Alumni remember 9/11

Are we safer now?

Protect yourself online

JOURNEY TO
police chief

Sherry Kiyler, BAM '02
Chief of Police
Chandler, Arizona
Homecoming 2011
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alumni
During September and October, I have the honor of traveling around the country to meet with hundreds of you at Homecoming events in your local communities. My team and I will be attending events in 77 cities in just 60 days.

A lot has changed since I began traveling for the University some 12 years ago. Gone are the days when my family could greet me at the gate as I arrive home. Since 9/11, we’ve all grown accustomed to the heightened level of security at our airports and elsewhere. We explore this very topic in “Are we safer 10 years after 9/11?” (page 6).

I am proud of the fact that so many of you are working to secure our country and your local communities in your own ways, such as Sherry Kiyler, the police chief for the City of Chandler in Arizona (page 26).

You will notice this issue has a fresh new look! The digital and print editions have been redesigned to call even more attention to our accomplished alumni. We’ve also added a new section called Extra! Extra! in which you will find books, articles and online resources related to the theme of each new issue (page 40).

Enjoy!

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Are we safer 10 years after 9/11?
Ten years ago, the concept of national security was forever turned upside down. The September 11, 2001, terrorist event orchestrated by Al-Qaeda terrorist leader Osama Bin Laden was the deadliest attack against Americans on U.S. soil. Experts weigh in to answer the question “Are we safer now?”

9/11 remembered: Three alumni share their stories
On 9/11 the United States as we knew it changed forever. Nearly 3,000 people lost their lives in the terrorist attacks, and the people of the United States lost their sense of security. Three UOPX alumni share how the terrorist attacks changed their lives.

On the cover: Journey to police chief Sherry Kiyler, BAM ’02
One of the first female police officers for the City of Phoenix, Sherry Kiyler worked her way from dispatcher to police chief. Today she is enhancing the quality of life in her community by creating partnerships with local citizens and neighboring municipalities.
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Are we safer 10 years after 9/11?

The deadliest terrorist attack on American soil revealed flaws in the United States’ national security, which is still under scrutiny a decade later.

By Kimberly Johnson

Ten years ago this month, the concept of national security was forever turned upside down. The September 11, 2001, terrorist event orchestrated by Al-Qaeda terrorist leader Osama Bin Laden claimed nearly 3,000 lives. It was the deadliest attack against Americans on U.S. soil, surpassing the devastation of Pearl Harbor. The attack became an irrevocable demarcation line dividing what had been our way of life before and what would become our way of life after. Families huddled closer. Wars were launched. And the old way of securing our country would never be the same again.
FEATURE | Are we safer 10 years after 9/11?
**Game Changer**

While the 9/11 attacks revealed the deadly lengths to which Al-Qaeda would go in a strike against the United States, they also held a glaring and unflattering magnifying glass to flaws in existing U.S. national security. The intelligence community came under fire for lack of communication and coordination. The following year, more than 20 federal agencies were consolidated into a new and well-resourced cabinet—the U.S. Department of Homeland Security (DHS). For fiscal 2012 alone, the DHS requested a $57 billion budget.

One decade after 9/11, however, the intelligence community has a new way of doing business, according to Mark Giuliano, assistant director of the counterterrorism division for the Federal Bureau of Investigation (FBI) headquarters in Washington, D.C. “The single greatest change has been a much more robust sharing of information between the intelligence agencies, between law enforcement agencies and between our agencies and other governments overseas,” says Giuliano. It’s the kind of cooperation, he says, that has led to the disruption of more than 50 domestic plots since 9/11, several even this year.

It’s a change felt all the way to the private sector.

“Before [9/11] there was a lot of ‘you do your part, I’ll do my part.’ And then they didn’t really talk,” remembers a security director in the cable industry who asked not to be identified. Not only is there more communication among law enforcement, there’s also a significant reaching out to the private sector in their intelligence collection, he says. “It was unheard of five or six years ago that a telecommunications company would be working hand-in-hand with Secret Service and FBI on large Internet computer cases,” he says.

It’s a relationship forged by the Patriot Act, the controversial law passed immediately in the wake of the 9/11 attacks that granted sweeping and aggressive powers of domestic surveillance in cases deemed related to terrorism. Earlier this year, President Obama extended for another four years several contentious provisions, such as roving wiretapping.

“As a result of the issues around 9/11, Congress gave the bureau a little bit more flexibility,” explained Stephanie Douglas, special agent in charge for the FBI’s San Francisco Division. Before 9/11, for example, there was a very strict law between what you could do on the national security side and what you could do on the criminal side, she says. “That was basically dismantled after the events of 9/11 so that we could serve criminal warrants or warrants on national security cases when there was appropriate and probable cause.”

Cable companies can become unwitting participants in suspected terrorist activity, the anonymous cable security director says. Hackers, for example, have found loopholes in systems, finding ways to clone phone numbers that are then used to rack up thousands in international calls, in some cases to countries such as Afghanistan, Cuba or Sudan. “The Patriot Act has opened up doors for law enforcement, so they’ve been able to subpoena things and get things from the cable industry and telecommunications industry with a quicker turnaround,” he says. “In the past, that wasn’t the case and it seemed like the bad guys or whoever was plotting had more rights than law enforcement.”

In an average week, his cable company’s Internet abuse team receives about 10 to 15 subpoenas, he says. “We’re not breaking down doors with the federal agencies, but we’re supplying them with information,” he says. “I think most Americans feel that while we might be inconvenienced at times, at the end of the day we feel that we are safer as a country because of tactics that law enforcement is using.”
Are we more secure?

To most Americans, the most dramatic and visible change in security over the past decade has taken place at U.S. airports. Gone are the days when travelers could walk freely to their departing gate or even keep their shoes on their feet. In the past decade, the fledgling Transportation Security Administration has struggled under intense scrutiny to balance a defensive security strategy that has addressed current threats while at times, pushed the boundaries of the traveling public.

“There are certain security measures that have given people certain comfort,” Douglas says. “I think you could put every security measure in the world in place, and if someone is committed to committing an act of violence, there will be someone who will fall through the cracks and be undetected.”

Those cracks became apparent recently as Congress was informed that there have been more than 25,000 security breaches at U.S. airports since 9/11. At least 6,000 of those breaches involved unscreened baggage, according to Rep. Jason Chaffetz (R-Utah), chair of the House subcommittee on National Security.

While airports have been turned into the most visible frontline in the fight against domestic terrorism, they are far from the only. Toxic chemical shipments, for example, are closely monitored and their drivers tracked as they make deliveries across the country. Contingency plans have been drafted and drills put in place for communications and financial services providers, water suppliers and power companies, national landmarks, entertainment venues, and colleges and universities. That sense of vigilance even extends to sporting events.

“We changed our focus to the possibility of terrorism in our facilities,” says David Born, security director at the Staples Center sports arena in Los Angeles. Even though no specific credible threats have been made against public assembly facilities and arenas, DHS has reached out to facilities like the Staples Center to offer training and facility evaluation, he says. “That’s been a very valuable resource for us,” Born says.

The big picture indicates America is safer one decade after 9/11, argues Michael O’Hanlon, a defense analyst at The Brookings Institution in Washington, D.C. In addition to improved intelligence sharing domestically, ongoing military campaigns
have taken away sanctuary for Al-Qaeda. “I think the broader Arab and Islamic world has been affected by Al-Qaeda and hurt by Al-Qaeda even more than we have,” O’Hanlon adds. “And I think they’ve really turned against it. I just don’t think it’s a movement that has a lot of resonance at this point.”

It is, however, a movement that continues to evolve, according to the FBI’s Giuliano. “The pattern that we’re seeing is what is commonly called a homegrown violent extremist, where we see more and more individuals who are being radicalized,” Giuliano says. While they may not be directed by a foreign government, they have the intent to carry out a plot within the United States. This type of suspect presents challenges in that they largely do not travel overseas to train, aren’t funded by foreign dollars and in some cases are “lone wolves,” he adds.

Security vs. privacy

“There is much work that goes on behind the scenes that keeps the country safe,” Giuliano concludes. But it’s the “behind the scenes” that some critics find troubling. Gains in national security over the past decade can’t be tallied without considering the lowering of the bar to investigate American citizens at the expense of civil liberties, according to proponents of Patriot Act reform.

“The there is still very little transparency into how the FBI is using its Patriot Act authorities,” says Mike German, policy counsel for the American Civil Liberties Union (ACLU), who also spent 16 years as a former FBI agent for domestic terrorism. He adds, the Patriot Act “was being interpreted in a way to give the government vastly more collection authority than an objective reading of the provision would permit. The government’s interpretation was allowing the FBI to collect information about people who weren’t related to any terrorism investigation or otherwise suspected of any wrongdoing.”

The ACLU says it has documented evidence of unwarranted domestic spying in 33 states and Washington, D.C. Many cases have involved infiltration, surveillance and obstruction of anti-war or protest organizations. Last October, for example, Pennsylvania’s State Homeland Security Director James Powers resigned after it became public the state agency was using its terror bulletins to track a local group of anti-drilling protestors and then provided their names to the drilling company. For most under surveillance via the Patriot Act, however, there’s no legal mechanism to discover the extent of such investigations unless there is a trigger, such as an arrest.

FBI tactics have caught the eye of the Department of Justice’s Office of Inspector General (OIG), who reviewed the specifics of several previous investigations last September. The OIG cited the intelligence agency for stretching the “Acts of Terrorism” classification to groups participating in nonviolent civil disobedience, as well as for launching investigations on weak evidence or little link to a federal crime.
“Fortunately terrorism is still a very rare thing,” says German, who advocates a comprehensive review of the Patriot Act authorities, as well as their execution and effectiveness. “Even if there is some effectiveness to them, if the amount of abuse overrides the effectiveness, clearly it’s something the government needs to narrow in order to avoid the abuse.”

Without such a review, he says, the true extent to which civil liberties have potentially been jeopardized will remain a mystery. “There’s no way to evaluate the scope of it. Unfortunately we just get tiny peeks.”

After Bin Laden

Reflections on security gains and losses of the past decade came full circle, however, just four months shy of the 10-year anniversary when 9/11 mastermind Bin Laden was killed during a military raid in Pakistan. In many ways, the world is still braced for aftershocks, as the long-term strategic significance continues to be debated.

“The overall thrust of the 10 years has certainly been to weaken Al-Qaeda and certainly the killing of Bin Laden is one of the most prominent and visible examples of that, but I’m not even sure it’s the most crucial overall,” Brookings’ O’Hanlon says.

The lasting impact of Bin Laden’s death has yet to be seen, according to the FBI’s Giuliano. “I think his death is one more step in the direction [of] having a significant impact on Al-Qaeda’s ability to threaten the United States and threaten U.S. interests,” he says. “I think even though he was killed, the mindset and the overall aspiration of Al-Qaeda in many cases continue to live on. The challenges we face will not go away with the death of Bin Laden.”
At the point of impact

As an employee at a German bank with offices directly across the street from the World Trade Towers, on the 34th floor of the World Financial Center, Ela Heyn McAdams, who received her MBA from University of Phoenix in 1995, had a front-row seat to the tragedy. The morning remains etched in her memory.

After arriving early to work on 9/11, McAdams recalls hearing a strange low rumbling sound and shrugging it off. “Then there was an announcement over the loudspeaker: ‘There has been an emergency. A plane has hit a World Trade Center tower. There is no danger to our building, and we ask that you stay indoors.’”

McAdams and her coworkers quickly gathered at the windows as they watched “entire floors of the tower on fire.” Tragically, she began to identify people falling from the building. “I heard a woman behind me say, ‘Oh no, that one’s a person,’” McAdams recalls. “And as I turned to look, I saw a man in a brown suit and loafers flying through the air, looking down. He looked almost like he was riding a surfboard, with one leg slightly in front of the other, his arms out for balance, and his tie flapping up toward his face. He fell out of sight behind the Marriott as he came down.”

Moments later, McAdams was stunned to see the second plane, Flight 175, emerge from smoke, just before it hit the second tower. “I heard an engine very close,” remembers McAdams, “and then I saw the United Airlines plane emerge from the smoke, flying toward the south tower. It was so close that I could see people in the cockpit, and I could see passengers hastily pulling down their window shades. I thought my eyes were playing tricks on me because I’d never seen a plane flying that close to me before.”

McAdams remembers the high-pitched whine of the engines as the plane banked...
toward the building. “Then I saw the plane actually hit the building, and pieces of the building’s outside frame flew in all directions,” she recalls. “Lots of things flew out of the building, things on fire, pieces of steel, and I thought I saw a body or two. Then there was a huge explosion, which I could feel shake our building, and which lit up the sky in an enormous fireball.”

After exiting the building via the stairs with the rest of her co-workers, McAdams made her way home, where she spent several weeks before her company relocated. “During that time every news channel showed footage of the towers, and I was having nightmares and constantly kept hearing the sound of the second plane. Yet, I was oddly ‘drawn’ by these news reports and had to make an effort to avoid them,” she recalls. But 10 years later, she still thinks about the incident nearly every day. “I used to think that I was more in control of my circumstances and that if something bad happened, I had the power to escape,” says McAdams, who is now married with a 3-year-old daughter, “but now I realize there are some things we just can’t have control over.”

In the days that followed
For Bobbi Quinn, a United Airlines flight attendant and the secretary-treasurer of the Association of Flight Attendants, the events of 9/11 took on a more personal significance. Quinn was on her way to an early morning meeting in Chicago when her husband, a firefighter, called. “He told me that a plane had hit the World Trade Towers,” she recalls. “I started asking him questions.”

Suddenly her husband said, “There is another plane ... oh no! It just hit the other tower!” When her husband told Quinn it could have been a United plane, she hung up and called the crew desk supervisor at United. “Little did I know,” recalls Quinn, “that I would be the person who informed United that a second plane, possibly ours, had hit the south tower in Manhattan.”
Prior to 9/11, Butler had been planning to return to civilian life in several months time. He had given the Air Force four years of service after being enrolled in an ROTC program. But after 9/11, his career took a dramatic turn. “I felt like I had been given all this specialized training and I didn’t want to let it go to waste,” Butler recalls. “It’s hard to explain, but I just wanted to be part of the mission to protect the United States and make sure something like this never happened again.”

After 9/11 Butler trained to become an “air battle manager,” in missions over Afghanistan and Iraq. Clocking more than 1,000 combat hours, Butler put his life in danger over the next several years, flying on the highly sophisticated aircraft “JSTARS.” “I was in charge of the operations that went on in back of aircraft,” he explains. The missions, typically 16 hours long, included surveying the ground for military activity and movement, and feeding information to ground forces. “We were an eye in the sky to all the troops on the ground.”

As a result, Butler says, “I missed Christmases, birthdays and weddings of friends and family.” The hardest separation occurred when his single mother was diagnosed with breast cancer. “I had to keep flying during her radiation and chemotherapy because there weren’t enough people to fly the missions,” recalls Butler. Although his mother has now fully recovered, Butler says, “That was extremely difficult.”

Now engaged and studying cyber warfare in the Air Force, Butler has no regrets. He was especially grateful for the news of Bin Laden’s demise. “Bin Laden’s death after all these years was very motivating for us,” says Butler. “It’s a show of force for anyone that would want to be an enemy of the United States.”

During the next four days, Quinn worked the phones at United, connecting flight attendants with families and handling press. “I would arrive in the office at 8 a.m. and force myself to leave around 11 p.m.,” says Quinn. She recalls conversations with hysterical family members who believed their relatives were in danger. “I had trained as a critical care nurse, so handling stress was nothing new for me,” says Quinn, who received her Master of Arts in Adult Education in 2004.

Yet the event turned personally tragic for Quinn when she received the list of the crew members onboard United flights 175 and 93, (the latter had crashed in Shanksville, Pennsylvania.) I knew the captain on Flight 175 as well as several flight attendants. But on Flight 93, Quinn lost a real friend. “Wanda Green, who was a flight attendant, was a very good friend. We had flown together, out of Chicago, for years. She was a bright, funny, super woman, and to lose her was just devastating.”

Later, Quinn was grateful to learn about the heroic behavior of Flight 93’s crew, including a flight attendant who snuck to the back of the airplane and sat between rows of seats with her cell phone, talking to dispatch to tell them what was happening. “I’ll never forget the heroes of that flight,” says Quinn.

**In the years that followed**

While being jolted out of a sense of security or losing a friend is truly devastating, others were affected by 9/11 because it was the day they recall feeling a “call to duty.” Air Force Major Matthew Butler, who received his Master in Information Systems with a Concentration in Management in 2004, was boarding a plane in the United Kingdom to return to his base in Italy, when he saw an image on the airplane TV of the Pentagon smoking. “A million things are racing through your mind,” recalls Butler, “You feel infringed upon—your security and your freedom.”
Does Butler think we’re safer today?
“That’s a tough question,” he says, “You can better prepare yourself for the problems that are out there, if you know the enemy is out there. We know the enemy better today than we did on 9/11.”

For her part, Quinn believes the airlines have also changed for the better. “The communication between pilots and crew couldn’t be better,” she says. But Quinn still struggles with the tragedy. “This anniversary is one of the hardest,” she says. “Every 9/11, I go down to a memorial at the United Airlines headquarters and leave flowers. It’s just a little garden with a pretty maple tree, a plaque and some benches. It’s kind of a peaceful place and I hope the victims are at peace. Even though I’ll never understand it and never be able to totally forgive it, I hope that [the families and friends of the victims] find some peace, somehow.”

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

Don’t fall prey to hackers and computer viruses.

By Joe Hutsko

With identity theft rampant, it is more important than ever to know how to protect your online information. From your PC at home to the smartphone you carry with you 24/7, implementing security protection tools and familiarizing yourself with (and practicing) a number of common safer online practices can help ward off nasty computer viruses or intrusive hacker attacks intent on hijacking your personal identity and digital information such as banking logons, photos, private email and messaging conversations, and even your Facebook or Twitter social networking profiles.

Protecting your personal computer
Installing an Internet security program—and making sure it’s configured to update itself automatically—is your first line of defense to protect your Mac or Windows PC from picking up nasty computer viruses and other malware. Although Internet security programs that protect against certain kinds of threats can be purchased separately—anti-virus, firewall and anti-spyware protection programs are the three essentials—choosing a security suite that includes those three programs provides the most complete protection possible.
YOUR CAREER | Protect yourself online

Three of the top four Internet broadband service providers (Comcast, Time Warner, Cox) provide free mainstream Internet security programs for Windows users, while Verizon charges $5.99 a month to subscribe to its security protection program. (For Mac users, only Comcast offers a free Internet security program.) Optionally, you can purchase and install one of the popular Internet security programs of your choosing, or download one of the free offerings (listed in the sidebar “Internet security programs for your computer”).

CNet.com, PC Magazine and PCWorld all chose Norton Internet Security as their No. 1 Internet security suite choice for Windows users.

Both Microsoft and Apple regularly release security vulnerability updates that can help protect your computer against dangerous Internet attacks. Be sure to turn on either of those operating systems’ software update features, and choose the setting to regularly check for and download and install new system software updates automatically.

**Protecting your smartphone**

Nielsen predicts that by the end of 2011, half of all mobile phones in the United States will be smartphones. Since a smartphone is really just a miniature computer, it may be more desirable to hackers than your wallet.

Although Apple has identified and released updates to fix occasional security holes in its iPhone smartphone line, the company’s stringent application review process helps to minimize potentially harmful threats hidden inside applications you download from the App Store.

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### Internet security programs for your computer

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*Intego Windows protection product intended for Macs running Windows using Apple Boot Camp or a Windows virtualization program, such as Parallels Desktop or VMWare Fusion.
And while Google vets the open source apps that app creators release on the Android Marketplace, Google’s approval process is not as strict as Apple’s, which means malware Android apps that slip past inspectors have wound up infecting Android smartphones. In response to those threats, there are anti-malware apps for Android smartphones from PC security program makers AVG, F-Secure, McAfee, Symantec and others.

Even so, some experts suggest those pocket-sized protection apps aren’t necessary if you steer clear of downloading obscure and poorly rated or unrated apps, and download only well-known and highly rated apps.

**Safer computer and smartphone practices**

Though installing and maintaining an Internet security program on your Mac or PC (and your smartphone) can drastically reduce your vulnerability to online attacks, the most powerful weapon for thwarting security attacks you can deploy is ... you.

Following these general Internet safety tips can help protect you against potentially dangerous attacks and scams:

**Secure your wireless router:** If you’re piping your broadband Internet connection through a wireless router so others in your household can share the same connection, activate your Wi-Fi router’s WPA2 password feature to help secure your network from unwelcome freeloaders or prowling cyber snoops.

**Don’t trust public Wi-Fi:** Password protected or not, when tapping into free Wi-Fi hotspots in cafes, airports or other locations with your computer or smartphone, resist the temptation to check your bank balance, make online shopping purchases or conduct other very personal online business.

**Connect using https:// whenever possible:** Prefacing websites you visit with https:// establishes an encrypted, secure connection to those websites that support the feature. From Facebook to Gmail, to banking sites, always access those sites using the secure https:// option (e.g., https://facebook.com) and save a bookmark to those sites for quicker access next time you want to visit them.

**Think before you click email links:** Phishing email scams present themselves in your inbox as emails that, for all intents and purposes, appear to be valid email messages from senders such as your bank, eBay, Facebook and other popular websites. Though it’s quick and easy to click links that may actually be safe and valid from the real websites that send them to you, it only takes one click on an email link that looks real but isn’t to suddenly say goodbye to your secure identity information. Resist the temptation to click links in emails and go to the sending website itself (such as your bank), login, then check for any messages or other information the website alerted you to. No messages waiting for you? Congratulations—you may have foiled an attempted phishing attack.

**Turn on private browsing:** Before using a friend’s or your work computer to check your email or login to your bank account or other personal-information based service, turn on the Private Browsing feature that’s available in the top mainstream Web browsing programs (Internet Explorer, Mozilla Firefox, Google Chrome and Apple Safari). When you’re done surfing, turn off the feature, and the web browser program conveniently (and securely) “forgets” any websites you visited during your private browsing session.
If digital disaster strikes

If your personal identity information has been stolen or you even think you may have been compromised, take immediate action to minimize the potential fallout.

Computer malware (virus, adware, malware, etc.) attack:

If you think your computer has been infected or attacked, run your Internet security program’s scanning feature, and allow the program to remove any threats it uncovers.

Credit card theft:

Contact your credit card company, bank and/or any financial institutions associated with the threat to cancel credit and debit cards, checking accounts and any other related accounts that may have been compromised.

Identity theft:

If you think your identity has been stolen, follow these steps:

• Contact your credit card company, bank and/or any financial institutions associated with the threat to cancel credit and debit cards, checking accounts and any other related accounts that may have been compromised.

• Contact the local police and file a report where the identity theft occurred.

• Prevent potential identity thieves from opening new credit card or other accounts with your information by contacting one of the credit reporting services below:
  
  - Equifax (www.equifax.com): (800) 525-6285
  - Experian (www.experian.com): (888) EXPERIAN (397-3742)
  - TransUnion (www.transunion.com): (800) 680-7289

• File a complaint with the FTC: http://www.ftc.gov/bcp/edu/microsites/idtheft.

Implementing these security protection tips and using online safety tools can help keep your private information safe.

Joe Hutsko’s stories about high-tech gadgets, gear and games have appeared in The New York Times, Fortune, Newsweek, Wired and others. He’s also the author of Green Gadgets for Dummies, Macs All-in-One for Dummies, iPhone All-in-One for Dummies and The Deal: A Novel of Silicon Valley. His website is JOEyGADGET.com.

For more information about safe Internet practices, safety and security visit StaySafeOnline.org. With board representatives from a diverse group of complementary and competing companies—including AT&T, Bank of America, Facebook, McAfee, Microsoft, Symantec and Visa, to name a few—the consortium’s members share a common goal: protecting their bottom lines by ensuring your safety, security and privacy.

Safety first
Cover letters that demand attention

Set yourself apart from the competition.

By Jane Hodges

While some say cover letters are useless in an era of forms-based job applications and who-you-know networking, most hiring managers still expect them. A recent CareerBuilder survey revealed that one-third of hiring managers are unlikely to consider applicants who don’t write one.

So, necessary evil or not, cover letters should at a minimum summarize and shape the contents of your accompanying résumé. The best cover letters do more, though. They also convey your personality, skill base, fit for the job, how you embody the hiring company’s culture and how you think or problem-solve both independently and in groups. It may take a few drafts to craft a letter that covers the basics and also sings the extras. If you want to write an effective cover letter, consider drafting until your letter delivers on these goals.

Deliver the basics

“You’ll have competition and the reader is going to scan the cover letter,” says John Carvana, a Stockton, California-based career coach who counsels job seekers. “You can do that in three paragraphs.”

In the first paragraph, state why you are writing or to which job you are applying. In the second, provide context for your skills and how they fulfill those sought in the job description. In the third, allude to next steps, such as your availability to talk or willingness to provide further materials such as references.
“Hiring managers would rather choose someone who lacks specific skills and has the right mindset, than someone who has the skills sought and the wrong mindset.”

Paul Stolz, author of *Put Your Mindset to Work*

Show you’ve done your homework
If you know someone in the company or have been researching the industry, layer that into your letter. But be careful: Make sure your contact knows you’ll invoke their name and are in good standing, Carvana counsels. It’s also helpful to mention what you like about the company based on homework from trade or industry associations, which reveals you’re educating yourself on your own time about your potential new employer or field.

Specify your accomplishments
“I sometimes ask people to be more specific in a cover letter,” says Amy Fried, a recruiter in Boulder, Colorado, who has worked with digital media companies and now places hires at renewable energy companies. “Sometimes I ask them to jot down four bullet points highlighting specific achievements relevant to the position they’re pursuing.”

For instance, she says, rather than talk generally about projects you led, think like an employer and get specific about your achievements and their scope. Instead of saying you managed research teams and programs at an educational company, Fried suggests you say something concrete like this: “At XYZ, an educational research firm, I designed, executed and managed questionnaire design, data collection, analysis and reporting for four college-level programs covering 100 institutions and 20 rural K-12 districts. I managed teams of up to 10 and budgets in the $200,000 to $500,000 range.”

Kick it up a notch
Paul Stolz, author of *Put Your Mindset to Work*, says cover letters not only provide a place to outline skills but, more importantly, demonstrate your “mindset” at work. Like Fried, he advocates getting specific about accomplishments. But in doing so, he says, show that you have the “right mindset” with one of what he calls the three Gs—goodness (team playing), grit (tenacity) and a global sensibility (the ability to think beyond your immediate department).

“Hiring managers would rather choose someone who lacks specific skills and has the right mindset, than someone who has the skills sought and the wrong mindset,” Stolz says, noting that in his research of 30,000 résumés and cover letters, mindset typically trumped skill set.

For instance, rather than simply mentioning you were on a corporation’s wellness team, mention you fought seven years to get your company to institute a wellness initiative that wound up saving millions by slashing health care costs or halving sick days. Such an example explains the facts, but also demonstrates grit (seven years of persistence), a global mindset (making a company-wide effort) and a good outcome (your people skills paid off with decision-makers). Mindset is important if you are entry level and still building skills or mid-career and want to move from one industry or type of job to another, he says.

Get down to brass tacks
In your letter’s closing, include additional basics such as your availability for interviews or to start work, your willingness to relocate and so forth. Remember that, in addition to getting to know you, hiring managers have some basic nuts and bolts on their minds—a budget, a hiring timeline, urgency around projects awaiting staffing, etc. Knowing how soon you can join the company and under what circumstances matters.

Borrow a pair of eyes
There’s more than one way to write a good cover letter. Often, getting an extra pair of eyes from friends or industry peers can help you skirt sloppy grammar or spelling mistakes and more effectively convey or highlight your skills. Approaching one of your references or someone who knows your past work can also be effective for this task, as you’ll get them up to speed on a job for which they’ll provide a kind word. Following these simple tips can help you get your foot in the door and set you apart from the competition.

Jane Hodges is a freelance writer in Seattle who has written for *Wall Street Journal, Seattle Times* and *MSNBC.com*. 
The behavioral interview

What situation-based questions can reveal about job prospects.

By Marissa Yaremich

As a hiring manager, you’ve conducted enough job interviews to know that the hundreds of résumés taking over your inbox may not tell you the candidates’ full work stories. Those carefully worded résumés do not spell out and validate the applicants’ past work behavior, and a traditional interview may yield a recitation of such information. So how do hiring managers best determine who already applied the real-life competencies and work behaviors necessary to function successfully at your company? Behavioral interviews may hold the key.
What is a behavioral interview?

“It is believed that an individual’s behavior is subject to repetition, so the majority of the behavioral interviews are based on the assumption that if an interviewee behaved in a certain way in the past, he/she is bound to repeat the same behavioral pattern in a similar situation in the future,” explains Erika Walker, a hiring manager for Best Essay Help, an international essay writing service staffing nearly 300 professional writers.

Hiring managers phrase structured behavioral interview questions designed to encourage candidates to leverage those work-related experiences that best exemplify similarly needed skills or behaviors—such as leadership, maturity, personality, work ethic, decision making or management potential, among others.

For example, to find out how the interviewee solves problems, you might say: “Give me a specific example of a time when you used good judgment and logic in solving a problem.” To find out how they handle stress, ask them to “Describe a time when you were faced with a stressful situation that demonstrated your coping skills.” To find out about leadership potential, ask them to give an example of a time they motivated others.

Psychology and preparation

Hiring managers may make the costly mistake of hiring the wrong candidate because they failed to subconsciously divorce themselves from the candidates’ charm, humor or good looks during the interview process, says Rom Brafman, a licensed psychologist and co-author of Sway: The Irresistible Pull of Irrational Behavior. Unless this is the criteria for the job, he adds, a behavioral interview with prewritten questions defining desired behaviors for the role forces hiring managers to mentally prepare themselves to objectively critique candidates’ behavior without natural bias creeping in. “When you notice your own biases coming into the decision process, make sure you call yourself on it,” says Brafman.

Michelle Tillis Lederman, founder of corporate training and coaching company, Executive Essentials, agrees. Subconsciously selecting a candidate because he expressed a similar interest in a sport or shares the hiring manager’s sense of humor won’t help him double the company’s gross profit, for example. Hiring managers can avoid this psychological pitfall by preliminarily analyzing the job vacancy to define specific skills. Thus, the subsequently devised interview questions truly unfurl which candidate best demonstrated those same skills in their past jobs, says Tillis Lederman, also author of The 11 Laws of Likability and former hiring manager for Citi.
“It is believed that an individual’s behavior is subject to repetition, so the majority of the behavioral interviews are based on the assumption that if an interviewee behaved in a certain way in the past, he/she is bound to repeat the same behavioral pattern in a similar situation in the future.”

Erika Walker, a hiring manager for Best Essay Help

Once established, it behooves the hiring manager to further eliminate any inherent biases by establishing a behavioral interview that uses a panel of interviewers. In this setup, each interviewer is assigned one or two of the predetermined skills they will solely assess during the interview.

“As a hiring manager, you can still have your own personality and style” that connects with candidates, Brafman encourages. “But think of the behavioral interview questions as a maze. What kind of maze do you need to construct so the right person can make their way through that maze?”

“The most important part of the [behavioral] interview is the preparation,” emphasizes Tillis Lederman. “That means really clarifying what success looks like in a job role.” She suggests this can even mean defining traits a hiring manager does not want a candidate to possess, such as ambition, should the company offer zero room for growth. “As a hiring manager, ask yourself beforehand: What am I really looking for?” she adds.

Formulating questions
Career coach Dorothy Tannahill, CPCC, ACC, says a great way to formulate interview questions is for hiring managers to observe the behaviors and values of their companies’ best employees. “These same people are also continuously solving problems and dealing with business situations that can act as the inspiration for formulating the questions,” says Tannahill, who used behavioral interviewing during her 21 years as a hiring manager at Intel Corp. in Oregon. “The more real life the scenarios are, the better the questions will be.” That means there is no right, wrong or standardized list of behavioral interview questions since each job role requires unique employee skills and traits.

However, Tillis Lederman recommends asking the same predetermined question three different ways to get honest responses since candidates rarely prepare three answers.
For example, she explains, a hiring manager filling a financial role that requires exposure to the press may offer the following trio of behavioral interview-style questions:

1. Tell me about a time in one of your prior jobs when you had to handle the press.
2. Have you ever had to explain your company’s finances with the press during budget season? How did you go about explaining that to the press?
3. What is your weakest skill when it comes to handling the media?

Organizational consultant Annie Farnsworth says the professional trick is not to confuse these questions with scenario, or what-if questions, since it won’t yield the same insight into past performance. “The structure of the question should be saying to the candidate: ‘Tell me a time when...’ or ‘Tell me about a work experience when you displayed [insert performance or desired skill]...’,” says Farnsworth.

**Behavior outside the interview**

Some savvy hiring managers may also find assessing a candidate via the behavioral interview translates well for job references. Lou Adler, founder of performance-based hiring consultant firm, The Adler Group, says hiring managers can ask candidates’ job references similar behavioral questions asked of the candidates during their interviews to gain greater insight. For example, he says, a hiring manager may ask both a candidate and job reference to discuss a time when the candidate displayed motivation to complete a specific project within a set of parameters.

Overall, many hiring managers will not rely strictly on a behavioral interview because it is perceived as time consuming and too structured. However, these experts agree that peppering behavioral interview questions into an interview that also includes traditional and scenario-based questions may prove best in terms of exposing the various qualifications and capabilities of a job candidate.

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Marissa Yaremich is an award-winning freelance journalist with more than 13 years of experience serving in various positions as a reporter, researcher or photojournalist at several media outlets, including CBS’s *Inside Edition*, *The Boston Globe* and the *New Haven Register*. She holds bachelor’s and master’s degrees in journalism from Boston University.
One of the first female police officers for the City of Phoenix, Sherry Kiyler, BAM ’02, worked her way from dispatcher to police chief.

Sherry Kiyler was just looking for a way to pay the bills when she began working as a dispatcher for the Phoenix Police Department in 1970. As it turns out, she found much more than that. What began as a temporary job in a profession teeming with testosterone evolved into a thrilling career that has spanned four decades and known no boundaries. Today, as police chief for the City of Chandler in Arizona, Kiyler is going beyond the familiar dictum, “to protect and serve.” She is enhancing the quality of life in her community by creating partnerships with local citizens and neighboring municipalities.
Sherry Kiyler
Chief of Police
Chandler, Arizona
The rookie
“I never intended to become a police officer,” admits Kiyler, frankly. At 19, she began working as a police dispatcher because the job allowed her to work nights and attend school during the day. School didn’t stick, but the job did. When she turned 21, the Phoenix Police Department was just starting to hire women to patrol and perform general police duties. Some of her fellow female dispatchers took the exam for the police academy, and she followed suit, eventually graduating in May of 1973.

“That was the beginning of the end for me,” says Kiyler. “I truly fell in love with our mission, the opportunities, and the security and benefits it offered for my family.”

Kiyler was among the very first female officers in Phoenix to be assigned to traditional patrol duties, a role that came with some challenges. “At first, there were no patrol uniforms for women, so we had to make our own,” she explains. “We got issued sewing patterns.” She and the only other woman from her police academy class also met occasional resistance from some of the male officers who would have preferred they weren’t there. Kiyler shrugged off these early stumbling blocks with her characteristic can-do attitude. “Everything was new, and everyone was trying to figure out how it would work,” she says, plainly. “It took time, and it wasn’t anyone’s fault.”

Up the ranks
In the meantime, Kiyler focused on her career. Like every other officer, she began by patrolling the streets. She moved to the street crimes unit where she worked in plain clothes on surveillance assignments and stakeouts. “Then I worked for three years as a detective in the white collar crimes unit,” she says.

After 10 years, Kiyler was promoted to sergeant, after which she returned to patrolling the streets for a year. “Patrolling is the heart of what we do,” she says. “It’s where you learn the general skills, and then you go back to specializing again.”

In the years that followed, Kiyler served in administration and in basic training at the police academy before she was promoted to lieutenant. At this point, she realized she had gone as far as she could in her career without her degree. “I realized I didn’t have the education I needed to get promoted again,” she says. She enrolled at University of Phoenix where she earned her Bachelor of Arts in Management (BAM) in 1992.

As a lieutenant, Kiyler investigated sexual and child crimes and then homicides. “The best assignment I have ever had was the nine years I spent working homicides,” she says. “That’s where I had the opportunity to help build some victims assistance programs.”
A new challenge

After serving with the Phoenix Police Department for 31 years, Kiyler was ready for a change. She saw the posting for the police chief position in Chandler and decided to go for it—along with 80 other applicants. “It took [the City of Chandler] nine months to decide,” she says. “In February 2004, I started as police chief.”

As police chief in the fourth largest city in Arizona, Kiyler has three top priorities. “First, crime suppression is why we exist,” she explains. “Everything else has to feed into that.” Second, she is working on building relationships and partnerships that extend to civilians, other city departments and neighboring law enforcement agencies. In 2008, Kiyler and other police chiefs from adjacent communities established the East Valley Police Chiefs Association, which facilitates the sharing of real-time information among the agencies so they all can operate more efficiently. Kiyler and her department also focus on educating and empowering citizens through neighborhood academies and other outreach programs. “These partnerships make us so much more successful,” she says.

Finally, Kiyler has been busy enhancing the police department’s infrastructure, including the construction of two new police substations and the implementation of new radio and records management systems. “We also just finished our strategic plan,” she adds.

In addition to her official duties, Kiyler is heavily involved in local nonprofit organizations, attending dozens of fundraisers and events each year. For her, community outreach both on and off the job is the greatest satisfaction. “All I want to know is that it matters that I was here,” she says. “What started as a fluke has become an incredible journey.”

“At first, there were no patrol uniforms for women, so we had to make our own. We got issued sewing patterns.”

Chief Sherry Kiyler, BAM ’02

Chandler police officers hone their skills with target practice.
THE SECURITY ISSUE

Photos by MCC Josh Thompson

Captain Daryl Caudle, DM/IST '10
Chief of Staff for the Commander Submarine Force
U.S. Pacific Fleet, Pearl Harbor, Hawaii
Leading the silent service

As Chief of Staff for the Commander Submarine Force, U.S. Pacific Fleet, in Pearl Harbor, Hawaii, Captain Daryl Caudle, DM/IST ’10, oversees more than 11,000 officers and sailors and 40 submarines so they are ready to deploy at a moment’s notice.

Since his days as a young U.S. Naval officer in the 1980s, Captain Daryl Caudle has built his career against a backdrop of change—the fall of the Berlin Wall in the late 1980s, the collapse of the Soviet Union and the drawdown in military forces in the 1990s, and life in the aftermath of 9/11. Fast forward 27 years, and one thing remains constant: Caudle and his submarine crews have maintained their peacetime mission of intelligence gathering and surveillance regardless of the circumstances.
Today, as Chief of Staff for the Commander Submarine Force, U.S. Pacific Fleet, in Pearl Harbor, Hawaii, he ensures the officers and sailors in more than 30 attack submarines, two guided missile submarines and eight strategic ballistic missile submarines are ready for deployed operations throughout the western Pacific and Indian Ocean.

From college student to officer candidate

Caudle, Doctor of Management in Information Systems and Technology (DM) ’10, had no military aspirations when he was a young chemical engineering student at North Carolina State University in the early 1980s. Then the Navy invited him to join the Nuclear Propulsion Officer Candidate Program, and everything changed. “I ended up joining, and I fell in love with submarines,” remembers Caudle. He had only expected to complete one tour of duty, but before he knew it, three years of service turned into 10. “It was a way to get leadership experience and serve my country all wrapped into one,” he says. “At the 10-year point I said, ‘I’m going to make this a career.’”

Over the course of nearly three decades, Caudle’s Navy career has included tours both at sea and ashore. During his first command assignment aboard the USS Jefferson City, the ship was awarded the Battle “E” Award, the Meritorious Unit Commendation and the Golden Anchor Award for Retention Excellence. Caudle’s experience as a recognized leader has culminated in his current role.

As Chief of Staff for the Pacific Fleet Submarine Force, he oversees the day-to-day operations of eight submarine squadrons. The goal of the Pacific Submarine Force is to provide the 5th and 7th Fleet Commanders, who work for Pacific Command, with submarines that are operationally ready to deploy. “Submarines are a part of the Pacific Commander’s arsenal,” says Caudle. “Everything we do in the military is contingent upon having forces that are ready to respond to a military crisis. My job is to oversee the preparation of our highly capable submarines in support of challenging deployments as part of our country’s overall national security posture.”
“My job is to oversee the preparation of our highly capable submarines in support of challenging deployments as part of our country’s overall national security posture.”

Captain Daryl Caudle, DM/IST ’10

Life beneath the sea
Each submarine has approximately 14 officers and 130 sailors. “In the Pacific Submarine Force, I am responsible for the oversight of over 40 submarines and supporting organizations,” says Caudle. “That’s more than 11,000 dedicated officers and sailors. My expert staff of submarine professionals focuses on supporting them and ensuring their readiness.” Caudle, along with his supporting teams, works to organize, train and equip these forces so they are ready for warfare operations. “We are a learning and training organization,” he sums up.

Life aboard a submarine consists of 18-hour days broken into six-hour-long watches. A crewmember stands watch for six hours monitoring equipment or taking logs, undergoes training for another six hours and then spends the final third of the day sleeping. Fast attack submarines are deployed for six of every 18 months, similar to the Navy’s surface ships. “During those six months, we stay at sea for 30 to 45 days at a time, and then we pull into some of the best ports in the world,” Caudle notes. Because this time at sea is spent under fluorescent lighting, “We’re not known as a tan group of people,” he jokes.

In pursuit of higher learning
While Caudle has made a career of teaching others, he has never stopped learning himself. After receiving his bachelor’s degree, he went on to receive advanced degrees from the Naval Postgraduate School and Old Dominion University, two master’s degrees, and finally, his Doctor of Management in Organizational Leadership with a Concentration in Information Systems and Technology from University of Phoenix in 2010. “A doctoral degree is the pinnacle of education,” he says.

Caudle’s doctoral degree helped open doors for him at the Pentagon. During an assignment there, his commanding officer found out he was pursuing his doctorate. As a result, he was put in charge of a new policy branch on cyber warfare for the Chairman of the Joint Chiefs of Staff. “My dissertation explored why there is a difference in the ability of senior military leaders to make decisions to use force in cyber warfare versus traditional warfare,” he explains.

“Fortunately during my research, I had access to senior and highly knowledgeable military officers and civilian executives in the Pentagon who were experts in cyber warfare.”

Onward and upward
Of all the exciting elements of Caudle’s career, his greatest satisfaction comes from the everyday interactions he has with team members, peers and subordinates. “I get to be an integral part of their professional development as they learn how to effectively command their nuclear-powered submarines. The most rewarding part is that I get to guide them through that experience.”

Decorated
Captain Caudle has dedicated nearly 30 years of service to the U.S. Navy, earning commendations along the way. They include:

- Defense Superior Service Medal
- Legion of Merit
- Meritorious Service Medal (3 awards) Navy and Marine Corps Commendation Medal (5 awards)
- Navy and Marine Corps Achievement Medal (4 awards)
U.S. Air Force veteran Dr. Rene Contreras, DM ’08, has spent his life serving the United States, first during his 31-year military career and later with his work at Raytheon.

Born into a patriotic family, U.S. Air Force (USAF) veteran Dr. Rene Contreras didn’t wait long before dedicating himself to serving his country. He enlisted during high school while the Vietnam War was still going strong. Since then, he has made it his life’s work to protect his nation, first during his decades-long military career and later working on missile defense systems in the private sector.
Dr. Rene Contreras, DM ’08
U.S. Air Force, retired
Raytheon, retired
Tucson, Arizona
Airborne
During his early military career, Contreras worked in personnel on bases overseas. The Tucson native found himself in exotic locales in Europe, the Middle East, Asia and beyond. As he progressed in his military career, he held several posts with the Airborne Warning and Control System (AWACS), a long-range airborne radar system capable of detecting enemy aircraft and missiles and directing counter-attacks on them. In these roles, he provided technical assistance for review of field operations and worked to ensure standardization and maximum efficiency in their operations. “I made sure all the computers, networks and communications systems could talk to each other,” explains Contreras, Doctor of Management in Organizational Leadership (DM) ’08. Contreras also flew hundreds of hours of combat duty in hostile airways during numerous wartime deployments. Later Contreras worked in counter-narco terrorism operations in Central and South America. “I flew over 1,900 hours of AWACS drug missions over Central and South America, Mexico, the Pacific and the Caribbean,” he says. In 1984 and 1985, Contreras and his team were responsible for 100 percent of the USAF’s drug busts in the area, which totaled $384 million and $387 million, respectively. They repeated this success with even greater results in the decade that followed. “I think we made an impact down there,” he says, modestly. Contreras was in Columbia working on counter-narco terrorism when he decided to pursue his doctoral degree. “I worked on my doctorate when I was in Columbia, Iraq and Afghanistan,” says Contreras. “I completed 90 percent of it while I was deployed.’ Although military life had its challenges for Contreras, who spent 22 years of his 31-year military career living abroad, it was also fulfilling. “Being overseas is where you get to do the most rewarding, important missions,” he says, “but they’re also the most dangerous.”

Civilian life
In 2005, more than 31 years after enlisting in the USAF in 1974, Contreras retired from the military. Rather than enjoying a relaxing retirement of golf and other hobbies, he decided to apply his skills in the private sector. First, he worked for a high-tech engineering services firm inspecting flight simulators for the Department of Defense. Contreras later ended up at the defense technology company, Raytheon, where he worked as a principal systems engineer and a maintenance engineer. “This was just an extension of the work I did when I was in the military,” he says. He worked on the Joint Land Attack Cruise Missile Defense
Elevated Netted Sensor (JLENS), a missile defense system that identifies missile threats, determines if they are hostile and deploys a counter-attack, as needed. There, he found satisfaction in continuing his role in safeguarding national security. “The biggest thing for me was to put my knowledge to use helping those who are fighting our wars,” he says.

Retirement
Earlier this year, Contreras decided to retire from his work at Raytheon. For now, he is enjoying a well-deserved break—nearly his first since he joined the USAF as a teenager all those years ago. “I'm happy to be back in Arizona,” says Contreras, whose passport tells the story of his decades of international travel. “This is home.”

Military assignments
Over the course of his 31-year military career, Dr. Contreras was deployed for nine years overseas and assigned for 10 years overseas, in addition to domestic assignments. These posts included:

- **MacDill Air Force Base**, Florida, 1974-1979 (Airman basic to Staff Sergeant)
- **932 Air Warning and Control Squadron**, Iceland, 1982-1983, (2nd Lieutenant)
- **JACCC (16th Air Force)**, Spain, 1984-1986
- **NATO Airborne Warning and Control System (AWACS)**, Germany, 1987-1989
- **552 AWACS Wing/965 AWACS Squadron**, Oklahoma, 1990-1992
- **962 AWACS Squadron**, Alaska, 1993-1995

He also has a half dozen other short assignments under his wing, including stints in Panama, Columbia and other Central and South American countries.
When Gillespie is not working or spending time with her family, she chairs a fundraising committee and sits on several boards, including Habitat for Humanity’s Women Build.

GREATEST CHALLENGE
It’s always been finding the money. Whether the money is necessary to continue to pursue education or to help fund a nonprofit’s mission, raising money has been a challenge.

BIGGEST MISTAKE
I don’t consider the choices that I make mistakes, just detours that help build the people that we become and form our character.

KEEPING YOUR LIFE BALANCED
Learn to say no. Prioritize and remember that I am only one person.

BEST ADVICE
You can do anything you set your mind to. I really believe that.

KEY TO GETTING AHEAD
Perseverance.
Christoph Malzl brings experience, education and international savvy to his latest venture: running Swiss watchmaker Montres Charmex’s business in North and South America.

GREATEST CHALLENGE
Dealing with and adapting to variables that I can’t influence, such as economic downturns and extreme currency exchange rate fluctuations.

BIGGEST MISTAKE
I got an inquiry about a special order for one of our watches. I did not ask enough questions and referred the customer to our Swiss headquarters. It turned out to be a significant order. I lost the big sale for my own company. Since then, we treat every customer as the most important customer and take time to research and respond to questions they might have, no matter how small or insignificant the inquiry seems to be.

BEST CAREER ADVICE RECEIVED
No matter what is on your agenda, contact three to five leads every day, and watch your business grow.

KEY TO GETTING AHEAD
Focus.
## Extra! Extra!

Personal and national security must-reads and online resources.

**By Paula Boon**

### BOOKS

1. **Schneier on Security**
   By Bruce Schneier
   This collection of columns provides a broad, informative discussion about security challenges and solutions. Airports, ID cards, passwords, passports and Internet banking are among the topics covered.

2. **The Myths of Security: What the Computer Security Industry Doesn’t Want You to Know**
   By John Viega
   A longtime security professional describes the many current challenges to computer security, such as less-than-perfect anti-virus software, and offers suggestions for protecting yourself.

3. **Nothing to Hide: The False Tradeoff Between Privacy and Security**
   By Daniel J. Solove
   This book is a challenge to the argument that those who have nothing to hide shouldn’t worry about government surveillance, and a call to strike a better balance between privacy and security.

4. **Cyber War: The Next Threat to National Security and What to Do About It**
   By Richard A. Clarke and Robert Knake
   Two international security experts describe how vulnerable we are as individuals and as a country to cyberwarfare and explain why we need a new national strategy to face this threat.

5. **Zero Day: A Novel**
   By Mark Russinovich
   Written by a cybersecurity expert, this is the chilling tale of the consequences of a cyber-terrorist attack and a man who must work against the odds to stop an international disaster.

6. **Terrorism & Homeland Security**
   By Jonathan R. White
   This book, in its seventh edition, is a primer on the causes of terrorism, how it functions, the extent of the threat and the security issues that surround terrorism.

7. **Social Engineering: The Art of Human Hacking**
   By Christopher Hadnagy
   The man who popularized the term “social engineering” describes various maneuvers used to deceive unsuspecting victims so they will divulge important information and explains how to avoid being duped.

8. **Tom Patire’s Personal Protection Handbook: Absolutely Everything You Need to Know to Keep Yourself, Your Family, and Your Assets Safe**
   By Tom Patire
   An empowering book with hundreds of tips for increasing your security and safety, whether you are at home, on the job, with kids or on the road.

9. **How to Survive the End of the World as We Know It: Tactics, Techniques and Technologies for Uncertain Times**
   By James Wesley Rawles
   Learn how to prepare for any crisis, from a pandemic to an international financial collapse. See what it takes to be ready to fend for yourself and your family.
MAGAZINES & Articles

1. **PCWorld**
Contains information on selecting, buying and using computer products and services, including regular articles about security. Some recent examples: a comparison of computer security suites and the article “How to Secure Your Life in 12 Steps.”

2. **Consumer Reports**
Check here for product reviews and rankings before buying security-related items. Also, see the June 2011 “Your Security” issue, with articles about things people do to make themselves easy targets, in person and online.

3. **Foreign Affairs**, May/June 2011
“Recalibrating Homeland Security” By Stephen Flynn
A look at American security policy since 9/11, and a call for Washington to create a more coherent strategy to manage risks to America.

“Hack Attack” By Bill Saporito
A look at how online social networks are used in Internet crime and cybertheft, including a description of how “hacktivists” breached Sony security and the workings of the anonymous Internet user group.

5. **Scientific American**, July 2011
“Hacking the Lights Out” By David M. Nicol
An evaluation of the potential for a cyberattack on the American electric power grid, every facet of which is controlled by computers, and a discussion of how to prevent this from happening.

6. **Good Housekeeping**, October 2010
“Burglar-proof your home” By Amy Roberts
This article presents steps you can take to decrease the chance of having your home burglarized, information about home security systems and statistics about home burglaries in the United States.

ONLINE Resources

7. **Naked Security blog**: http://nakedsecurity.sophos.com/
This “IT Security Blog of the Year” provides regular updates on scams and hoaxes circulating on the Internet. You can also “like” Sophos on Facebook to receive updates on the latest threats.

8. **Strip Password Manager**
iPhone app: http://getstrip.com/
If you ever struggle to keep track of all your different passwords and membership numbers, this may be the app for you. It’s a password manager and data vault that’s both secure and simple to use.

In his 21-minute talk, a leading computer security expert describes how our feelings of security don’t always match the reality. Because of this, we focus on “news story risks” and forget about more probable risks.

10. **The Real Hustle**
Television show clips on YouTube, in which ex-con artists demonstrate the tricks of the trade.

   - **Cash Machine Hustle**: www.youtube.com/watch?v=_m4jYdu-IJo
A demonstration of how easy it is to obtain bank card information from an ATM machine.

   - **Good Samaritan Swindle**: www.youtube.com/watch?v=ir70MBD3loM&feature=related
Not only does this woman lose her purse, but a fake good samaritan tricks her into revealing her banking information as well.
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

Be Careful What You Wish For

By R.K. Avery

R.K. Avery, Bachelor of Science in Business with a Concentration in Management (BSB/M) ’03, takes readers on a chilling journey unraveling the mystery that unfolds when a young child disappears from a seemingly idyllic North Dakota town in the book Be Careful What You Wish For. When 3-year-old Maggie Taylor vanishes from Bunting Valley, the investigation that ensues uncovers more than anyone could have anticipated.

R.K. Avery, Bachelor of Science in Business with a Concentration in Management (BSB/M) ’03, takes readers on a chilling journey unraveling the mystery that unfolds when a young child disappears from a seemingly idyllic North Dakota town in the book Be Careful What You Wish For. When 3-year-old Maggie Taylor vanishes from Bunting Valley, the investigation that ensues uncovers more than anyone could have anticipated.

R. K. Avery lives in Macedonia, Ohio, with her husband, two kids and three dogs. Her most recent work, Be Careful What You Wish For, explores the machinations of a kidnapping, a theme she has pondered time and again since her own abduction from a beach at the age of 18 months.

Be Careful What You Wish For is available as an e-book from Amazon.com.

Full Speed Ahead: Surviving to Thriving as an Online Doctoral Student

By Dr. Sybil DeVeaux, Dr. T. Andrew, Dr. Leilani Longa, Dr. Melanie Magruder, Dr. Cheryl Szyarto and Dr. Ed S. Turner III

Sybil DeVeaux, Doctor of Management in Organizational Leadership (DM) ’09, T. Andrew Elliott, Doctor of Educational Leadership (EdD) ’08, Leilani Longa, Doctor of Management in Organizational Leadership (DM) ’08, Melanie Magruder, Doctor of Management in Organizational Leadership (DM) ’09, Cheryl Szyarto, Doctor of Educational Leadership (EdD) ’09 and Ed. S. Turner III, Doctor of Management in Organizational Leadership (DM) ’10, teamed up to help doctoral students navigate the murky waters of higher education. Full Speed Ahead, the brainchild of these six University of Phoenix doctoral graduates, is intended to be the doctoral student’s companion, offering insight on everything from application to publication. The six writers sprinkle their personal stories throughout the pages, as they delve into topics that include picking a doctoral committee, preparing a dissertation, getting through review boards, designing a study, conducting research and finally defending a dissertation.

Full Speed Ahead is available for purchase at Amazon.com.
Recognition

**Arizona**

**Phoenix**

Paul J. Gioia, Master of Business Administration (MBA/EB) ’02, has been recognized by professional networking resource, Cambridge Who’s Who, for demonstrating dedication, leadership and excellence in business consulting. Gioia, owner and president of Gioia-Swan Consulting Group, LLC, attributes his success to honesty, forthright business practices and a strong handshake. Gioia has 45 years of experience as a project manager, process manager and adjunct professor of business management. He assists his clients by utilizing comprehensive knowledge spanning many disciplines, including project and process management, information technology, construction, engineering, data warehouse design and management and lean process control. He advocates a flexible and collaborative leadership style and work environment, with an emphasis on mentoring and team success.

**Scottsdale**

Garret Olson, Master of Arts in Organizational Management (MAOM) ’03, was named Scottsdale fire chief. Olson, a founding member of the Scottsdale Fire Department, was hired in December 2004 to help build a municipal department to replace private rural/metro service. He served as the deputy chief of training and development for the department’s first two years and became deputy chief of operations in 2007. A second-generation fire chief, Olson began his 20-year career as a 911 dispatcher in Long Beach, California. He joined the Mesa Fire Department in 1990 and held positions of firefighter, fire engineer, fire captain, battalion chief and deputy fire chief. In 2001, following 9/11, Olson was deployed to New York to assist as the liaison between the City of New York and the American Red Cross in the city’s Emergency Operations Center.

**California**

**Bakersfield**

Lauri Langwell, Master of Science in Nursing/Family Nurse Practitioner (MSN/FNP) ’10, has joined Hoffmann Hospice as nurse practitioner and compliance officer. A registered nurse since 1999, Langwell served in that capacity at Hoffmann from 2001 to 2010.

**Modesto**

Ken Zanolini, Master of Business Administration (MBA) ’97, announced on June 30 he is running for mayor of Modesto, California. Zanolini, a director of credit for a Livermore insulation firm, has lived in Modesto for four years. His vision for the city includes stimulating job growth over the next four years. The election will be held in November, but the six-person race may lead to a February runoff election.

**Pleasanton**

Alesia Jackson, Master of Business Administration with a Concentration in Health Care Management (MBA/HCM) ’06, was named Western Region sales director for ZELTIQ, a global medical technology company that developed the patented, noninvasive, and clinically proven CoolSculpting procedure to selectively eliminate diet- and exercise-resistant fat bulges. Jackson’s career spans 15 years in sales and marketing, most recently with Covidien as director of national accounts—strategic partnerships. She also held marketing and sales positions with Ortho-Clinical Diagnostics (a Johnson & Johnson Company) and Critikon, LLC.

**Colorado**

**Greenwood Village**

Mowa Haile, Master of Business Administration (MBA) ’00, was named ColoradoBiz magazine’s Minority Businessperson of the Year at the 17th Annual Diversity in Business Breakfast on July 13. Haile, president and CEO of Sky Blue Builders, credits his ability to adapt as one of the keys to his success. As a child, Haile fled Ethiopia with his family to settle in Denver, Colorado. In 2007, he and two business partners launched the general contracting and construction management firm Sky Blue Builders shortly before the housing market decline. Sky Blue Builders quickly shifted its focus to commercial and government work, building a resume of diverse jobs ranging from replacing keypad door locks in Enterprise Rent-A-Car locations to building restrooms at Berkeley Park and Vanderbilt Park as part of the Better Denver Bond Project. The strategy
Recognition

has paid off, with Sky Blue Builders on track to reach $4 million in revenues this year.

Georgia

Moultrie

Michelle Daniels, Bachelor of Science in Business with a Concentration in Administration (BSB/A) ’08, was named the Department of Labor’s Local Veterans Employment Representative of the Year by both the Veterans of Foreign Wars and the American Legion. With seven years of active military duty and a continuing role in the reserves, Daniels is uniquely suited for helping veterans move into civilian careers. She currently works at the Georgia Department of Labor’s Moultrie Career Center, following three years with the Georgia Department of Corrections. The veterans groups presented Daniels with the award at the Georgia Department of Labor’s Veterans Conference in Savannah.

Illinois

DeKalb

Jonathan Hutchison, Master of Business Administration (MBA) ’93, was named senior pastor of DeKalb First United Methodist Church. A welcoming reception was held for Hutchison and his wife, Dr. Carolyn Bengston, on July 3. Hutchison comes to DeKalb from First United Church of Elgin. Formerly, he served as senior pastor in the Rochelle United Methodist Church, worked as an executive with Chemical Bank in New York and served as teacher, coach, counselor and headmaster in private schools in Louisiana, Virginia and Rockford, Illinois.

Indiana

Butler

Kevin Marsh, Bachelor of Science in Business with a Concentration in Administration (BSB/A) ’04, was ordained at the Indiana Conference of the United Methodist Church, held June 11 at Ball State University. Marsh, who has served as pastor at Butler United Methodist Church for three years, was commissioned by the Northern Indiana Conference, which has since merged with the Southern Indiana Conference. He holds a master’s degree from Asbury Theological Seminary and has been a licensed preacher since 1992. His ordination process began in May of 2008, and included a three-year residency in ministry, special classes and becoming an elder in the United Methodist Church. Several members of Marsh’s congregation attended the ordination ceremonies.

Pennsylvania

Philadelphia

Robert Cormack, Master of Business Administration (MBA) ’09, was named 2011 Member of the Year by the Northeastern Economic Developers Association (NEDA) Council of Past Presidents. Cormack serves as executive director of the Bucks County Economic Development Corporation (BCEDC) and possesses a strong record of service in economic development that spans 30 years. NEDA promotes professional economic and industrial development throughout the Northeastern United States. Its most prestigious “Member of the Year” award recognizes contributions to the economic development profession or to NEDA as an organization, typically over the course of many years of service.

New Zealand

Auckland

Jonathan Boucher, Master of Science in Computer Information Systems (MSCIS) ’05, has been recognized by networking forum, Stanford Who’s Who, for an outstanding professional career. Senior IT consultant with Jiggy Interactive Ltd., Boucher specializes in customizing and supporting information technology services for clients in the legal and related industries. He possesses extensive expertise in information technology, web and security systems. He is also a member of the Project Management Institute. Established in 2001, Jiggy Interactive Ltd. is a software development and outsourcing, consulting company.
Alumni Facebook Poll

Do you think the United States is safer now than 10 years ago?

- Yes 20%
- No 80%

*Results of those who responded

Education is a gift. Pass it on.

Nominate someone for the Paying It Forward® Scholarship.

Thirty full-tuition scholarships will be awarded to selected candidates nominated by University of Phoenix alumni.

Nominate someone beginning the week of September 15.

For more information, visit phoenix.edu/payingitforward or email scholarships@phoenix.edu.

Nominations must be received by October 27, 2011.

alumni.phoenix.edu
University News

New advertising campaign features alumni

By Julie Wilson

University of Phoenix debuted its Icons ad campaign in 2010 to share the stories of vibrant alumni who are working to make the world a better place. In May, the University launched the next generation of the campaign, which features three alumnae who are using their education and talents to positively transform their communities and their lives—Dr. Kimberly Horton, Dr. Carrie Buck and Mayor Cherie Wood.

“These graduates embody a determination to work hard to improve their lives and the lives of others in their communities,” says Rob Wrubel, executive vice president and chief marketing and product development officer at University of Phoenix. “These alumni and their unique life journeys with University of Phoenix are a testament to the great potential for change.”

The ad campaign is appearing in digital media, print and outdoor advertising, as well as on major television networks, including A&E, Bravo, ESPN and Food Network. “They’ll also be seen on some popular television shows, such as 20/20, Dancing with the Stars, Grey’s Anatomy and Modern Family,” adds Wrubel.
Dr. Kimberly Horton  
Doctor of Health Administration (DHA) ’08

A 23-year veteran of the health care industry, Dr. Horton is putting her expertise and passion for helping others to work as chief nursing executive at the Alameda County Medical Center in California. There, she oversees a nursing staff of 1,200 and a budget of several hundred million dollars. A visionary in her field, Dr. Horton founded a local chapter of the Association of California Nurse Leaders and an adult sickle cell program in Fresno that now serves as a national model for adult treatment centers. Her greatest satisfaction remains the very reason she got into nursing: to provide exceptional patient care and to save lives.

Dr. Carrie Buck  
Master of Arts in Education with a Concentration in Administration and Supervision, Doctor of Education (MAEd/ADM) ’98

As principal of C.T. Sewell Elementary School in Nevada, Dr. Buck is faced with the challenges of a high-risk school where hundreds of students can’t afford lunch every day. During her time there, this Milken Award winner has turned the school around, increasing its proficiency rating from 30 percent to 64 percent, exceeding results of other local schools in higher-income areas. Dr. Buck’s effort to support her students goes beyond the school gate. To address the issue of hunger, she created a food backpack program so low-income students have something to eat on the weekends. She even helps pick up students at home in the morning to ensure they come to school. Ever passionate about education, Dr. Buck serves as an inspiration to her faculty, staff and students.

Mayor Cherie Wood  
Bachelor of Science in Business with a Concentration in Administration & Management (BSB/ADM&M) ’07

When Cheri Wood was elected mayor of South Salt Lake City in 2010, she embraced the opportunity to strengthen the local economy and build a thriving community. First, she updated the city’s slogan from “City of Industry” to “City on the Move,” an effort designed to highlight the vibrancy of the area. She has hired the city’s first economic developer to assist her and her team in creating South Salt Lake’s downtown area, which will include 200 acres of offices, retail space and a new city hall. Under Mayor Wood’s leadership, the city received a grant to build a new streetcar line, which will be completed in 2013. Crime in the area also has dropped by 19 percent as a result of a new program she launched. Mayor Wood has found success in her role by creating a strong sense of engagement in her beloved community.
Tom Brokaw addresses UOPX grads

UOPX National online commencement ceremonies took place on July 22 and 23 at University of Phoenix Stadium in Glendale, Arizona. The ceremonies encompassed all degree programs, conferring an estimated 2,500 graduates. Veteran television anchor Tom Brokaw delivered the commencement address to graduates and the more than 13,000 guests in attendance throughout both days.

Donated fans help cool low-income households

On July 8, the Kansas City Campus donated six fans to the KMBC 9 Fan Club. For more than 20 years, the club has provided fans to low-income families in Kansas City, Missouri, during the summer. This year, there will also be a limited supply of air conditioners for those with medical disabilities.

Pictured: Volunteers from the Kansas City Campus assist the KMBC 9 Fan Club in providing fans and air conditioner units to low-income families.

Kansas City Campus packs elementary students off to class

The Kansas City Campus partnered with the Kansas City Missouri School District (KCMSD) to launch Backpacks for Achievement, an initiative to provide a backpack with school supplies and personal care kit to each of Kansas City’s 10,000 elementary students at the start of the 2011-2012 school year. Jeannine Lake, Dr. Etta Gray and Dr. Jan McKinley attended the initiative’s kickoff event on June 21, along with representatives of other sponsors such as Target, Hallmark, ING, US Toy, Heart to Heart International and FedEx. The Kansas City Campus adopted one school in the district and donated $3,600 to support the cause.

Pictured from left: Jeannine Lake, Dr. Etta Gray and Dr. Jan McKinley attend Backpacks for Achievement kickoff event.

Job hunters hone their skills at UPOX campuses

The El Paso Campus and Albuquerque Campus each hosted a free career fair and workshop, June 28 and June 29, respectively. Job seekers had the opportunity to improve their resume writing and interview skills, and meet with more than 20 local employers.
Indianapolis Campus collects school supplies for young students

The Indianapolis Campus staff, students and faculty held a school supply drive during the month of July for the Boys and Girls Club. Staff members were challenged to donate backpacks and rally students and faculty to contribute items to fill them. Ninety-five backpacks were donated along with school supplies such as paper, folders, pencils, school boxes and glue sticks. In addition, the campus donated $2,000 to the local Indianapolis club.

Pictured: The Boys and Girls Club of Indianapolis receives giant check along with donated school supplies.

Columbus Campus stocks local foodbank

The Columbus Campus collected food for the Mid-Ohio Foodbank throughout the month of June. Students, faculty and staff members donated a total of 570 pounds, or 570 meals, to families in need.

Pictured: Volunteers from the Columbus Campus sort food donations.

Minnesota hosts annual blood drive

The Minnesota Campuses hosted Memorial Blood Centers during their annual summer blood drive on June 30. Recruiting for the event went so well that additional staff members were added to the blood drive to accommodate the waiting list. The blood drive met 114 percent of the blood drive goal. During the three-hour drive, 24 pints of blood were collected. That is 72 potential lives saved for a total of 126 potential lives saved this fiscal year. Through the Minnesota Campuses’ continued partnership and dedication to the cause, participation nearly doubled compared to last year.

Pictured top: Volunteers for Reid Park Elementary School from the Charlotte Campus from left: Carey Fissel, Lori Leaman-Fay, Heather Wagner, Tara Fletcher, Shanika Washington, Jacquelyn Tolgo, Chicquetta President and Chiquita Brown.

Middle: Volunteers for Hidden Valley Elementary School from Charlotte’s North Learning Center from left: Eriba Stevens, Amber Hill, Janaya Miller, Scott Wesolowsky, Brandon Terrell and Monica Keyes.

Bottom: Volunteers for Hidden Valley Elementary School from Charlotte’s East Student Resource Center from left: Alphonso McClary, Priscilla Richenbacker, Nicolas Soza and Cody Young.

Charlotte Campus supports area grade schools

The Charlotte Campus flexed its charitable muscles, contributing $6,000 sponsorship dollars, 85 volunteer hours and 500 collected items to support its partner elementary schools during the 2010-2011 school year. Twenty-one dedicated volunteers helped out with events, chaperoning and translation services, while campus sponsorships funded field trips and a library program. The campus also hosted the Scholastic Book Fair to stock classroom libraries.

Pictured: Volunteers for Reid Park Elementary School from the Charlotte Campus from left: Carey Fissel, Lori Leaman-Fay, Heather Wagner, Tara Fletcher, Shanika Washington, Jacquelyn Tolgo, Chicquetta President and Chiquita Brown.

Delaware Campus and State Chamber of Commerce host networking breakfast

On July 12, the Delaware Campus partnered with the Delaware State Chamber of Commerce to host a free networking breakfast. The event was targeted to Wilmington residents interested in learning more about higher education opportunities in the area and degree programs available at the new University of Phoenix Delaware Campus.
Community Relations

Sports equipment drive supplies Boys & Girls Club with fun year-round
In June, University of Phoenix was the proud sponsor of the 3rd Annual 620 KTAR Gear Up for Kids Sports Equipment Drive. Donations of new and used sports equipment benefit the Boys & Girls Clubs of Metro Phoenix. The Clubs serve more than 35,000 boys and girls annually through structured, comprehensive development programs for youth in grades K-12. UOPX staff contributed at drop-off locations across Phoenix.

“KTAR 620’s Gear Up 4 Kids sports equipment drive goes a long way to helping the Boys & Girls Clubs of Metropolitan Phoenix maximize every dollar for critical programs and services,” says Amy Gibbons, president and executive director of the Boys & Girls Clubs of Metropolitan Phoenix. “With the support of wonderful partners like University of Phoenix, kids in our Clubs across Phoenix and the West Valley now have the equipment they need to be active, stay healthy and enjoy sports all year long.”

Share-A-Bear project builds teddy bears for children in crisis
University of Phoenix, the Boys & Girls Club and the Dallas Police Department recently teamed up in a special Share-A-Bear project aimed at providing comfort to children in crisis situations. Approximately 100 UOPX volunteers worked with local Boys & Girls Club children to build 250 bears at a recent staff conference. The bears were donated to the Dallas Police Department. The Police officers keep the teddy bears in their patrol cars to give to local children caught in traumatic situations.

“University of Phoenix is committed to playing an active role in the Dallas community and proud to support first responders as they comfort some of our youngest residents,” says Jennifer Rodriguez, University of Phoenix Dallas Campus director. “Working with the Boys & Girls Clubs of Greater Dallas and supporting the Dallas Police Department provides our employees with an opportunity to support the community in a very meaningful way.”

Pictured: Basketballs, jump ropes, tennis rackets and footballs were among the 2,000 sports items UOPX donated to Gear Up 4 Kids.

Pictured: UOPX volunteers join Boys & Girls Club members to build 250 bears in Dallas, Texas.
Alumni Association Benefits

Starting the day you graduate, the University of Phoenix Alumni Association becomes a resource for you. Visit alumni.phoenix.edu to customize your account and confirm your profile.

**Built-in career networking**
Tap into an alumni network that's more than 700,000 strong by joining the Alumni Association.

**Career resources**
Discover tools and resources to help you market your skills to potential employers.

**Discounts and savings**
Find discounts on everything from computers and electronics to insurance products, travel and more through University Marketplace.

**Homecoming and events**
Reconnect with fellow alumni at Homecoming each fall or attend special events throughout the year.

**Scholarships**
Apply for scholarships to return to school or nominate someone you know for the chance to attend the University.

**Get involved**
Become a mentor, join an Alumni Chapter or share your story through Phoenix Focus alumni magazine.

Get started now
alumni.phoenix.edu

Kelly O’Horo | MSC/CC ’10
Phoenix Focus March 2011
Events

University of Phoenix Homecoming 2011

RECONNECT
Don’t miss your chance to mix, mingle and network.

From networking opportunities, guest speakers and family friendly activities, Homecoming 2011 has something for everyone. The 76 Homecoming events from Hawaii to Puerto Rico begin Aug. 20 and conclude Oct. 27. Find out more at www.phoenix.edu/homecoming.

Alaska
Alaska
September 24

Alabama
Birmingham
October 8

Arkansas
Little Rock
August 26

Arizona
Phoenix
September 24
Southern Arizona
October 1

California
Lancaster
September 3

Southern California
September 10
San Diego
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Central Valley
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Sacramento
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October 13

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Everyone has a story to tell.

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

Email us at alumni@phoenix.edu.