



November Issue Highlights

- **Rushmore's Philosophy: The Conception of Rushmore** by Iola Cox, Rushmore Board of Governors
 - **Rushmore's Instructional Method Validated: The Success of Andrew Scotchmer**
 - **Your Editor's Notes:** Laurel Barley on **First, Catch Your Fish: What to do First.**
 - **Payments, Credits and Guidelines:** Director of Admissions and Records Dan Dolejs on **What You Need to Know...**
 - **Noted Rushmore Student, Alumni and Faculty Accomplishments: Of Note**
 - **Published Scholarship and Fellowship Opportunities, Call for Papers and Funding Opportunities.**
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The Conception of Rushmore

By: Iola Cox, MBA and CPA
Chair, Rushmore University Board of Governors

Mike always had a passion for teaching; just ask his younger siblings. He started his teaching career as a tennis professional and moved into full-time teaching at the University of Arkansas after obtaining his PhD at Oklahoma State University. While a business professor he felt he would be a better teacher if he actually ran a business. So he started a small consulting business. After seven years teaching in the University setting Mike left traditional higher education and pursued his business in adult education. Over an 11-year period, the MBA Corporate Education Group delivered nontraditional education to more than 5000 AT&T and Lucent Technology employees and over 6000 employees from other companies.

While teaching entrepreneurship at one of the seminars one of the students asked if they could get college credit for these courses. Wanting to bring the best services available to his customer Mike started researching the possibility. Below is a description of what transpired in Mike's own words:

"I investigated the possibility of teaching entrepreneurship, marketing and management at a traditional university. After considerable study, I decided that large, non-entrepreneurial, bureaucratic, non-profit, traditional MBA programs were not meeting the needs of many business people. I subsequently investigated the field of nontraditional education and saw the tremendous benefits that nontraditional students were realizing. I began to realize that I had used nontraditional distance education methods to help me learn how to succeed.

"In 1996 I decided to start Rushmore University and create an organization that would be entrepreneurial and creative, not inflexible and bureaucratic. I designed the Rushmore program to make it possible for you to use distance-learning methods that fit into your busy lifestyle and permit you to learn at any time and at any place via books, video and audio media, software. A few years later the Internet became more accessible to worldwide students. Distance-learning methods also fit into the busy lifestyles of our Faculty; they counsel you from wherever in the world they happen to be.

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“When I started Rushmore University, my main concern was developing Master's and Doctoral programs that would offer you substantial advantages and features that were not offered by traditional programs. My goals were to create programs that that did not waste your time by requiring you to study what you already know or do not need to know, as well as to increase your writing and research skills. This demanded that we structure a totally flexible program.”

By listening to his customer and trying to provide extra services to a customer he already had, a whole new business was started.

So what is your customer asking for these days?

Rushmore's Instructional Method is Validated—Yet Again

Dean's Note:

When I received this email from Andrew Scotchmer, one of our MBA students from the UK, I decided that I really must pass this along to the University community for two reasons: First, because I wanted those students who have never considered their Rushmore work to be publishable works to see by example what Andrew has successfully been able to do; and secondly, to offer, publicly, a great “atta’boy” to Andrew for the work completed and the public sales of his book that he has been able to achieve.

Do you have a book topic in mind, and you're just waiting to be published?

If so, Rushmore offers you the perfect opportunity to write, edit, and publish the material you wish to make available, either on paper or via e-book.

Dear Rushmore University:

After seven months away from studying to write my second book, I am pleased to say I will be returning to my MBA in a few weeks time....hopefully by the end of November.

My second management book is now at the final editing stage and already appearing on book websites such as Amazon here in the UK: (http://www.amazon.co.uk/Kaizen-Solution-Andrew-Scotchmer/dp/1852526181/ref=sr_1_1?ie=UTF8&s=books&qid=1225458772&sr=8-1) as well as in several other countries. When finished I would very much like to send you a copy of the manuscript for assessing the credit worthiness of my efforts.

I am looking forward to once again studying with you and hopefully finish the course before starting my third management book which has already been accepted by my publisher.

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Could I also take this opportunity to thank you for giving me the inspiration to write and the self-belief to do so? Who would have thought when I began my MBA with Rushmore that in 18 months time I would be the author of two books— with my first beating all expectations as far as sales are concerned and with a third under contract. No other professional course that I have taken in the past has made such an impact.

For giving me that belief in myself and your patience shown whilst I take time away from studies to write, I thank you.

Andrew Scotchmer

Thank you, Andrew. How many books will be published at Rushmore this year by students, alumni, and Faculty?

Your Editor's Notes

Each month, we offer a column written (and edited!) by Rushmore's Director of Editing, Laurel Barley. Laurel interacts with every Rushmore student—from their very first submissions. She works tirelessly to help each Degree Candidate create perfect Papers prior to submission to the Advisor for grading.

First, Catch Your Fish

By: [Laurel Barley, Director of Editing, Rushmore University.](#)

If your objective is a fresh fish fillet for your barbecue, first catch your fish. If your objective is a sale, approval of that new MIS, a capital investment, or an A+ on your assignment, your 'fish' might be a customer, your CEO, an investor or your advisor. Whatever you are angling for, the same advice applies – use a good lure, a sharp hook, bait that your fish will want to swallow, and make sure you have a clear untangled line to reel in your catch.

One student's fishing trip opens with: "In starting this study, it is ideal I start by looking at what Corporate Governance is and its importance to organisations and entities where [it has been] effectively implemented."

Comment: So is he starting to start? Is he telling the reader his start is ideal?

Our angler has cast his line without a lure, bait, or an effective hook. How many potential readers will he catch?

Then his interest in cars takes over as he progresses to Enterprise Governance.

"...Performance, Conformance and Corporate Responsibilities were identified as the three purpose vehicles of the new framework" but in the next sentence: "...we shall be reviewing the three dimensions of the

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framework....”

Comment: As a vehicle moves things and a framework holds things in place, what are vehicles of a framework? Are the three vehicles the same as the three dimensions?

The driving analogies continued: “the author identified the following...as vehicles for driving performance.” Then “...reporting process, which is manually driven...” and “...understanding of what the value drivers are”

Comment: So we have had vehicles of a framework, vehicles as dimensions, and vehicles driving performance. The process is driven by hand, but drivers drive value. Are you becoming confused over what a vehicle or a driver is or does? I was.

If our angler did manage to hook his fish, would he be able to reel him in with these tangled and knotty lines?

My thanks to the student who gave permission for the use of these examples.

Payments, Credits, and Guidelines

By: Dan Dolejs, Director of Admissions and Records

Dan Dolejs, our Director of Admissions and Records is one of the truly unsung heroes on Staff at Rushmore. Dan is the first person met by most students, and is often the last person with whom the student communicates after graduation.

His easy going attitude, helpful demeanor, and quick personal response time have been noted over and over by students and alumni as one of the things they enjoy most about their Rushmore experience. Here are his comments for November.

At Rushmore we like to be flexible in everything we do and that includes tuition payments. When I monitor the accounts my aim (it should be yours too) is that when you are halfway through your program you should have paid half your tuition fees, when you are three-quarters of the way you should have paid three quarters of your fees and so on. When you want a break from your studies you should notify your Advisers and if you want to suspend your payments you should notify me.

Of course the faster you pay your fees the less you will pay overall. If you want to pay in a lump sum to complete your tuition payments I will ensure that you get the discounts you would be entitled to. For example if you start your payments on a 3 year payment plan and then are able to make your payments in full after 2 years you will receive the tuition rate that applies for the 2 year payment plan. Everything is calculated from the day you enroll.

You can change credit cards at any time simply by sending me your credit card details via the secure link on our web site. Be sure to put something in every box (even if it means putting “N/A” – not applicable) before you click on the “Submit” button. After you have done this, a warning message may appear on your screen. This occurs because our credit card processor is not on the

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Mainland USA. Rest assured it is still a secure link as all the information is encrypted.

The Rushmore guarantee allows for a full refund within 30 days of enrollment. After that refunds are allowed only for the pre-paid portion of your tuition. For example if you pre-pay all your tuition and then withdraw after 3 months you would pay for 3 months and have the remainder refunded. Keep in mind that Rushmore is a university not a bank. The money you pay is credited to your account to pay your tuition fees. It is not there for you to withdraw at random. However the money you pay will always be held in credit for you when you resume your program. It can also be transferred to another student.

If you are paying by Check, Bank Draft or Wire Transfer be sure to let me know the details of your payment so that I can credit your account. This is very important because if I cannot read your signature then I cannot credit your account. By all means ask me to confirm the receipt of the funds you send. Keep a record of your payments. Discrepancies are rare but when they occur it is useful for us both to be able to trace missing payments and the information you supply can assist us in that process.

Of Note

Rushmore Alumni and Students **Iveta Matušíková** and **Oldrich Kratochvíl** have published three books during 2008. The first, **Strategický Management**, the second, **Management I**, and the third, **Introduction to Teaching**. All books were written in the Czech language and will be used both for dissemination within the Czech Republic, and for instruction at Evropský Polytechnický Institute, sro. Iveta and Oldrich were assisted in this endeavor by **Dean Alan Guinn**.

Julius Ngwang Bongkiyung, BA, Med, M. Phil, Rcher-PhD, has completed a full assessment of Post Graduate Educational Courses available through Rushmore and has proposed the assessment be added to the framework for Accreditation currently underway.

Earl de Blonville, PhD, has completed his book **The Seventh Journey**, and should be in process of gaining acceptance in Business Graduate courses around the world as you read this note. Earl received his PhD from Rushmore, and currently is working on three more books, on Survival, Leadership and Sustainability, all Arctic-based. He reports his next series of books will be focused on the deserts of Libya, searching for the Lost Oasis of Little Birds.

Bradley Gustafson is creating an entire body of work for Rushmore on sustainable living and renewable resources. Bradley, who is in South Korea, is focusing on developing solar energy panels from recycled materials. More information as it is available.

Dr. Les Livingstone, PhD has published several additional books—both printed and EBooks which have just been listed on the www.rushmore.edu website: **What Government Should and Should Not Do: 2008**, and **The Economics of Energy: 2008**, both available via www.lulu.com, He has also published **Economics Made Easy: 2007**, **Guide to Business Valuation: 2007**, and **A Practical Framework for Ethical Decision Making 2008**, available as free downloads from <http://stackademia.com>.

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Congratulations to Dr. Livingstone on his significant writing accomplishments.

Dr. Domenic Cianflone, PhD, CMA, has published his First Edition of Business projects, entitled **Cases in Management Accounting and Strategy**. His stated purpose for the book is "...supplementing theoretical context from course textbooks." Dr. Cianflone is a Rushmore Alumnus.

Dr. Don Mitchell, JD, is continuing a 14 month article-writing project, highlighting and publishing the various reasons Rushmore students have pursued study at this University, and telling their personal stories about what Rushmore has meant to them. In this series, Dr. Mitchell has contacted many Rushmore Alumni. If you have not been contacted, and would like to be featured in an upcoming article, feel free to contact Dr. Mitchell for additional details at ultimatecompetitiveadvantage@yahoo.com. Articles represent an outstanding way to increase your personal and professional standings in Google and other search engine rankings!

Note: For inclusion in this area, please send information for this column to dean@rushmore.edu. Information conveyed may be academic, professional or personal in nature.

Fellowship and Scholarship Opportunities

ASEAN Foundation Scholarship

The ASEAN Foundation, an initiative of the Leaders of the Association of Southeast Asian Nations (ASEAN), was established on 15 December 1997 to help bring about shared prosperity and a sustainable future for the peoples of all ASEAN countries that now include Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Viet Nam. It has been mandated to promote greater awareness of ASEAN and greater interaction among its peoples and their increased participation in ASEAN activities as well as to undertake development cooperation activities that enhance mutual assistance, address equitable economic development and reduce poverty. This scholarship programme is part of the ASEAN Foundation Scholarships for Postgraduate Studies and funded through the Japan-ASEAN Solidarity Fund.

Four (4) scholarship slots will be awarded under the project "Capacity building for Gender, Poverty and Mobility Analysis of Road Transportation Development in GMS Region". The remaining six (6) scholarships will be allocated for the various fields of study identified by ASEAN Foundation as indicated below.

Read more: <http://cambodiajobs.blogspot.com/2007/12/asean-foundation-ait-scholarship.html>

Fellowships - Echoing Green Foundation

Echoing Green awards two year fellowships to emerging social innovators. Fellowships are awarded to individuals with innovative ideas for creating new models for tackling seemingly unsolvable social challenges. These fellowships offer them the opportunity to develop and test their ideas. Fellows do not develop their ideas in an academic setting,

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but rather work in the community. They launch, manage, and grow organizations that implement and continually expand their ideas for creating lasting social change.

The fellowship includes a two-year, \$60,000 stipend (\$30,000 per year), health care benefits, online connectivity, access to foundation's network of social entrepreneurs, training, and technical assistance. Individuals who apply as partners (no more than two people) can apply for two fellowships combined for a total stipend of \$90,000 over two years.

Deadline: December 1, 2008

For more information please visit <http://www.echoinggreen.org>

Ford Foundation International Fellowships Program - the 2009 Competition

The Ford Foundation International Fellowships Program (IFP) was launched by the Ford Foundation in 2000 to provide opportunities for advanced study to exceptional individuals who will use this education to become leaders in their respective fields, furthering development in their own countries and greater economic and social justice worldwide. Since the program's first selections in 2001, over 3,300 Fellows have been selected from over 60,000 applications.

To ensure that Fellows are drawn from diverse backgrounds, IFP actively seeks candidates from social groups and communities that lack systematic access to higher education. IFP's New York-based secretariat collaborates closely with partner organizations in 22 countries and territories. These groups supervise all recruitment and selection activities, and help ensure that the program's goals and implementation are grounded in local realities and reflect local needs.

Applicants may choose to pursue an academic discipline or field of study related to one of the following Ford Foundation program areas:

- Environment & Development
- Social Sciences & Humanities
- Health
- Arts & Culture
- Education
- Governance & Civil Society
- Media
- Community Development
- Development Finance & Economic Security

Read the latest IFP publication featuring alumni and program update, September 2007 <http://www.fordifp.net/Files/Alumni%20Newsletter%20Sept-07.pdf>

For more information please visit <http://www.fordifp.net/>

Fellowships to help Asian journalists improve skills

Journalists who live in Asia are invited to apply for a fellowship to study for three months at Nanyang Technological University's communication school in Singapore.

The Asia Journalism Fellowships provide a three-month break for active journalists to improve their professional skills and deepen their understanding of media trends. Fellows will participate in informal seminars and intensive workshops, as well as meet with key newsmakers in Singapore.

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For more details, please log on to: <http://voiceofsouth.org/fellowships/>

BMJ Global Leadership Award: Call for nominations

This award celebrates an individual, organisation or initiative that has shown outstanding vision and impact in improving healthcare in the developing world.

This award is open to UK and international entrants.

Closing Date: 19 December 2008

To enter the Global Leadership award please complete the entry form
<http://group.bmj.com/group/events/bmj-awards/awards-form>

More information <http://group.bmj.com/group/events/bmj-awards/global-leadership>

2009 CIPE Youth Essay Competition

As part of CIPE's ongoing effort to reach out to young people, we are pleased to announce the 2009 Youth Essay Competition. The competition is an opportunity for youth around the world to get involved in a global civic discussion on issues that concern them. The contest is open to young people ages 18-30 and has three general topics: Citizenship in a Democratic Society, Educational Reform and Employment Opportunities, and Entrepreneurship & Leadership. CIPE is offering a \$1,000 honorarium for the winners, and will publish the top three winning essays via its Economic Reform Feature Service, which is distributed to more than 3,000 subscribers.

Essay topics and questions:

- **Citizenship in a Democratic Society:** What needs to be done to develop a sense of citizenship in young people and help them realize their role in a democratic society?
- **Educational Reform and Employment Opportunities:** How can you reform your country's education system so that graduates have the necessary skills for employment in the public and private sectors?
- **Entrepreneurship and Leadership:** What needs to be done in your country to provide youth with the opportunity to become entrepreneurs and/or leaders in their communities?

If you have any questions please don't hesitate to contact essay@cipe.org.

Essays should be 2,000-4,000 words in length and must be submitted by March 1, 2009.

Please visit www.cipe.org/essay for more information.

Postdoctoral Fellowship In Global Change - Johns Hopkins University

The Johns Hopkins University invites applications for the Cormack Postdoctoral Fellowship in Global Change. This fellowship is part of a new Global Change Science initiative with the Department of Earth and Planetary Sciences.

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We seek an outstanding individual with a recent Ph.D. who is pursuing interdisciplinary research in Global Change. Candidates whose research spans the physical sciences, social sciences, health sciences and/or public policy aspects of global change are preferred. Areas of interest include but are not limited to (1) fundamental processes driving global change; (2) the impact of global change on air quality, water resources, ecosystems, and/or human health; (3) remediation of the effects of global change; (4) energy resources; and (5) analysis of economic, sociological, public health, and policy implications of global change. Special consideration will be given to candidates who will collaborate with faculty from other Hopkins departments. Information on our department and the new initiative can be found at <http://www.jhu.edu/eps/>.

The duration of the fellowship is one year with an anticipated extension for a second year. The position carries a competitive salary and fringe benefits, includes an annual stipend for travel and research expenses, and provides eligibility to participate in Johns Hopkins University health plans.

Applications are due by December 1, 2008. To apply, please send in paper format your curriculum vitae (with your email address), names and emails of three or more references, and a brief research plan to: Cormack Postdoctoral Search Committee, c/o Kristen Gaines (kgaines@jhu.edu), Johns Hopkins University, Department of Earth and Planetary Sciences, 3400 N. Charles Street, 301 Olin Hall, Baltimore, MD. 21218, USA.

Erasmus Mundus - Funding Opportunities for Institutions, Scholars and Students

The Erasmus Mundus programme is a co-operation and mobility programme in the field of higher education which promotes the European Union as a centre of excellence in learning around the world. It supports European top-quality Masters Courses and enhances the visibility and attractiveness of European higher education in third countries. It also provides EU-funded scholarships for third country nationals participating in these Masters Courses, as well as scholarships for EU-nationals studying at Partner universities throughout the world.

If you are a graduate student and would like to find out about enrolling in an Erasmus Mundus Masters Course, applying for an Erasmus Mundus scholarship, and other details about the scholarship scheme, click on "Opportunities for STUDENTS". A list of all Erasmus Mundus Masters Courses can be found here.

If you are a scholar (academic or professional) you may also both contribute to and benefit from Erasmus Mundus. The section entitled "Information for SCHOLARS" provides information on teaching and research scholarships.

Other organisations interested in working with Erasmus Mundus to promote European higher education throughout the world will find information under "Opportunities for INSTITUTIONS other than higher education institutions".

For more information, please visit

http://ec.europa.eu/education/programmes/mundus/index_en.html

Templeton Cambridge Journalism Fellowship

The fellowship enables ten print, broadcast or online journalists to pursue an intensive two-month course of study in issues of science and religion.

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The Rushmore Worldwide News is published monthly to disseminate information of general interest to Rushmore University Students, Faculty, Alumni and Friends.

Articles are accepted for publication from students, Faculty, and Friends of the University.

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Potential areas of study include Science and Islam, biotechnology ethics, biodiversity, climate change, neuroscience, health, spirituality and nutrition – all issues that relate to the developing world today.

The programme includes three weeks of seminars at the University of Cambridge featuring eminent, well known authorities in the field. Fellows are paid a stipend in addition to travel expenses to Cambridge.

The fellowship, now in its fifth year, seeks to promote a deeper understanding and a more informed public discussion of the interface of science and religion.

Deadline for applications is 15th December 2008.

For more information about the fellowship, including recent speakers and fellows, and how to apply, see http://www.templeton-cambridge.org/about_the_fellowship/

Alfa Fellowship Program

Alfa-Bank and CDS International are pleased to announce a call for applications for the Alfa Fellowship Program's 2009-2010 Fellows. Now entering its seventh round, the Alfa Fellowship Program is a professional level exchange designed to foster a new generation of American leaders and decision-makers with meaningful professional experience in Russia. Eligible candidates must have a graduate degree and professional experience in business, economics, journalism, law, government or public policy. Russian language proficiency is preferred. The Fellowship includes monthly stipends, related travel costs, housing, and insurance.

Applications must be received no later than December 1, 2008.

Visit www.cdsintl.org/fromusa/alfa.htm.

Postings courtesy The World Bank, Alfa-Bank, and VDIC.