



## February 2009 Highlights

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## 2009: The Hunt for the Red Snipe

Alan Guinn, Dean of Graduate Studies  
Rushmore University



**Guinn**

From reading the headline, you might have come to the conclusion that I'm trying to become a best-selling mystery writer, along the lines of Tom Clancy. That would be incorrect. There is no connection between the Red Snipe and the Russian submarine Red October, which was piloted in the movie version by Sean Connery. Even if I hoped for exceptional storytelling or financial results to be attained from the publication of this article, that's beyond imagination.

However, if you've never been hunting for snipe, I wouldn't recommend that you start now. Especially red ones. It's, as we used to call it in the 60's, a "trip."

Yes, there really is a small bird called a "snipe." In all fairness, I've never seen one. I only went on one snipe hunt—many years ago. For those of our friends and alumni around the world who have never been on a "snipe" hunt, let me start by telling you that one of traditions of the experience of growing up as a young male in the USA must be camping and cooking outdoors, living in a tent, fishing in a lake, enjoying the wildlife, the talks around the fireside, and the—inevitable—snipe hunt. It's a fine example of male bonding at its best.

Funny thing, though, about hunting snipe...you can't ever get someone to admit catching one. There is always a bright fellow---generally one who is older than you are--- who knows exactly how to catch one—most use a lasso or some type of rope with a stick/box arrangement--- or they know how to find a snipe nest...and it always revolves around leaving you alone, some distance from the campfire, in the dark, at night, with little or no hope of finding your way back to the camp. In many areas of the USA, it can become quite cold, quite dark, and quite frightful for young, impressionable people left by themselves with nothing more than maybe a flashlight and their wits. No GPS units or cell phones allowed, by the way.

Do you begin to see an event pattern emerging?

As an interesting aside, there will always be people who can tell you how to set a trap for a snipe. There will always be those who argue whether a snipe

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has fur or feathers, is a bird, a mammal, or a rodent.

As a matter of fact, those who have taken younger campers on snipe hunts previously may actually get into an argument as to whether the last snipe they saw did have feathers or fur.

I know what you're thinking. You're thinking "why in the world would anyone believe a story like this? It's obviously not truthful, and I can't believe anyone would fall for it." Well, in this time of "change," let's take this opportunity to simply clear up some misapprehensions and misinformation.

The picture below is, factually, a snipe. It is a mid sized bird, and is rated "Amber," or partially threatened, by the Royal Society of Preservation of Birds in the UK.



Snipe, © RSPB, UK.

This is a photograph of the Common Snipe, a long-billed bird common to shorelines. Notice it does not have fur, probably does not frequent boxes with ropes attached, and is most likely not ever visible in the woods at night by young male campers. Hmmm.

Now, let's go back to the great question to ponder. Why should anyone believe a story about a snipe? One reason and one reason alone...it's what we've been told by those we trust. When we trust others more than ourselves, we often find that we are compromised.

Ladies and gentlemen, there is only one way to be able to protect yourself from those who would create false hopes, beliefs, and dreams---and that is to question all that you are told about which you have little or no experience. My belief is that we are now entering a time within our world---an evolutionary time in our human history-- when more and more information we are told by those in positions of authority will be questioned. And that's not bad.

You are onboard the learning train; you are seeking opportunities to learn, to prosper, and to make your experiences fuller and more meaningful. Education will help you do just that. Everyone's goal should be that your life becomes richer, fuller, and more rewarding. And one quick suggestion...please don't ever go on a snipe hunt if you're on a camping trip. You'll always wonder why you ever believed a shore bird would exist and be able to be caught in the dark. At night. Miles from civilization. In the dark. With a flashlight/torch with burned-out batteries.

And if you do see a snipe, just pull its tail feathers as proof of existence. Often, we've been told that they will grow back. I doubt that, too.

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## Grants and Educational Opportunities

This section of *The Rushmore Worldwide News* contains links to Grants and Educational Opportunity funding which may be available to Rushmore students in addition to any scholarships or grants-in-aid offered through Rushmore.

Rushmore does not award these grants and scholarships, but is pleased to advise you of opportunities of which we are made aware. The following organizations have made us aware of the listed scholarships, grants, and award amounts:

The Vietnam Development Program  
The World Bank  
Information for Development Program, The World Bank.  
The McNamara Foundation

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## Calling Entrepreneurs for Sustainable Development: The 2009 SEED Awards

Do you have an entrepreneurial and innovative idea that is locally-driven and has great potential to contribute to sustainable development in developing countries? The SEED Initiative has issued its call for proposals for the 2009 SEED Awards for entrepreneurship in sustainable development.

SEED Award Winners receive a tailored package of support services, worth up to \$40,000, to help their venture to become established and to increase their impact. This includes access to relevant expertise and technical assistance, meeting new partners and building networks, developing business plans and identifying sources of finance.

You can apply for a 2009 SEED Award if:

- you are finding new ways of simultaneously improving incomes and strengthening livelihoods; tackling poverty and marginalization; and managing and conserving natural resources and ecosystems
- you are developing a new concept that brings together people and organizations from different backgrounds to work in partnership, a project that requires partners to pool their commitment and human, financial, and natural resources
- You need support to make your idea a reality, or to help you grow.

We welcome innovative ideas from any group in a developing country, which is working in partnership with other stakeholders. The call for initial expressions of interest will open in early January 2009 and close in mid-March 2009. Winners will be announced at the UN Commission for Sustainable Development in New York in May 2009.

**Further details will be available at [www.seedinit.org](http://www.seedinit.org) when the call for**

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## submissions is launched.

### The 2008 SEED Award Winners

- In **Brazil**, partners in Pintadas Solar are triggering community approaches in the semi-arid Northwest to water-efficient crop irrigation and biofuel production to address climate change adaptation and mitigation, and food security and poverty.
- In **Cameroon**, Guiding Hope partners plan to expand their production of organic, fair-trade honey from the remote Adamoua savannah to reach international markets and to become Cameroon's largest exporter of high quality beeswax, as well as building an international market chain for the community-owned soap- and candle-making businesses.
- In **India**, local businesses and an NGO have teamed up with a UK university and identified an essential oil from high altitude Himalayan oregano as an antimicrobial agent that could be used in hand soaps and surface disinfectants in hospitals as a preventative against the bacterium Methicillin-resistant Staphylococcus aureus (MRSA).
- In **Nicaragua**, a university research centre, a women's cooperative, an NGO and experts on solar technology will launch a cooperative business that will produce and market solar products made from recycled solar cells and solar cookers adapted for local needs.
- In **Thailand**, tsunami-affected communities on the Andaman coast plan to expand employment opportunities through community-based tourism while the proceeds will support local projects such as handicraft marketing, a community centre, recycling, and youth-led conservation programmes.

### About the SEED Initiative

The SEED Initiative identifies, profiles, and supports promising, locally-led start-up enterprises working in partnership to improve livelihoods, tackle poverty and marginalization, and manage natural resources sustainably in developing countries. SEED develops learning tools for the broad community of social and environmental entrepreneurs, informs policy- and decision-makers, and aims to inspire innovative entrepreneurial approaches to sustainable development. SEED is a global network founded in 2002 by IUCN, UNDP and UNEP to contribute towards the goals in the UN's Millennium Declaration and the commitments made at the Johannesburg World Summit on Sustainable Development. Partners in the SEED Initiative are IUCN (the International Union for Conservation of Nature); the United Nations Development Programme (UNDP); the United Nations Environment Programme (UNEP); and the governments of **Germany**, the **Netherlands**, **South Africa**, **Spain**, the **United Kingdom** and the **United States of America**.

### New Zealand Development Scholarships (NZDS)

The New Zealand Development Scholarships (NZDS) scheme offers the opportunity to people from selected developing countries to undertake development-related studies in New Zealand. This may include study related to education, health, rural livelihoods, governance, human rights, or economic

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development, depending on the human resource development training needs of the home government.

New Zealand -Development Scholarships are offered for full-time, tertiary level study at participating New Zealand education institutions.

The NZDS scheme has two categories:

- New Zealand Development Scholarships – Public category (NZDS-Public): The NZDS-Public scholarships scheme is a bilateral scheme available to individuals from selected partner countries in Southeast Asia and the Pacific. The selection criteria are determined by the partner government and NZAID. Shortlisted applications, mostly from public sector employees, are endorsed for a scholarship by the partner government. Employees from civil society or private sector organisations may apply for the NZDS-Public in some countries depending on country-specific selection criteria. The levels and fields of study available for study in New Zealand are determined according to the partner country's human resource development training needs.
- Development Scholarships – Open category (NZDS-Open): The NZDS-Open scholarships scheme is a non-bilateral scheme available to candidates of some developing countries in Africa, Asia, Latin America and the Pacific. Under the NZDS-Open scheme, candidates independently apply for a scholarship. NZDS-Open scholarships are generally directed at employees of private sector or civil society sector organisations, including non-governmental organisations.
- In some countries, public sector employees can also apply for a NZDS-Open scholarship depending on the country or region-specific selection criteria.
- This criterion also determines the levels and the fields of study under which candidates can apply to study in New Zealand.

For more information please visit  
<http://www.nzaid.govt.nz/scholarships/nzds/>

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### 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

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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](mailto: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](http://www.cipe.org/essay) for more information.

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### **2009 Sustainable Banking Awards**

The Financial Times, in partnership with the International Finance Corporation (IFC), launched the 2009 edition of the FT Sustainable Banking Awards, the leading awards recognizing banks and other financial institutions for leadership and innovation in integrating social, environmental, and corporate governance considerations into their operations. This year, the awards will incorporate a new category for Achievement in Basic Needs Financing, which recognizes ground-breaking transactions, programs, and initiatives that use the power of finance to address the scarcity of essential goods across society. Applications are being accepted until March 6, 2009.

Entry forms and other details of the awards and the Sustainable Banking Conference can be obtained at:  
[www.ftconferences.com/sustainablebanking](http://www.ftconferences.com/sustainablebanking).

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### **Global Environment Facility (GEF) Small Grants Program (SGP)**

Launched in 1992, the SGP supports activities of non-governmental and community-based organizations (NGOs/CBOs) in developing countries towards climate change activities, conservation of biodiversity, protection of international waters, reduction of the impact of persistent organic pollutants and prevention of land degradation while generating sustainable livelihoods. It is funded by the GEF as a corporate programme, and is implemented by the UNDP on behalf of the GEF partnership, and is executed by the United Nations Office for Project Services (UNOPS). Please see <http://sgp.undp.org/>.

Grants of \$50,000 maximum per project can be provided directly to the CBOs/NGOs to develop community-level projects that are designed to help address the above-mentioned global environmental issues. The programme is also tasked to strengthen positive working relationships between civil society, government and donor agencies and build

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partnerships and networks with CBOs and NGOs at country and global levels. SGP also gather and communicate lessons learned to inform policy-making and improve the development practice of government and donor institutions.

**The 2009 Development Marketplace grant competition: climate change adaptation**

The 2009 Development Marketplace grant competition aims to stimulate innovative ideas for climate change adaptation. The World Bank and its partners will bring the 100 most promising innovators to Washington DC in November 2009 to compete for 20-30 grants and participate in a series of knowledge sharing sessions. The call for proposals will open for submissions February, 2009. Stay tuned and check the Development Marketplace website for more information including eligibility requirements, selection criteria and maximum grant size.

For more information please visit [www.developmentmarketplace.org](http://www.developmentmarketplace.org)

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**The World Bank Robert S. McNamara Fellowships Program  
Application 2009-2010**

The Robert S. McNamara Fellowships Program provides support to young researchers working in academic and research institutions from developing countries, and preparing a doctoral thesis in a subject related to development. Research grants cover residence costs in a university or research center in a member country of the World Bank other than the home country or country of residence of the candidate. Fellowships are awarded for a period of five to ten months and must be completed between July 2009 and June 2010. The maximum amount of the grant is US\$25,000.

Application forms and information about the application procedure are available on the World Bank Scholarships Program website [www.worldbank.org/scholarships](http://www.worldbank.org/scholarships).

Completed application packages must be received in Washington, DC, by February 28th, 2009.

Correspondence and information requests may be sent to:

The World Bank  
Robert S. McNamara Fellowships Program  
MSN J2-204  
1818 H St. NW  
Washington DC 20433 USA  
fax: (202) 522-4036  
email: [rsm\\_fellowships@worldbank.org](mailto:rsm_fellowships@worldbank.org)

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**The Lien i3 Challenge Award for Socially Innovative Projects**

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The Lien Centre for Social Innovation is offering S \$1 million for innovative ideas that can be implemented to create positive social impact.

The Lien i3 Challenge aims to catalyze social projects that are innovative, implementable and impactful in Singapore and Asia.

It has set aside up to \$1 million prize fund to spur ideas and make possible new social models. This latest initiative furthers the LCSi's mission to enhance and grow the non-profit sector primarily through social innovation.

Social innovations are new and practical ideas that result in improving capacity of the non-profit sector, or that result in the creation of social value.

The challenge is open to all individuals, groups or organisations. The intended beneficiaries should be in Asia.

Evaluation will be based on 3 key factors:

- Innovative. The idea should be creative and original in at least some aspects of its application.
- Impact. The idea when implemented will create positive and significant impact on the social sector and the community.
- Implementation. The idea should be practical and implementable. The award money is to implement the idea.

Rules and Regulations:

1. The primary applicant (person signing on the application form), must be at least 21 years of age when the application is submitted. However, personnel working on the project may include students and others under the age of 21 as long as they are working under the supervision of the primary applicant.
2. Any electronic or fax entry submissions, shall be treated as legally equivalent to the original for any and all purposes.
3. Participants represent and warrant that any and/or all information submitted as part of this Challenge, does not infringe on any intellectual property right (such as patent, design, copyright or trademark) or any other rights of any third party.
4. Successfully shortlisted participants will be notified via email, so a valid email account is required for your submission.
5. Participants will be allowed to retain all proprietary rights to their business ideas and plans.
6. Participants acknowledge and agree as a condition of entry to allow use of each participant's name, any photographs, images, text, content and other information that it provides for purposes of publicity and education.
7. Participants will endeavor to make themselves available to respond to

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the judges' queries and to present their proposals at the relevant stages of this Challenge.

We invite a two-page write up on your new social idea to be submitted before 31 March 2009. Early submissions may receive coaching on resubmission that enhances the chances of your project being shortlisted.

For more information please visit  
[http://www.lcsi.smu.edu.sg/i3\\_challenge/index.asp](http://www.lcsi.smu.edu.sg/i3_challenge/index.asp)

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**Calling entrepreneurs for sustainable development: SEED Awards 2009**

Apply now if:

- you are finding new ways of simultaneously improving incomes and strengthening livelihoods; tackling poverty and marginalization; and managing and conserving natural resources and ecosystems; and
- you are developing a new concept that brings together people and organizations from different backgrounds to work in partnership, and partners are pooling their commitment and human, financial, and natural resources; and
- your project or enterprise is in the early stages of development and keen to increase its impacts; and
- your project or enterprise is locally-led, with strong community engagement, and takes place in a country or countries with a developing economy or economy in transition; and
- your project or enterprise displays entrepreneurship in its broadest sense and shows a proven concept that has market potential; it must demonstrate financial sustainability in the long term and should have a draft business plan.

Detailed eligibility criteria are available at [www.seedinit.org](http://www.seedinit.org). Before submitting your application, you will be asked to complete an eligibility checklist.

Winners of the 2009 SEED Awards for entrepreneurship in sustainable development receive a tailored package of support services, worth up to \$40,000, to help their venture to become established and to increase their impact. This includes access to relevant expertise and technical assistance, meeting new partners and building networks, developing business plans and identifying sources of finance.

The deadline for applications is 16 March 2009. Application forms can be filled in online or downloaded from the SEED Initiative website at [www.seedinit.org](http://www.seedinit.org).

**World Forestry Institute (WFI) International Fellowship Program**

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WFI International Fellowship Program - term: 6-12 months - applications accepted year-round. The WFI Fellowship brings professionals in natural resources to conduct a practical research project at the World Forestry Center. In addition to projects, Fellows participate in weekly field trips, interviews and site visits to Northwest forestry organizations, research labs, universities, public and private timberlands, trade associations, mills, and corporations. The Fellowship is a unique opportunity to learn about sustainable forestry from the Pacific Northwest forestry sector, and to work with colleagues from around the world. Fellowships are open to any country, and there is a matching grant from the Harry A. Merlo Foundation. Over 70 Fellows from 23 countries have participated to date. Applications are accepted year-round.

For details, visit: <http://wfi.worldforestry.org/fellowship-1.htm>

### Prizes for rural women 2009 - Call for Nominations

The Women's World Summit Foundation WWSF cordially invites you to submit nominations for its 16th annual edition of the prize for women's creativity in rural life, honoring creative and courageous women and women's organisations working to improve the quality of life in rural communities around the world.

Since inception of the prize program in 1994, 344 Laureates have been honored for their creativity (as of 2009 US\$1000 per laureate and US\$3000 for established organisations in Africa).

All laureates and their profiles are published on the WWSF web site: <http://www.woman.ch/home.php>. A travelling exposition and a global poster is giving visibility to all the prize winners.

Given your experience, interest and perspective with regard to issues of development, human rights, micro-credit, peace building and empowerment of women, WWSF greatly appreciate your participation and thank you in advance for sending your candidates. Prize winners will be selected from complete nominations that include all the required documents mentioned in the attached nomination guidelines. Incomplete nominations will not be considered.

Your candidates should arrive no later than 31 March, 2009 preferably by mail to the WWSF executive director, Women's World Summit Foundation, 11 Avenue de la Paix 1202 Geneva, Switzerland or email: [wrwd@wssf.ch](mailto:wrwd@wssf.ch)

<http://www.scidev.net/en/announcements/prizes-for-rural-women-2009-call-for-nominations.html>

### Announcing Terra Viva Grants

Terra Viva Grants is a new website that will help you identify where to look for grants in the "green sectors" of international development. Currently, the website has profiles of about 300 grant makers worldwide in agriculture, energy, environment and natural resources. The grant makers' profiles can be browsed in lists or searched in a database to speed up filtering and comparison. Grants are for technical assistance (development

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projects), education and capacity building, research, prizes and awards.

Access to the website is worldwide and free. Users search for grants made by foundations, NGOs, companies, government organizations and international organizations. Eligibility criteria are stated in each grant maker profile.

Terra Viva Grants began in early 2008, with plans to expand coverage and continuously add to content in each succeeding year.

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

**The “Frosty” Hill Agricultural Research Fellowship - Cornell University**

Cornell University dedicates the "Frosty" Hill Agricultural Research Fellowship to the memory of Dr. Forrest F. Hill, co-founder of the Consultative Group on International Agricultural Research (CGIAR), in honor of his significant contributions to the application of agricultural sciences in addressing critical world food problems. The Fellowship provides financial support for selected senior scientists from international centers supported by or affiliated with the CGIAR to spend from 9 to 12 months with scientists at Cornell University. More importantly, this Fellowship creates opportunities for scientists from the major international centers to work together with scientists from Cornell on significant agricultural problems of mutual priority and concern.

This fellowship is open to any senior scientist from a recognized CGIAR supported or affiliated international center.

For program planning purposes, applicants are advised to applications by 31 January. However, applications are accepted throughout the year.

For more information please visit  
<http://ip.cals.cornell.edu/programs/researchexchanges/frostyhill.cfm>

**The Borlaug Leadership Enhancement in Agriculture Program (LEAP)**

The Borlaug LEAP fellowship program is funded by the United States Agency for International Development (USAID) to enhance the quality of thesis research of graduate students from developing countries who show strong promise as leaders in the field of agriculture and related disciplines. LEAP is part of the overall Borlaug International Agricultural Science and Technology Fellows Program sponsored by the USDA. The LEAP program will support engaging a mentor at a Consultative Group on International Agricultural Research (CGIAR) system center to support and enhance thesis research and mentoring experience.

Citizens of a USAID-assisted country who are currently enrolled as an MS or PhD student at a U.S. or developing country university can apply for this program.

Applications are welcome throughout the year. However, reviews are conducted twice a year and the administrative deadline for the next review is 11 March 2009.

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For more information please visit <http://leap.ucdavis.edu/>

### **Knight Science Journalism Fellowships - Massachusetts Institute of Technology**

The Knight Science journalism Fellowship is offered at the Massachusetts Institute of Technology in Cambridge, Massachusetts. The nine-month program is divided between individually-chosen activities and twice weekly Knight seminars arranged by the director. A Fellow's work usually includes courses audited at MIT and Harvard, attendance at departmental colloquia, field trips, lab visits, interviews, reading and writing. Each Fellow designs his or her own course of study in discussion with the director.

Self-motivated journalists with five years of professional experience who hope to improve their coverage of science, technology, medicine or the environment.

Deadline: 2 March 2009.

For more information please visit <http://web.mit.edu/knight-science/fellowships/overview.html>

### **IN.Wallonia-Brussels International Excellent Grants**

In a context of greater mobility and globalization, a new grant programme has recently been set up by Wallonia-Brussels International (WBI). This programme sets out to reflect the themes of the competitiveness clusters designated by the MARSHALL plan, a plan launched by the Walloon Region of Belgium. It is designed to allow our Universities to host university students from institutions of excellence abroad. An identical programme exists for graduates from Wallonia and Brussels who wish to study in a university of excellence abroad.

Applicants should hold a higher education diploma of Master's level delivered by a recognized foreign institution that is deemed to be equivalent to the Master's level by the Competent Authorities of Wallonia-Brussels.

Type of programme :

1- Grants of a duration of at least 1 year at doctorate or post-doctorate level. This aims to support the various competitiveness clusters of the MARSHALL plan, priority will be given to the following fields of study: transport and logistics, mechanical engineering, life sciences, agri-food industry, aeronautics – aerospace. Consideration may also be given to all other fields of study, human, fundamental or applied sciences. Applicants are welcome from all countries. All applications must be accompanied by the letter of intent or the admission letter of the host institution in Wallonia-Brussels.

Deadline for submissions : 15 March 2008 for periods of study during the

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academic year 2009-2010

2- Short term research grants of a duration of 1 to 3 months. This aims to support the various competitiveness clusters of the MARSHALL plan, priority will be given to the following fields: transport and logistics, mechanical engineering, life sciences, agri-food industry, aeronautics – aerospace. Consideration may also be given to all other fields of study, human, fundamental or applied sciences. Applicants from all countries will be given due consideration.

Deadline for applications:

For periods of study between February 2009 and May 2009 : 1st September 2009

For periods of study between June and September 2010 : 1st of March 2009

For periods of study between October and January 2010 : 1st of June 2009

For more information please visit

[http://www.wbi.be/cgi/bin3/render.cgi?id=0132992\\_article&userid=&lang=ln3&rubr=trad\\_en](http://www.wbi.be/cgi/bin3/render.cgi?id=0132992_article&userid=&lang=ln3&rubr=trad_en)

### 50th International Speech Contest in Japanese

The Japan Foundation, International Education Center, and Hakodate City co-organize the 50th International Speech Contest in Japanese. This year, in commemoration of the 150th anniversary of the opening of the Hakodate Port, the contest will be held in Hakodate City, Hokkaido on May 30.

<http://www.jpf.go.jp/e/japanese/event/benron/>

We are now inviting applicants for the contest. Application deadline will be 5:00 p.m. Thursday, April 9.

For more information about application, please access to the website of International Education Center

[http://www.nichibei.ac.jp/news/news\\_speechcontest50.html](http://www.nichibei.ac.jp/news/news_speechcontest50.html)

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## Rushmore News and Views

*Rushmore News and Views contains articles of interest about Rushmore happenings, people, places and things. Send any items of interest to [Dean@Rushmore.edu](mailto:Dean@Rushmore.edu) for inclusion.*

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**Professor Dr. Dom Cianflone** has developed and implemented a new tracked program, leading to an **MBA in Strategic Management Accounting**, available only at Rushmore. Based upon, among other sources, his recently published work, **Cases in Management Accounting and Strategy**, the Strategic Management Accounting course will focus on a variety of specific

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Accounting attributes to be developed through a variety of Case Studies, allowing students to create their own real-world learning environment, with practical accounting applications. Designed for mid-career professionals, these case studies will highlight applications really faced in business management and oversight.

Professor Cianflone will also, in the near future, integrate real-time video study presentations from his current brick and mortar classroom teaching which is being done at several Universities in Canada into the study process.

Students interested in this discipline, or in transferring current studies into this discipline, are encouraged to contact either Admissions or the Dean for further details and requirements. If you are interested in a video example of this class prior to registration, please contact either [dean@Rushmore.edu](mailto:dean@Rushmore.edu) or [domc@synergymgt.ca](mailto:domc@synergymgt.ca).

Dr. Cianflone will also collaborate with Rushmore Alumnus Dr. Cam Scholey on a new textbook, with a designated working title of **Finance for HR Professionals**, and a targeted publication date of January 2010. Stay tuned for additional information as it becomes available.

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**Dr. Robert Donnelly** has developed a new **MBA Course in Entrepreneurship** for Rushmore students, and the course is currently posted as available for registration on the [www.rushmore.edu](http://www.rushmore.edu) website. Dr. Donnelly explains the program to a student who has recently registered for it in this way:

***“The Entrepreneurship course is all about the concept of starting your own business. It calls upon your work experience and your business studies to develop a business plan for your idea for a business. It also helps you be a more valuable employee by understanding all that is involved in developing a business plan.”***

This course concentrates on the primary responsibilities of a manager with emphasis on what is required to be a successful senior executive and key member of the management team.

**1) Leadership:** Management is about getting things done through people. This requires the ability to understand people and what motivates them. A good manager is also a good leader and needs to cultivate and practice good leadership traits. The most successful managers are capable of assessing the strengths and weaknesses of their staff members, and assigning responsibilities which capitalize on the individual strengths of their team to collectively achieve the goals of their function.

**2) Planning:** Managers are also responsible for contributing to the development of the overall business plan for the company, and their functional area of responsibility. They must coordinate the activities of their function in conjunction with the goals in the company plan.

**3) Control:** Management is about controls and the proper utilization of company resources at their disposal. This requires adherence to company policy and the good practice of cost controls and adherence to budgets.

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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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**4) Reporting:** Every manager is required to routinely report on their functional activities. These reports should be written and shared with their staff so that everyone knows what is going on. Depending upon the responsibilities of the functional group staff members may also be required to report on their activities, as well.

**5) Meetings:** Well run companies maintain clear communication and sharing of information on operations. Part of the success of any organization is in having meetings to maintain these communications and to share information. All of these aspects of effective management will be covered in detail in this course.

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The new **Rushmore Audio-Enhanced PowerPoint Presentation** is now available to both students and potential students on the main [www.rushmore.edu](http://www.rushmore.edu) index page, just to the right of the photograph of Dr. Michael Cox, or can be viewed/heard at:

[http://www.rushmore.edu/Portals/0/Presentations/RU1/Presentation\\_Files/index.html](http://www.rushmore.edu/Portals/0/Presentations/RU1/Presentation_Files/index.html).

Developed to offer information in an easily assessable and understandable way, the Presentation not only illustrates our learning processes, but walks the new or potential student through the various processes to start a program of study at Rushmore University.

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Note to Professors and Faculty Advisors: Professors with tracked programs interested in adding audio enhanced PowerPoint presentations to supplement their tracked program offerings are urged to contact Dean Guinn for information and costs on this unique and exciting offering.