused on how to fund a business to help business owners achieve long-term success. “University of Phoenix Oregon Campus has a strong network of business professionals with experience in launching a new business,” says Flint Holland, University of Phoenix Oregon Campus director. “We are proud to support local entrepreneurs by providing insights and resources.”

Hiring Our Heroes job fair
In April, the University of Phoenix and the U.S. Chamber of Commerce partnered to host Hiring Our Heroes, a job fair with mentoring opportunities for UOPX military alumni and students at the John Sperling Center in Tempe. The event was attended by an estimated 280 people. Hiring Our Heroes was created to help connect Southeast Valley veterans and their spouses with jobs and counseling, as well as resume and interview workshops to facilitate the transition to civilian careers. “We need to help veterans with the next step, to get their foot in the door for careers when returning to civilian life,” says retired U.S. Army Col. Garland Williams, associate regional vice president of University of Phoenix’s military division.

For the past year, the Phoenix alumni chapter has been volunteering at local charity organizations, such as Society of St. Vincent de Paul and St. Mary’s Food Bank. St. Vincent de Paul serves the poor and provides others with the opportunity to serve. Programs include services for the homeless, medical and dental care for the working poor, charity dining rooms, thrift stores, a transitional housing shelter and general assistance for individuals in need.

University of Phoenix assists in serving meals to the Valley needy at lunch and dinner. In addition to helping at the St. Vincent’s dining rooms and kitchens, alumni have also helped in preparing food boxes for families in need at the St. Mary’s Food Bank, which distributed more than 63.7 million pounds of food in fiscal year 2011-2012 to families and individuals.
University of Phoenix recently partnered with Good360, which will allow the University to donate refurbished technology to nonprofit groups across the country. Good360 helps companies efficiently donate nonperishable items such as books, apparel, office and school supplies, computers and more to its network of more than 35,000 charities, schools and libraries.

This new relationship also provides the opportunity to greatly reduce the environmental impact of disposing of technologies that can no longer be used. As part of their agreement with Good360, when the technologies are no longer needed, each nonprofit organization in the network must dispose of them in a way that is safest for the environment.

“At the core of our business is a mission to ensure that all Americans not only have access to a quality higher education, but also have access to safe, healthy environments where they can continue to learn, explore and grow both personally and professionally,” says Pat Gottfried, vice president of Corporate Social Responsibility, University of Phoenix.

**Good360 partnership by the numbers**

- **35,000** Number of prequalified charities, schools and libraries that are a part of the Good360 network.
- **145** Number of organizations in Phoenix that have already benefited from the UOPX/Good360 partnership.
- **1983** The year Good360 was created to help companies efficiently donate slow-moving, obsolete and seasonal inventory to charitable organizations.
- **100** Number of UOPX campuses and offices across the country that will be able to quickly connect with local organizations in need through the Good360 network.

Visit [good360.org](http://good360.org) to learn more.
# Events

## June

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| **6** | Diamond Bar, CA | **Hispanic Leadership Series**  
5:30-8 p.m.  
Diamond Bar Learning Center  
1370 S. Valley Vista Dr., Ste. 103  
Diamond Bar, CA 91765  
bit.ly/HispanicLeadership |
| **8** | Glen Allen, VA | **Resume Building Career Workshop**  
10 a.m. to 12 p.m.  
Richmond-Virginia Beach Campus  
9750 West Broad St.  
Glen Allen, VA 23060  
richmondresumeworkshop.eventbrite.com |
| **12** | Lone Tree, CO | **Social Media Career Workshop**  
5-6 p.m.  
10004 Park Meadows Dr.  
Lone Tree, CO 80124  
Contact: Korri.Stainbrook@phoenix.edu |
| **17** | Clearfield, UT | **Social Media Career Workshop**  
6-8 p.m.  
North Davis Learning Center  
1366 Legend Hills Dr.  
Clearfield, UT 84015  
utahcareerworkshops.eventbrite.com |
| **20** | Detroit, MI | **Grand Opening Alumni Night**  
6-8 p.m.  
Downtown Detroit Learning Center  
1001 Woodward Ave.  
Detroit, MI 48226  
uopxdetroit.eventbrite.com |
| **22** | Oakland, CA | **Career Workshop**  
8 a.m. to 4 p.m.  
Oakland Learning Center  
1200 Clay St.  
Oakland, CA 94612  
uopxbayarea.eventbrite.com |

## July

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| **15** | Murray, UT | **Resume Essentials Career Workshop**  
6-8 p.m.  
Utah Main Campus  
5373 So. Green St., Room 102  
Murray, UT 84123  
utahcareerworkshops.eventbrite.com |
| **30** | Clearfield, UT | **Interviewing Skills Career Workshop**  
6-8 p.m.  
North Davis Learning Center  
1366 Legend Hills Dr.  
Clearfield, UT 84015  
utahcareerworkshops.eventbrite.com |
Homecoming 2013
Reconnect.

Activities begin this fall!
alumni.phoenix.edu

As a University of Phoenix graduate, you belong to one of the largest alumni networks in the nation—more than 800,000 strong! Attend this year's homecoming to reconnect with friends and make valuable career connections.
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