



ALUMNI

CHRONICLES MAGAZINE

ISSUE : 07

Los Bros
COFFEE

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Taking Care of Business

*UOPX alum Orlando Jimenez builds
his future one cup of coffee at a time.*

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Real Alumni. Real Stories. Real Inspiration.

What do scaling Mount Everest, championing wounded veterans and fighting human trafficking have in common? **UOPX alumni.**

Tune in to the *Degrees of Success* podcast and our new mini-documentary series to hear stories that go beyond job titles.

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MBA, '03 | Author, U.S. Navy veteran,
Mount Everest summiteer



Shirley Dominick
DM, '08 | Nonprofit leader,
wounded warrior champion



Kylie Glendenning
BSCPSS, '24 | Human trafficking advocate
and podcast host

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ON THE COVER
Orlando Jimenez (MBA, 2024; DBA,
in progress) serves up success out of
his Dos Bros coffee truck in Arizona.

UOPX
PRESIDENT CHRIS LYNNE

Dear Alum,

At University of Phoenix we are continuously inspired by the ambition, innovation and spirit of our alumni. One of the most dynamic expressions of that spirit is entrepreneurship — and that's exactly what we're celebrating in this issue of *Alumni Chronicles Magazine*.

Whether launching a small business, scaling a startup or bringing fresh ideas to established organizations, our alumni are creating opportunities for themselves and their communities. In these pages, you'll meet Orlando Jimenez, an MBA graduate and current doctoral student who turned a passion for coffee into Dos Bros Coffee, a thriving business in Arizona. His story is one of vision, resilience and purpose, which are qualities that define so many of our graduates.

You'll also find practical insights into what it takes to start and sustain a business, as well as reflections on how entrepreneurial thinking can benefit anyone, regardless of career path. From financial literacy to leadership development, the University continues to provide resources that support our alumni in building meaningful, future-ready careers.

Entrepreneurship also takes center stage in this issue with the launch of a new recognition initiative: the UOPX Alumni Luminaries. This annual honor celebrates 76 alumni — symbolic of our founding year — who exemplify excellence in three key areas: industry leadership, community leadership and entrepreneurship. We're proud to share the stories of our inaugural class and invite nominations for future honorees at phoenix.edu/alumni/luminaries.

As always, we remain committed to supporting adult learners with relevant, accessible opportunities to grow, lead and give back. Whether through alumni chapters, volunteerism or professional development, there are countless ways to stay connected and make a difference.

Our alumni continue to amaze us. Your success reflects the strength of our community and the enduring value of a University of Phoenix education.



Warm regards,

Chris Lynne

Chris Lynne
President, University of Phoenix

05 New at the U

Catch up on notable happenings, including a fresh documentary series starring UOPX alumni and key takeaways on the state of the American workforce.

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Orlando Jimenez is many things. Husband, father, U.S. Navy veteran, wrestler, MMA fighter and ... coffee connoisseur? As this polymath explains, entrepreneurship is all about spirit and service.

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Business plans, loans, tax codes, oh my! Dig into the meat of what it means to start your own business.

25 Research Rising: When Careers Betray Us

Is your job not living up to the hype? You're not alone. Learn more about the phenomenon known as "career betrayal" from two UOPX researchers.

29 Let Me Tell You: From Set to Syringe

Hear what UOPX alumna and aesthetic injector extraordinaire Lori J. Robertson, MSN, PHN, APRN, FNP-C, has to say about working in medicine, TV and entrepreneurship.



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New at the U

Catch up on what's happening at your alma mater

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Meet Our Alumni

Alumnus Orlando Jimenez brings coffee and community to Arizona



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Ride the Silver Tsunami

Boomers are aging out of the workforce. What comes next?

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Research Rising

What do you do if you hate your career path?



By Elizabeth Exline

Discover the latest and greatest happenings at the University.

You may have your degree, but your affiliation with the University is like its approach to education: always on, always evolving. Here's the latest dispatch from your alma mater.

1

Survey Says

The results of the University of Phoenix 2025 Career Optimism Index® study are in, and the picture is concerning. Burnout is clocking in at a record high among employees. Emerging alongside it is a general sense that everyone could do with more autonomy over their careers. As for employers, well, that's complicated too. Consider the following data points:



Workers who lack control over the future of their careers are **56%** more likely to experience burnout than those who do feel in control.



86% of workers are actively seeking skill development opportunities, yet employer investment in reskilling and upskilling has declined by 13 and 10 points, respectively, since 2022.



60% of employers prefer hiring new employees over training current staff, despite research indicating the significant cost of turnover and the proven impact of talent development on retention rates and profitability.

The silver bullet to all this is probably a surprise to no one. Survey respondents said AI could help them develop skills quickly (56%) and close knowledge gaps (79%). Employers, meanwhile, are equally enamored: 61% said they'd prioritize hiring candidates with AI experience or training — even at the expense of traditional skills for the role.

Now in its fifth year, the report drew on responses from 5,000 working U.S. adults and 500 employers via an online survey administered between December 2024 and January 2025.

Read the report: phoenix.edu/career-institute/career-optimism-index



Camille S. | DM, 2012

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UOPX and Binge



Looking for something to add to your playlist? UOPX has you covered with a new docuseries spin-off of our popular alumni podcast, *Degrees of Success*, which delves into powerful, visual narratives of alumni and the people who inspire them. The premiere episode recounts the journey of alumnus Brian Dickinson, who scaled Mount Everest only to find himself snow-blinded and alone at the summit. Future episodes promise to be equally gripping. Take for example, the upcoming story of Fannie Griffin McClendon, a trailblazer who served in the all-Black 6888th Central Postal Directory Battalion in World War II and inspired a UOPX scholarship. Released quarterly, this cinematic series captures the spirit, strength and success that define what it means to be a Phoenix.

Watch now: youtube.com/@UOPXDegreesOfSuccessPodcast



Brian D. | MBA, 2003

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AND THE AWARD GOES TO...

It's been a good year for University of Phoenix when it comes to awards, thought leadership and accolades. Here's a look at some of the highlights:

Cigna Healthcare recognized the University's wellness efforts for its staff and faculty with a **2024 bronze-level Healthy Workforce designation**.

Doris Savron, the vice provost of Colleges, Curriculum and Assessment at UOPX, received an **Outstanding Women in Business Award** from the *Phoenix Business Journal* on March 25. The honor was bestowed on just 25 women from a pool of several hundred nominations and follows her appointment to the Greater Phoenix Chamber Foundation Board of Directors.

The University **sponsored and hosted a panel at the SXSW EDU conference** in March in Austin, Texas, which addressed talent stagnation through skill-building.

The University made a **significant contribution to the 2025 ASU+GSV Summit** in San Diego, which explored how to bring future-ready skills and education to all people. UOPX presented a panel discussion on why employers need to empower workers in the age of AI. University leaders brought their insights to other workforce panel discussions throughout the conference as well.

The University of Phoenix marketing department received **two ADDY® awards** from the Phoenix Chapter of the American Advertising Federation in March 2025. (One of the winning videos, "Driven," showcases alumni perseverance!)

Learn more about the University's ongoing accomplishments:
phoenix.edu/media-center/press-release

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The More You Know

Building on its history of innovation, UOPX continues to reimagine the learning experience. Consider some of the following college updates:



In the **College of Education**, more than 50% of the teachers who completed their programs during the 2024–25 school year represented rural school districts. By supporting these students, UOPX not only continues its commitment to removing barriers to education but also helps to meet an important need in rural communities.



The **College of Business and Information Technology** is gamifying and growing its approach to cyber-centered education. One example is the Capture the Flag-style activities IT students can participate in, which challenge their knowledge of certain skills. The prize? EC-Council exam vouchers to earn certifications.



The **College of Nursing** has initiated two new evidence-based practice badges in its Doctor of Nursing program: The DNP Advanced Evidence Appraisal badge and the DNP Evidence-based Practice Scholar. These two badges represent a recipient’s ability to critically appraise research evidence and show advanced competency in evidence-based nursing practice, respectively.

And that’s just the beginning! Find out more about how the learning never stops at University of Phoenix.

Check it out: phoenix.edu/online-degrees/skills-aligned-learning



Blake A. | MHA, 2021

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Webinars to Watch

Curious about how you can stop overspending? Or do you want to get ahead of your job search with a concrete plan of action? Then check out the free webinars available through UOPX! Offering insights from both University educators and industry thought leaders, webinars range in topic from personal finance to all things career, like how to manage credit card debt or find scholarships, and how skills-based hiring can affect your future prospects.

Watch now: phoenix.edu/events/webinars



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MEETING OF MINDS

Calling all lifelong learners! The 2025 Knowledge Without Boundaries Summit is scheduled for Oct. 16–18. Facilitated by the College of Doctoral Studies, this virtual conference will explore how scholarship, research and intellectual reasoning can be brought to bear on society’s most challenging issues. Join to hear from and engage with UOPX thought leaders as they present groundbreaking research and scholarship in lively, interactive sessions.

Register today: phoenix.edu/research/events/summit/2025

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TAKE THE Recognition

The UOPX Alumni Luminaries program kicked off strong in its pursuit to recognize some of our most exemplary graduates. More than 600 nominations came in for alumni who have demonstrated superlative achievements in industry, community and entrepreneurial leadership. The reward for the 76 selected honorees? Ongoing recognition, a bespoke gift and more opportunities to celebrate.

Now, we’re ready to recognize another 76 honorees in 2026! Learn more about this exciting program, including how to nominate someone who has taken their career or philanthropy to the executive level.

Learn more: phoenix.edu/alumni/luminaries





COMING UP BROS

By Elizabeth Exline • Photography by Audria Abney

Orlando Jimenez has been many things to many people — Navy veteran, championship fighter, husband and father. Today, he channels his experiences into the entrepreneurial spirit behind Dos Bros Coffee.

For Orlando Jimenez (MBA, 2024; DBA, in progress), the smell of coffee has always signaled more than just a new day. The nutty warmth percolating through his childhood home in Stanfield, Arizona, would mean it was time to get to work on the farm. At other moments in his life, it might mean it was time to study, or stay awake as a law enforcement officer, or focus on training as a championship fighter.

Now, coffee means something else entirely to Jimenez. It represents the chance to build a legacy.

Community Built on Coffee

Pull up a seat alongside the counter of Dos Bros Coffee, and you'll soon recognize how this small venture is about more than profit or even passion. It is about connection.

Depending on where you're enjoying your espresso or cold brew, Jimenez's wife and two of his five children might be nearby. Mentors, friends and familiar faces might roll in and out, pausing for hugs, chats and, of course, coffee.

Jimenez's roaster, Christopher Hartman, may also be there unloading inventory. Possibly he'll sit down afterward to sip an espresso and shoot the breeze. "With my experience in coffee roasting and his mastery of cold brew, we're bringing the best of both worlds together," Hartman says. "We're here to deliver the boldest, most authentic coffee experience because that's what our community deserves."

Jimenez teasingly calls him *el brostador*, because everything at Dos Bros is about brotherhood — but not in the traditional sense.

"Dos Bros is not about two brothers," Jimenez explains. "It's about all of them. My best friends from childhood, my Navy brothers, my wrestling and MMA brothers. These are the men who've lifted me when I couldn't walk alone. ... That brotherhood is everything to me."

Hartman concurs. He met Jimenez when Jimenez was operating a small outfit out of a South Phoenix recreation center. Jimenez had run out of espresso, and Hartman, who roasts for clients throughout Arizona, happened to be at the center with his own children. He stepped in to help, and he and Jimenez formed a partnership that continues today with Dos Bros operating out of a mobile coffee bar and a Tempe location.

"I've always believed in resilience, brotherhood and excellence," Hartman says. "Partnering with Orlando isn't just about coffee. It's about two veterans coming together with a shared passion and a commitment to creating something exceptional."

Two Sides of Orlando Jimenez

Dos Bros was born as a side hustle during the COVID-19 pandemic, Jimenez says, when he was serving cold brew on a small scale to help pay the bills. "I'd say it took about a year of testing, refining and obsessing over every detail — from the flavor to the mission — before I knew we had something special."

At the time, Jimenez was living in San Diego, where he was working on a video series, titled *Unlocking Victory*, for a sports entertainment company. California's lockdown measures had upended his family's life. While the experience probably sounds familiar to most parents, Jimenez's response was unusual.

"My kids were all in school online and U.S. professional fighters weren't fighting at the time," he says. "Children were logging off and then taking their lives. That was an issue for us. So, we thought, let's start teaching physical fitness by going online."

These workouts, shared via social media, led to Fight Rope Fitness, a company that creates sleek, lightweight jump ropes favored by professional fighters like Jimenez. It also offers fitness regimens, insights and encouragement via its online blog.

“I turn inward. I pray. I train. I write. I serve. I believe that pain can be transformed into purpose. Dos Bros is a result of that belief. It's more than a brand — *it's healing.*”

"Both brands reflect different parts of who I am," Jimenez says. "Fight Rope is about movement, mindset and grit. Dos Bros is about culture, connection and flavor. ... I want to create an ecosystem of brands rooted in service, strength and soul."

One Man, Many Lives

While building two companies at the same time might seem daunting, the challenge (and possibly the thrill) speaks to Jimenez. To understand why, you need to look back at his life.

Jimenez grew up working the land. His town was small, his family was big, his values were simple: Work hard, be grateful and support one another.

In high school, he began wrestling and was soon recruited to the Phoenix metro area. The plan was to wrestle in college as well, but after 9/11 Jimenez did what the men in his family had done before: He joined up and served from 2002 to 2006 in Operation Iraqi Freedom and Operation Enduring Freedom.

Jimenez glides over those years with a stoic smile, explaining how he went on to attend college at a state university in Arizona and earn his bachelor's degree in justice studies and his master's in law.

But he wears the toll of military service in other ways. Combat, suicide of fellow service members, mental distress — he's experienced it all. In life, however, you have a choice about how you let external experiences affect you. Jimenez turns setbacks into motivation.

"I turn inward," he says. "I pray. I train. I write. I serve. I believe that pain can be transformed into purpose. Dos Bros is a result of that belief. It's more than a brand — it's healing."

Before Jimenez got there, he had other lives to live. He worked in law enforcement. He moved to San Diego to work on *Unlocking Victory* and became a professional fighter in the process.

But the COVID-era restrictions in California, combined with his children getting older and his priorities shifting, heralded a return to Arizona, where Jimenez took a position at a fiduciary firm. "I learned a lot more about real estate, property and taxes," he says. "I thought, 'If I can do this and I can understand this concept of what it takes to run a small business ... I can do this on my own.'"

Then, one day, Jimenez found himself in the home of a client who'd murdered his wife. Jimenez was standing in the house, wrapped in that family's veil of misery, despair and trauma, when he had an epiphany. "I said, 'I've been looking at bullet holes in the wall since 2002. I don't know why I always find myself in this situation,'" Jimenez recalls.

It was time to get out.

The Future Is Brewing

Today, Jimenez sees entrepreneurship as the path "to serve and to be free." He completed his Master of Business Administration from University of Phoenix in 2024, which helped him to develop the skills, strategy and confidence to move forward with Dos Bros and Fight Rope Fitness.

He's also pursuing a Doctor of Business Administration at UOPX because he's discovered he loves to learn. (His garage, he says, has been converted into a library

where he reads all manner of books. Business has unsurprisingly topped his list lately.)

The goal, he explains, is to create a legacy for his family and community. "We're scaling Dos Bros Coffee with new café locations, a mobile coffee trailer, cold brew bottle production and franchise discussions," he says. "We're also building a roasting lab in Phoenix. ... My long-term vision includes launching a full wellness and training compound where veterans, athletes and entrepreneurs can grow together."



Jimenez and his wife, Priscilla, grab some family time with their five children.

As all this unfolds, Jimenez faces the future squarely with its inevitable successes and setbacks. After all, adversity will always loom in the distance. But the potential? You only get a few chances in life to grab it.

"We're going to toil until we die," he says. "That work is in the blood, and you can't be afraid of it." 🌸

Curious About Another Degree?

If you're looking to further your education, it may cost less than you think. University of Phoenix graduates enjoy exclusive tuition pricing: Alumni with associate degrees can save up to \$2,880 on their bachelor's degrees, and bachelor's degree alumni can save up to \$2,200 on their master's.

University of Phoenix is also awarding up to 50 new scholarships for alumni, valued at up to \$2,000 each and applied over a set number of courses. [Learn more!](#)

Tuition rates:



Scholarships:



ON THE JOB

LEARNING HOW TO SCALE

The Entrepreneur's Secret Struggle

By Sheri Bardot

UOPX Career Advisor Sheri Bardot recalls her days as an entrepreneur and reflects on why delegation is the hardest part of the business.



When I look back on my early days as the owner of a fitness and spa service management company, I remember proudly saying, "I started this company with \$350." Why is that the thing I wanted people to know? Maybe I wanted to inspire them or show them that starting something from almost nothing was possible. Or maybe I was just trying to prove to myself that being scrappy meant I was doing something right.

Either way, the unspoken part of that statement was: *And I did it all myself.*

In the beginning, doing everything on my own wasn't just a point of pride. It was necessary. Every dollar I earned went back into the business. Supplies, equipment, basic marketing. Hiring help wasn't on my radar. I couldn't justify it or imagine it.

Throughout my career, my ability to balance all these responsibilities became the thread that supported my successes. With each success the threads were

intertwined and strengthened. When a new contract was signed, or when positive feedback was received from a customer, I never thought, "If I want more of these things (contracts and clients) then I need to hire support staff."

No, I thought, "How can I jam even more appointments, meetings or trainings into my schedule?" The successes acted as validation to my less-is-more approach. They represented my ability to manage everything myself. They said to the world that I was capable and crafty enough to manage my financial resources successfully.

When You Realize You Need Help

I don't think I'm alone when I say that a lot of entrepreneurs resist change when things are working well. If your business is growing, and you're technically managing it all, it's easy to tell yourself that nothing needs to change.

You start off full of energy, wearing every hat, answering every call, handling every email. For a while, it works. It even feels rewarding.

But as your business grows, so do the responsibilities, and eventually something starts to shift.

For me, that shift came slowly. It started with small things. I began dragging my feet when it was time to do payroll for my contractors, putting off tasks like categorizing receipts or sending invoices. I was avoiding those tasks. Still do. I knew I should be out building relationships, meeting with city partners and attending business events, but I was trying to keep it all together.

Even though I was making money, I had no real system for managing it. QuickBooks®? Yes, but I couldn't tell you my exact profit margins or forecast cash flow with any certainty. And that nagging sense of disorder? It started to weigh on me.

So, I asked myself a hard question: *Is this the best use of my time?*

What Help Should Look Like

At first, I thought I needed someone who could do exactly what I did. I quickly realized that wasn't helpful. My clients wanted to talk to me. The relationships I'd built were still central to the business. That's where I made the biggest impact.

The better path was hiring someone who could handle the things that ate away at my time but were necessary for the business's viability.

I made a list of the necessary tasks that took most of my time but got pushed to the bottom of my to-do list: booking appointments, doing payroll, scheduling staff and managing supplies.

One of my first hires managed client appointments and staff scheduling. It sounds small, but it gave me back hours each week and, more importantly, the flexibility I needed to focus on growth and partnerships. I also outsourced payroll services, accounting and web design. Eventually, I had someone help with PR. One task at a time, I started scaling.

Watch and Learn

Running a business is one thing. Funding it is another. Watch this video for a primer on how to finance your small-business dream.



QuickBooks is a registered trademark of Intuit Inc.

Expect to Make Mistakes

Recognizing you need help, and in the right areas, is the first step, but don't be surprised if during the recruiting and hiring phase you experience missteps.

You might hire the wrong person, find it awkward to explain what you need or lack the ability to give clear, actionable feedback. You might even catch yourself redoing work you asked someone else to do because it wasn't exactly how you wanted it.

That's normal. Annoying, but normal.

The key is to not let a few bumps in the road stop you from looking for the right fit.

Taking the First Step Toward Delegation

Not sure which task to offload first?
Here's where to start.

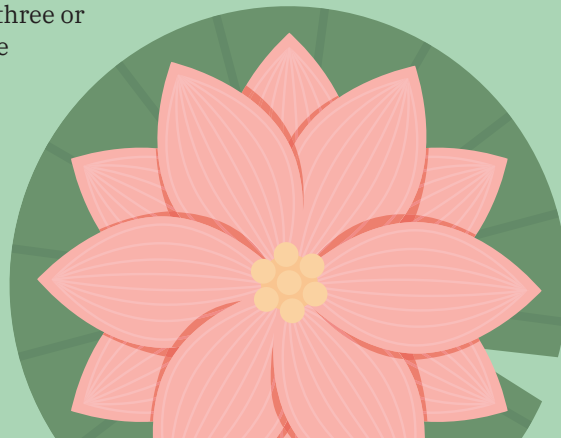
- 1 List every task you do in a week.
- 2 Ask yourself:
 - Which tasks absolutely require me?
 - Which ones could someone else do with some training?
 - Which tasks take me away from my natural strengths?

The goal isn't to give everything away. You need to stay in the areas in which you have the most impact. Everything else? Delegate when you can.

Hiring With Intention

Finding the right fit starts with getting clear on what you want someone to do. Then, write down:

- Every task you want to offload
- How much time each task takes
- What skills and experiences are essential for the role
- What success looks like three or six months down the line



Then, when you interview, don't focus only on technical skills. Soft skills should be front and center as well. Communication, flexibility and emotional intelligence are important in a small business where roles often overlap and a can-do attitude is necessary.

Entrepreneurship by the Numbers

What does it mean to be an entrepreneur? Consider these data points from the U.S. Chamber of Commerce.

What makes a small business "small"?

The U.S. Small Business Administration defines the term as an independent business with fewer than 500 employees.

What is the national impact of small business?

- As of 2023, the 33.2 million small businesses in the U.S. made up 99.9% of all firms in the country.
- Small businesses play a big role in new jobs: They generated about two-thirds of new roles between 1995 and 2021.

Source data: U.S. Chamber of Commerce

Taking the time to really get to know candidates, involving others in the process if possible, and using structured interviews and assessments can make a huge difference. And trust your gut. If something feels off, it probably is.

Payroll and Benefits: Ugh!

The subject of entrepreneurship often is glamorized with images or videos that showcase an entrepreneur's life as completely under control as the powerful person in charge gets to work when they want and how they want.

In reality, the practical stuff must get done.

Deciding if you will offer benefits is not chic, but it is something that every entrepreneur who has an employee will have to consider. If you have fewer than 50 full-time employees, you're generally not required to provide health insurance under the Affordable Care Act. However, you are required to offer certain benefits, like workers' compensation, unemployment insurance and, in some states, disability insurance. Requirements can vary, so check your state's laws.

Offering benefits, even basic ones, can be expensive, sometimes adding 30% to 40% to an employee's base pay. If you're not ready to offer full benefits, consider starting small and expanding as your business grows.

Tax-wise, hiring employees means dealing with payroll taxes and more administrative work. I hired a service that managed the reporting and payroll taxes. It was worth the peace of mind knowing that I was compliant and that my staff was paid correctly.

Contractors, on the other hand, are simpler from a tax and benefits perspective, but there may be limitations as to what you are and not responsible for. Some states like California have strict rules about who can be considered an independent contractor and who is an employee.

Letting Go Without Losing Yourself

Letting go is hard. You've built this thing. You've sacrificed. You've stayed up late, worked weekends, made it *yours*.

Handing off even a piece of it can feel like giving away part of your identity. In my experience, the opposite is often true. By freeing yourself from the tasks that drain you, you can focus on developing your leadership skills and create more opportunities for success.

If you're already starting to feel stretched thin, don't wait for burnout. Offload one task by outsourcing. Build one efficiency system. Look into AI to manage repetitive administrative tasks. Have one honest conversation about needing support.

Growth doesn't come from doing everything. It comes from building something bigger than what you can make alone. 🌸



Scale Up Your Skills

From overseeing operations to evaluating opportunities, running a small business requires a diverse skill set. Enhance yours with a Small Business Management and Entrepreneurship Certificate.

Learn more:



The Future Starts Here

By Elizabeth Exline

To lead or not to lead? That is the question facing many alumni who are already juggling numerous responsibilities. Yet, as these three new leaders prove, there is sometimes a profound value to assuming the mantle of leadership. In an alumni chapter, for example, you can expand not just your own network but also those of many other alumni. You get a say in how your community is shaped. You contribute to something bigger than yourself.

In 2025, 44 alumni volunteered to lead chapters throughout the country. That injection of new energy means there are likely events to attend and people to meet fairly close to where you are right now. It means that, if you have something to add or say, you might connect with your local chapter and drop in at the next event. Or, if you're willing to step up like these three individuals, you yourself may be ready to lead. Find out what you've been missing.



Lela Heath
(CERT/HIT, 2016;
AAITT/HIT, 2017; BSHM, 2024)
Vice President, Augusta

Leading With Heart (and Ethics)

Biggest surprise about leading a chapter?

The biggest surprise about leading a chapter is not always knowing which resources and tools UOPX offers its alumni. I have mainly communicated via our social media page by providing excerpts of “knowledge you can use,” and the response has been pretty shocking — alumni don’t always know what is provided to them.

Why should others consider following your example?

I strive to lead with integrity — doing what’s right even when it’s not easy. I believe others can benefit from anchoring their work in trust and ethics. I prioritize lifting others up, creating a space for them to grow. Leadership is not about control — it’s about enabling others to shine! I show up, deliver on my word and own my mistakes. If I can inspire just one person to adopt this mindset, we are all collaboratively one step closer to a better chapter.

A Representative for Everyone

What was the catalyst for deciding to take on a leadership role?

I wanted to be involved in the Tampa chapter because it is a great way to network and help support fellow alumni. Volunteering and helping organizations in today’s world is the root of what makes each of us successful — supporting others and giving in time of need.

What are you most excited to accomplish in this role?

I am most excited about leading this chapter in volunteerism and events that bring the community together. Additionally, I look forward to being supportive of our alumni who need help with career services or networking.

Why is now your time to lead?

I have worked in healthcare for many years learning each role. Now I’m at the top of my career as a nurse practitioner. I believe that hard work and ambition — and believing in yourself — can get you where you want to be.



Jennifer S. Hall
MSN/FNP (BSN, 2012;
MSN/MHA, 2014)
President, Tampa

Amplifying Voices

Biggest learning curve?

Navigating the balance between strategic planning and real-time engagement has been the biggest learning curve. Social media moves quickly, but leadership requires foresight and intentionality. Learning to respond to immediate needs while staying aligned with long-term goals has sharpened both my leadership and adaptability.

Why should others consider following your example?

When you choose to lead, especially in a space where your voice or story might be underrepresented, you’re not just elevating yourself. You’re making it possible for others to see themselves in that position, even if they’re not yet confident enough to pursue it on their own.

By leading with authenticity, consistency and purpose, I hope to show others that their presence matters, their perspective is valuable and their influence can create real change. Sometimes, the most powerful thing we can do is show others what’s possible simply by saying yes to the opportunity. You never know who’s watching you quietly, waiting for permission to shine, and your courage might just be the catalyst they need.



Walter L. Frazier
(MBA, 2023; DBA, in progress)
**Vice President of Social Media,
Dallas-Fort Worth**

Take the Next Step

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RIDE THE SILVER TSUNAMI

BY LAURIE DAVIES

A STORM IS COMING.

In what is being called the “silver tsunami,” aging baby boomers are leaving the workplace and leaving a wave of inexperience and knowledge gaps in their wake. It will reshape the modern workforce.

Think about all that will be lost.

Then again, if you have the advantage of youth and an entrepreneurial spirit on your side, think about all there is to *gain*. Gen Z (people born between 1997 and 2012) aren’t dubbed *zoomers* for no reason. Hailed by *Forbes* as “the most entrepreneurial generation to date,” young, business-minded go-getters are buying up boomers’ businesses and storming into the creation of their own digital storefronts. Intuit reports that 80% of Gen Z business owners started their businesses online or with a mobile component.

Meanwhile, millennials, currently the largest generation, also stand to benefit. People born between 1981 and 1996 are the largest generation in the U.S. workforce at 75%, according to *Forbes*. This makes millennials uniquely poised to reshape outdated norms and create workplace cultures that will attract and retain talented employees — offsetting the pain of the exodus of boomers (born between 1946 and 1964).

Ready or not, a new wave is coming. Savvy young workers will ride it.

Scope of the Issue

Inside employers and organizations, the exodus of boomers isn’t just about employee headcount. With the speed that it takes for a boomer to press “send” on retirement paperwork, decades of experience is just ... gone. That’s a considerable and collective brain drain.

“Younger generations — and particularly those who focus on advancing their education and skills — are going to be shaping what success looks like for decades.”

— LEO GONCALVES, VP OF UOPX WORKFORCE SOLUTIONS GROUP

Consider these statistics:

11,200 baby boomers **will turn 65** every day from 2024 to 2027

4.1m boomers **turned 65** in 2024

56% of boomers **hold leadership positions**

“It is, by the stats, a large problem,” says Leo Goncalves, vice president of the University of Phoenix Workforce Solutions Group. “Expertise that is not easy to replace is going to start walking out the door. It’s hard to find individuals with the same level of seniority and institutional knowledge. This creates organizational stress for companies.”

Employee-driven industries like healthcare, education and finance are predicted to feel the so-called silver tsunami the most. Of course, a trip down Main Street in your hometown may also reveal a smattering of mom-and-pop shops started by — and still owned by — boomers. Multiply the sales of those businesses by 10,000 towns, and the scope of the issue emerges more broadly.

How Zoomers and Millennials Can Capitalize

“At the end of the day, the problem employers face is an opportunity for younger generations,” Goncalves says. “There is a unique window of opportunity for them to step into leadership roles sooner.”

Goncalves even goes so far as to say this is a once-in-a-lifetime opportunity. “Gen Z and millennials are likely not going to have another opportunity to move into the sheer amount of roles that will open up within organizations. There won’t be another cliff where a large volume of people is retiring at once,” he says.

Population statistics bear this out. As of the 2020 U.S. census, boomers numbered 73 million while Generation X numbered 65.2 million. Those numbers dictate that when Gen Xers retire, the number of job openings will not reach the boomer peak.

Goncalves predicts that the millennials and Gen Zers who position themselves strongly right now will reap the benefits of market conditions that already are swinging in their favor. “Younger generations — and particularly those who focus on advancing their education and skills — are going to be shaping what success looks like for decades,” he says.

His top tips?

- Enhance your potential through **degrees, certificates and upskilling**. “Proactively seek skills that unlock opportunities in the future,” he says.
- **Think entrepreneurially**, even if you work for a company. “Identify problems, propose solutions, lead the initiatives. Create value for your organization.”
- **Expand your professional network** across disciplines. If you’re in marketing, expand your network to include professionals from finance and human resources, for example.
- Seek employers that offer tuition assistance and **true career advancement pathways**.

In the end, younger members of the workforce who take charge of their skills profile and market conditions may find themselves on a more promising track. “If they can merge digital fluency, agility, fresh ideas and an entrepreneurial mindset with risk-taking and skills, they will be the ones leading change in their organizations,” Goncalves says.

A deeply entrepreneurial generation, zoomers may not just be looking to climb the ladder into leadership positions. (In fact, their aversion to leadership roles in organizations is well documented.) Some already are looking to acquire companies outright. According to a study from Forrester, individuals born in 1980 or later (which includes millennials and Gen Zers) make up almost 71% of business buyers. Meanwhile, 39% of Gen Z business owners already employ five or more employees.

How Employers Can Respond

“How we’ve always done things” will have to change. “In the U.S., employers could always rely primarily on hiring. There was a plentiful supply of skilled workers. It’s not that plentiful anymore,” Goncalves says.

In fact, in today’s changing climate, Goncalves views hiring as a solution to address a skills gap as a race to the bottom. “Companies are finding they might not find skills in today’s tight labor market. They have to *develop* skills. Employers are finally realizing they have to own this problem a little more.”

The University of Phoenix 2025 Career Optimism Index® study found that 60% of surveyed employers prefer hiring new employees over training current staff, despite research indicating the significant cost of turnover and the proven impact of talent development on retention rates and profitability.

(And despite, apparently, the concern of HR professionals, which we’ll get to in a minute.) Meanwhile, a whopping 86% of workers are actively seeking skill development opportunities, according to the index.

Something’s going to have to give. And skills aren’t the only adaptation today’s employers will need to make. To compete for fewer workers in the hiring pool, they may feel growing pressure to increase salaries, offer better benefits, provide tuition assistance and allow flexible work schedules. In fact, since the pandemic, many outlets are reporting that 75% of employees view remote work as the new normal.

“If they can merge digital fluency, agility, fresh ideas and an entrepreneurial mindset with risk-taking and skills, they will be the ones leading change in their organizations.”

— LEO GONCALVES, VP OF UOPX WORKFORCE SOLUTIONS GROUP

These things will help not only with recruitment but also retention. According to an article on HireHive, retention is a critical concern, with turnover being a top issue cited by 47% of HR professionals worldwide. Further, turnover costs companies, on average, six to nine months of an employee’s salary to replace them, according to the Society for Human Resource Management.

Companies that don’t lean into this data may feel the squeeze with both hiring and retaining employees. Current data shows they are, at least, already worried.

The Career Optimism Index study reveals that 68% of surveyed employers have concern about turnover rates and 51% say it has been difficult to find new talent in the past year. Meanwhile, employees polled for the survey reported that they are more motivated, engaged and adaptable when presented with career development opportunities. Something will have to give.

Let the race of the smartest employers and employees begin. 🌊

FIND A BE A MENTOR

In the wake of 4.1 million baby boomers turning 65 in 2024, it’s time to tap into the collective brain trust of this generation. Leo Goncalves, vice president of the University of Phoenix Workforce Solutions Group, says now is the time to pair experienced employees with emerging talent through mentorship — but not for the reasons you might think.

“Maybe mentorship isn’t old people teaching young people old ways of doing work, but ways to handle

complex situations, develop leadership acumen and build soft skills,” he says.

It had better happen quickly.

Fifty-six percent of American workers do not have a mentor. One in five employees without a mentor say the lack of one has held them back in their careers. And for every baby boomer who retires, 30-plus years of experience walks out the door.

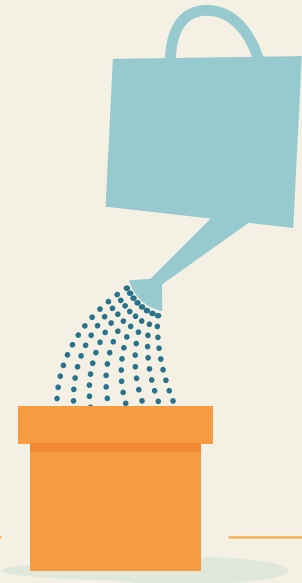
WHAT’S THE FIX?

For mentees

- If your company does not have a formal mentorship program, proactively ask someone you admire to talk about career, growth and what they’ve learned.
- Be upfront about what you’re looking for and how often you’d like to meet.
- Be honest about work challenges you’re facing.

For mentors

- Seek leadership or organizational buy-in to establish a mentorship program.
- Explore skills intelligence platforms, such as Skillmore, that have built-in functionality to match mentors with mentees based on skills alignment.
- Be willing to share your expertise and the soft skills you’ve acquired with up-and-coming talent.



The reward, after all, may just be learning to safely ride that wave of change to shore.

✓ The First-Time Entrepreneur's Checklist

By Lorie A. Parch

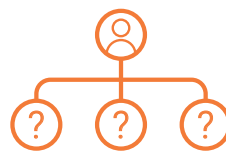
5,481,437.

That's the number of new business applications filed in 2023, according to the Commerce Institute. While enthusiasm for entrepreneurship is arguably high, it feels safe to also say no one wants to be among the 595,000 or so whose small business fails each year. That's where some clear-eyed preparation and effort are useful.

Here, we present a closer look at some factors to consider before you file that loan application, draft a business plan or quit your job.

STEP 1

Decide on a Business Structure



Sole proprietorship? Partnership? Limited liability company (LLC)? Corporation? When choosing which type of business is best for you, start by considering both personal and professional liability, recommends Michael Kotubey, chair of the Greater Phoenix Chapter of the Service Corps of Retired Executives (SCORE) and a SCORE-certified mentor. (SCORE provides free support to small-business owners.)

"If you go into business as a sole proprietor, you're personally liable for anything that happens in the business," Kotubey explains. "An LLC limits your personal liability," and typically works well for most small-business startups.

An S corporation has liability protections similar to an LLC, though setting up a S or C corporation is significantly more expensive and formal, and thus typically makes more sense for larger companies.

"One structure few people think about is an ESOP, or employee stock ownership plan," says Kotubey, who was in two ESOPs. "The nice thing is, if you get larger and you're truly looking to spread the wealth, your employees get a share in the growth of the company." ESOPs don't pay corporate taxes and have other tax rules that can help employees save more for retirement.

STEP 2

Make a Plan

- 1
- 2
- 3
- 4

One of the first things many would-be entrepreneurs do is draft a business plan, which can be time-consuming, confusing and costly. And it may not be necessary early on.

"A formal business plan is all about the investment going into and out of operations for the company and is used when you're looking for outside investors," explains PeterMax Miller, EdD, MBA, SHRM-SCP, instructor at University of Phoenix. "And you will need a business plan if you're going to get a Small Business Administration (SBA) loan."

But if you're just getting started with one product or service, you may only really need a strategic plan with a particular focus on marketing. This should outline the campaigns and projects you need to implement, including timelines, who's responsible for what, and metrics for measuring success along the way, says Miller. When it comes time to develop a full business plan, consider using the "Business Model Canvas" template from SCORE to get the wheels turning.

STEP 3

Choose a Business-Friendly Environment (If You Can)



Even if your idea isn't for a brick-and-mortar enterprise, it can help to understand local taxes and regulations for small businesses, as well as current conditions that may make or break a new venture.

"For example, Las Vegas is talking about bringing in a baseball team, so this could be a good time for hot-dog stands," says Dr. Miller, who lives in Las Vegas.

Some states, counties and cities make it painless to file for an LLC online, only require business taxes when a generous threshold is met, and provide plenty of infrastructure and grants to support new business. The Tax Foundation's 2024 State Business Tax Climate Index ranked Wyoming, South Dakota, Alaska, Florida and Montana as the top five in the country.

Tracking the business climate also means keeping an eye on the big picture. "Eventually, some global issues cascade down and affect us all," notes Dr. Miller. Examples are inflation, new laws or changes to federal regulations. "It used to be that Wall Street was the mainstay [for business news],

regardless of the size of your business, but not so much anymore. Take a look at your local news and chamber of commerce; they are good guides to what's happening where you are."

STEP 4

Understand Your Market



Dr. Miller has sat through plenty of presentations made by startups, mostly in biotech and other scientific industries. It's natural for entrepreneurs to become so close to their idea that they lose perspective, he says: "Many startups that fail don't understand the customer and marketplace."

The best way to counter that? Research the actual wants and needs of your prospective customers, diving as deeply as you can and remembering that the customer experience continues after a purchase is made.

"It's essential to be able to answer the question, Why are people going to buy from you?"

Michael Kotubey, chair of the Greater Phoenix Chapter of SCORE

Similarly, when putting together a business plan, "one thing people overlook is what credibility they have in their industry. What experience do they have? Or is their business totally unrelated to what they've done?" asks Kotubey. It's essential to be able to answer the question, Why are people going to buy from you?

"How many people know you? Fifty friends does not make a business," he adds. "Once you get a business up and running, then you become important. You need to understand who your customer is, why they are going to buy from you, what your growth strategy is, how you're going to go to market and how you're going to finance that."

STEP 5

Put Together a Dream Team



Taxes and legal issues are among the most important external factors that can help or hinder your business, Kotubey says.

For that reason, it's wise to have a lawyer and an accountant on your team. "People say they don't need a lawyer, but they probably do, at least to get started," he explains. "They can help you set up contracts and evaluate liabilities." If you're selling across the country, he adds, you're dealing with 50 different tax environments and hundreds, if not thousands, of local tax environments. "You don't want a tax surprise at year-end."

“How many people know you? Fifty friends does not make a business. Once you get a business up and running, then you become important.”

STEP 6

Know Where the Money Is Coming From



When Kotubey asks clients how they're going to finance their startup, it's not uncommon for him to hear, "I'm going to the SBA to get a loan."

"That's when I say, 'Time out. That's not how it works,'" he says. Though it depends on how much money you need, the SBA typically reviews your business plan and, if it looks good, approves some portion of the plan and matches you to lenders who will, hopefully, approve that amount. "You also have to have some skin in the game," usually at least 20% to 25% of the amount you're asking for, adds Kotubey.

The bank (lender) will look at three years of your financial history and three years of projections for your business, and if the assumptions seem reasonable for the latter, they will agree to guarantee a portion of the loan.

"It still goes to the bank for processing; the SBA is just the first-pass filter," Kotubey says, adding that SCORE mentors throughout the country can guide clients through a comprehensive business-plan template and help them field a lot of questions the SBA is likely to ask. Furthermore, SBA acts as a guarantor for the loan.

There are no guarantees in business. But luck favors the prepared. 🍀

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Take It From Me

WHAT DO REAL-LIFE ENTREPRENEURS HAVE TO SAY? TWO UOPX ALUMNI WEIGH IN.



APPETITE FOR SUCCESS

Jorean Henderson, Owner/Operator, Momo's Cajun Eat'z (Calera, Alabama)

After earning his associate, bachelor's and master's degrees in business administration from University of Phoenix, Henderson felt ready to tackle entrepreneurship. Launched in September 2023, his mobile food business, Momo's Cajun Eat'z, continues to do well, thanks to key partnerships that keep their booking schedule full. Along the way, Henderson has learned a few things.

FIND A MENTOR

Henderson's mentor is a former supervisor, and while they don't currently work in the same industry, he continues to find his advice and guidance invaluable. "You can't put a dollar amount on having someone who will take the time to answer questions and help you on your journey."

DO YOUR MARKET RESEARCH

Henderson's experience included working at brick-and-mortar restaurants, but not a mobile food business. While he did his homework on many fronts, he wishes he'd understood the importance of bookings earlier. "As we have evolved, we have had a lot of bookings — five times the number we had when we opened," he explains. "If we had done the research about places that needed lunch and catering, we could have had these bookings a year ago."

FOCUS ON YOUR "WHY"

Every entrepreneur is going to have rough days, says Henderson. That's when you need to come back to what's most important: "My 'why' is more personal. I want to have something to leave behind for my family when it's time to leave this earth. That 'why' for me is a big one. It helps me during those days."



CREATING HER FUTURE

Briaca Duesette, Founder and Creative Director, Animation Discovery Studio (Detroit)

When Duesette launched her creative education company, Animation Discovery Studio, in August 2023, she wasn't an experienced entrepreneur. In fact, her UOPX degree is in medical billing and coding. Still, she credits her time at the University for helping to "instill discipline, self-motivation and resilience — qualities that have been essential in my entrepreneurial journey." Here's some advice Duesette shares with other new business owners.

GET GOING

"Start where you are, with what you have," she says. "Don't wait for perfection. Clarity and confidence grow through action."

DELEGATE, DELEGATE, DELEGATE

When your total number of employees is one, it can be hard to hand off tasks. But it can be critical to getting your business off the ground. "I was trying to do everything myself until I realized how much smoother things run when I lean on others and focus on the big vision," explains Duesette. Delegating might mean hiring a part-time accountant to track your books and taxes, getting administrative help to research and book calls with prospects, or investing in software to automate some marketing and customer relationship processes.

FOCUS ON RELATIONSHIPS

When you build your community early, says Duesette, "your network will open doors you didn't even know existed." Animation Discovery Studio delivers hands-on animation workshops to schools, nonprofits and community organizations, making ongoing outreach a critical part of its success.



WHEN CAREERS
BETRAY US

BY MEGAN MCMORRIS

WHAT HAPPENS WHEN YOUR CAREER PATH ISN'T ALL IT'S CRACKED UP TO BE? TWO UNIVERSITY OF PHOENIX RESEARCHERS DRAW ON DATA AND PERSONAL EXPERIENCE TO ILLUMINATE A PATH FORWARD.

When Pamela Ann Gordon, PhD, started her 22-year career in pharmaceutical sales, she felt that it was her calling. “I was happy as a clam. It was a phenomenal experience,” she says.

But as she rose through the ranks, the demands intensified, including work-related travel. It got to the point where it took over her life. “One day, I woke up and said, ‘I know I’m in a Marriott, but I have no idea what city I’m in,’ because I had been in four states in three days,” she recalls.

Gordon was experiencing something known as career betrayal. That is, when your career ends up being something very different from what you’d anticipated.

Gordon currently serves as a staff doctoral instructor and ACCESS Panel Validator in the College of Doctoral Studies at University of Phoenix. Her previous experiences, however, influenced her desire to research the phenomenon of career betrayal. As she outlines in a white paper she co-authored with Julie A. Overbey, PhD, “Betrayal: When Job or Career Leads to Disappointment,” the concept is not only pervasive. It’s also on the rise.

Fortunately for Gordon, an invitation to be a guest trainer at her job led to a lightbulb moment — and a new career. “That’s when I said, ‘Wow, I think I’m going to get a doctorate and teach,’ and it’s been wonderful,” she says. “I’ve been with University of Phoenix for 22 years now, so I’ve now had two 22-year careers that have both been positive.”

“ The word *betrayal* makes it sound like it’s a devastating event — and you may feel it is when you have those feelings of doubt, self-doubt and frustration — but ultimately it can lead to positive things.”

Gordon was lucky, but she was also curious. How can others cope with career betrayal when their circumstances may be different? Leveraging insights from their white paper as well as personal experience, Gordon and Overbey weigh in on how to identify and address this pervasive phenomenon.

WHAT DOES CAREER BETRAYAL MEAN?

Career Betrayal [kuh-reer bih-tray-ul] noun

While the word *betrayal* may bring to mind a demanding boss or a backstabbing co-worker, it doesn't necessarily mean something nefarious. Instead, it refers to the disconnect between career expectations and reality.

"The word *betrayal* makes it sound like it's a devastating event — and you may feel it is when you have those feelings of doubt, self-doubt and frustration — but ultimately it can lead to positive things," says Gordon.

There's also a separate but related phenomenon known as job betrayal. Overbey, staff faculty and dissertation chair with UOPX's College of Doctoral Studies, puts it this way: "Job betrayal is where the organization or the actual job isn't what was promised, or it's become a negative workplace, whereas a career betrayal is when a career that you thought was going to be your life's work [ends up changing] either because it's not what you thought it would be or because the industry has changed."

If your field has evolved as a result of artificial intelligence or globalization, for example, that might lead to career betrayal. If your organization acquires a new owner who changes the company culture in a way that no longer aligns with your values, that can lead to job betrayal. Other aspects, like lack of support, broken promises, unfair treatment, or misrepresentation of the job or company culture, can exacerbate feelings of both kinds of betrayal.

Why Is It on the Rise?

The rise of this phenomenon is due in part to changing landscapes, such as digitalization, adoption of AI tools and increased outsourcing, within certain careers. More broadly, it's also a result of there being more career options these days, which can lead to a "grass is greener" feeling.

"The world of work is more dynamic now than ever before, so you have to be able to adapt to change," says Gordon.

Overbey experienced this firsthand. After 20 years in the legal field, where she wrote, negotiated and finalized IT implementation contracts, she started to realize that AI would soon replace parts of her job. "I could look at this in two ways," she says. "I could see it as career betrayal and go look for a different industry to work in, or I could see it as, 'OK, AI is going to take some parts of my job, but what part can't AI take and what do I bring to the table as a human being that will help elevate me and help elevate my organization?'"

She ended up embracing the change — and has discovered a new part of her career that she loves. "I am taking multiple courses in AI to get some certifications, and [I] am working on figuring out how AI fits into our legal team, and how we leverage it instead of letting it leverage us," she says.

Overbey's experience highlights the positive aspect of career betrayal, and she's found a good fit. "I think AI is fascinating, and it may just be a new career for me."

What to Do About It:
Prevention and Coping Strategies

While some circumstances may be outside your control, there are things you can do to prevent — or mitigate — career betrayal. These are:



Keep learning.

Education doesn't have to end once you get a degree, explains Gordon. Getting certifications can protect you down the road. "There are certain transferable skills, like conflict management, communication and project management, that will come in handy for any job," Gordon says. "Then, if you do experience career betrayal, you'll have more choices." Networking events can also be a great way to expand your horizons — and maybe meet your next new boss or co-worker.



Learn to recognize burnout from betrayal.

It's natural to experience a career slump now and again, but how do you know when it's time to fold 'em? It all comes down to knowing your worth, says Overbey, and recognizing when the bad circumstances or aspects aren't going to change. She experienced this firsthand. "I was in a small startup company, and it was a terrible situation, but I refused to give up," she says. "I didn't leave until my position was eliminated. And that was a lesson to me, because it did terrible things to my health and my mental state." Trusted friends can also give perspective about when you might be in a bad position, she adds.



Find your entrepreneurial side.

You may not think of yourself as an entrepreneur, but one of the bright sides of career betrayal is that it can help you get creative — and help you discern what you really want out of your career. "Career betrayal can lead to positive outcomes, such as increased innovation, entrepreneurship and finding a better-fitting career path," says Gordon. "From disruption comes innovation, and that frustration can lead to determination about how to be happy again at work and finding more innovative ways to do what you want to do."



Speak up.

You may feel like you're stuck, but sometimes a simple conversation can make or break your experience. Pinpoint what it is you're really struggling with and then gather your gumption and simply ask for a solution or share your concerns. "You've got to open your mouth and say, 'Here's what will make me happy. Is this possible?'" says Gordon. "You might be pleasantly surprised that the answer is yes, and all you had to do was ask." 🗨️

Read the white paper:





From TV Set to Syringe

When it comes to nursing careers, that of UOPX alumna **Lori J. Robertson, MSN, PHN, APRN, FNP-C**, is anything but ordinary. She's spent more than two decades working in intensive care units, emergency rooms and family medicine. She's served as a reserve deputy sheriff in Los Angeles, where she tackled mountain rescues before transferring to an underwater search and rescue team. She's been a medical advisor to (and occasional guest star on) a major soap opera. And she's co-founded an academy that trains other professionals in the art of optimized aesthetic injections.

Here, Robertson (MSN/FNP, 2004) reflects on what she's proud of, what she'd do differently and why she's glad she said yes to so many extra opportunities over the years.



Jenae J. | BSHA, 2023

You work in continuing the education and skills of others, and you yourself have earned a master's degree. Why do you think it is valuable to further your education as an adult?

In medicine it is imperative to continue to learn every day. The minute we think we know it all, we close ourselves off to the new information, therefore stifling our professional growth.

We also need to take the responsibility for our patients very seriously. Our patients trust us; they place themselves in our care to do what is best for them. If we are not keeping up on the most recent research, treatment modalities, assessments and diagnostics, then we are doing our patients a disservice.

What advice would you offer readers who are interested in or considering entrepreneurship?

It's not easy! Do your research first. Think of your business, the costs involved and demographics served. Then, make sure it is your passion.

When you run your own business, there is no clocking out and no real vacation days — only 24/7 responsibility and hard work. So, make sure you hire employees to be on your team who have the same core values, who know their “why” and who are willing to work for the overall success of the business.

What is the most overrated attitude when it comes to entrepreneurship?

Don't be the smartest person in the room! Hang out with individuals who bring you up, challenge you and encourage you.

Most underrated attitude?

One underrated mindset of most entrepreneurs is to be patient and grow your business slowly, methodically and step by step. Lay a good foundation for future growth and expansion. Expanding too fast can lead to needless financial and personal stress. Learn from others' mistakes and ask other business owners about what works and what doesn't. 🌱

NOTE: The statements and information contained in this article, other than the fact that Lori J. Robertson is a University of Phoenix graduate, are based solely on information provided by Robertson. This information has not been independently verified.



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