



## January 2009 Highlights

- **New Year, New Plan** by Alan Guinn, Dean of Graduate Studies, Rushmore University
- **Grants/ Educational Opportunities** as furnished by The World Bank, InfoDev, the McNamara Foundation, Skoll Foundation and VDIC
- **The 10 Habits from ZTD:** This Month's Posting from [www.zenhabits.net](http://www.zenhabits.net)
- **Rushmore News and Views: Events, People, Places and Happenings**

## New Year's 2009: A New Plan Something Borrowed-- Something New? Is This, Then, Truly A New Paradigm?

Alan Guinn, Dean of Graduate Studies  
Rushmore University



If you are like me, you're probably a "business planner."

I'll be the first to admit that I try to plan almost everything. Rarely if ever have I been considered someone who does things on impulse or creates opportunities simply based on chance.

I generally write a plan, make sure all the identified elements for success are in place, make sure I have a way to fund the plan, set some mileposts/benchmarks along the way to determine if I'm meeting the goals I've set, accomplish what I call tangential planning---what should I do if this or that happens? ---and I start the clock ticking on performance measurement.

And yet, when I think about my own decision-making, I would bet that at least some, if not many, of my best business decisions were decisions that I didn't think long and hard about, or plan-- but---rather---reached a quick decision and decided to execute.

I bet you are the same way, and we could share some anecdotal examples.

As we go into 2009, I've thought about the many, many changes over the last 35 years that I have seen as I've been active in business. Business is cyclical and we recognize that the only constant in business is change. The year 2008 probably brought more business changes than I can ever remember, and I can remember quite a few more years than many of you. I've lived through some tough economic cycles, as many of you have, but I don't seem to remember as much negativity in business in so many different areas at the same time. Perhaps you see the same thing. I remember the "nuggets" of wisdom shared by my Father and my Grandfather---both of whom lived through the Great Depression of the late 1920's and the 1930's.

And I have my own "nuggets" to share. I can remember doing commercial real estate development in the year 1981 and being offered a small pad location for a client for CAD\$750,000 with CAD\$500K down and the owner offered to carry the balance for 5 years at 21%. At that time, my comment was probably the same as it would be now--- "Don't do me any favors."

Today, there are plenty of commercial real estate deals which could be consummated--if we only had sources of capital to use. Did anyone ever dream of a time in the past or in the future that banks would be flush with cash but unwilling to loan it? It's a unique time in business history.

So, against that backdrop, I am entering a New "Western-Style" New Year. Many of

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you celebrate the New Year at different times, but we're close right now for most everyone. Whether you use the Gregorian calendar or some other calendar, each New Year which rolls around seems to offer new hope, new inspiration, and new chances for success or failure.

And one of the common denominators seems to be that we enjoy the concept of celebrating the New Year with what are known as New Year's Resolutions. Not revolutions—resolutions, although we sometimes set goals so high they could be considered revolutions. Resolutions are those targets we set for ourselves which will allow us to live a bit differently in the New Year as opposed to the Old Year. It's always a question if we are going to "keep" or "live" to the Resolutions we set. Some of my friends, for example, set targets for weight loss, business objectives; some set targets for increasing family time, or seeing relatives or friends more frequently.

This year, I only planned one New Year's Resolution for myself. I decided to simplify my life. I'm going to let many small decisions solve themselves. I'm going to focus on big decisions, and let those big decisions monopolize my decision-making abilities. I've "ratcheted down the intensity level" a "couple of clicks." In the first two weeks, it seems to be working. Clients are pleased, family is pleased, and Rushmore is moving forward at a rapid pace. Maybe the answer to finding success is in not taking on more, but in taking on less and focusing more on those keys to success and life.

Let me suggest to you if you are a student that you commit...now...to get at least one paper done before January is complete. I've seen at least 15 students "restart" their programs this year---more than any year I can remember at Rushmore. Is that a fundamental consequence of the business cycle? Possibly so, but more likely, it is a basic recognition of the value of learning. When you study and write, you gain knowledge that can be applied to your experience.

Get onboard the learning train; your life will become richer, fuller, and more rewarding!

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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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# The Skoll Awards for Social Entrepreneurship

The Skoll Awards are designed for leaders who contribute value to a peer network committed to continuous learning. By telling their stories, they join in the foundation's ongoing celebration of the power of social entrepreneurs. The Skoll Awards provide later-stage funding, which is generally structured as a \$1 million award paid out over three years.

## ABOUT SKOLL AWARDS

The Skoll Awards for Social Entrepreneurship support social entrepreneurs whose work has the potential for large-scale influence on critical challenges of our time: environmental sustainability, health, tolerance and human rights, institutional responsibility, economic and social equity, and peace and security. These issues are at the heart of the foundation's vision of empowering people to create a peaceful, prosperous, sustainable world. Within these issues, we are particularly interested in applications from social entrepreneurs working in five critical sub-issue areas that threaten the survival of humanity – climate change, nuclear proliferation, pandemics, conflict in the Middle East and water scarcity.

Skoll social entrepreneurs are innovators who have tested and proved their approach, are poised to replicate or scale up their work to create equilibrium change and engage others with a message that resonates with individuals whose resources are crucial to advancing these solutions. The Skoll Awards are designed for leaders who contribute value to a peer network committed to continuous learning. By telling their stories, they join in the foundation's ongoing celebration of the power of social entrepreneurs.

The Skoll Awards provide later-stage, or mezzanine, funding, which is generally structured as a \$1 million award paid out over three years, subject to payment limitations described below under Budget Guidance. In most cases, the grant is provided for core support to help organizations expand their programs and capacity to deliver long-term, sustainable equilibrium change. The Skoll Awards are not intended for new or early-stage programs or initiatives. Programs submitted for consideration should have a track record of no less than three years. In addition to core support, the Skoll Foundation supports the participation of Award recipients in the annual Skoll World Forum on Social Entrepreneurship.

Applications are accepted and reviewed on a year-round basis, with successful applicants receiving initial funding installments shortly after decisions are made. Awards will be presented publicly at a ceremony at the Skoll World Forum, which occurs at the end of every March in Oxford, England.

## Further information

- [Eligibility Criteria](#)
- [How to Apply](#)
- [Eligibility Quiz](#)
- [Online Application and Instructions](#)
- [FAQs](#)
- [Glossary of Terms](#)

[Click here to learn about Skoll Award winners](#)

[Click here to download the guidelines in PDF format](#)

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The Skoll Foundation's mission is to advance systemic change to benefit communities around the world by investing in, connecting and celebrating social entrepreneurs. Social entrepreneurs are proven leaders whose approaches and solutions to social problems are helping to better the lives and circumstances of countless underserved or disadvantaged individuals. By identifying the people and programs already bringing positive changes to communities throughout the world, the Skoll Foundation empowers them to extend their reach, deepen their impact and fundamentally improve society.

[Click here for more information about the Skoll Foundation.](#)

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## Calling Entrepreneurs for Sustainable Development:

### 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? In January 2009, the SEED Initiative will be launching 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 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.

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- 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 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.

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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 criteria also determines the levels and the fields of study under which candidate candidate can apply to study in New Zealand.

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

### 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](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.

### Development Marketplace 2009: Climate Change Adaptation

2009 Development Marketplace global competition aims to stimulate innovative technologies and approaches on 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 in late January 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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Articles are accepted for publication from students, Faculty, and Friends of the University.

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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 groundbreaking 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).

## 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 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.

For SGP activities and for further information on small grants application in Viet Nam, please see <http://sgp.undp.org>.

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## The 10 Habits of ZTD

Each of these habits should be learned and practiced one at a time if possible or 2-3 at a time at the most. Focus on your habit change for 30 days, then move on to the next. The order listed below is just a suggestion — you can adopt them in whatever order works best for you, and you don't need to adopt all 10 habits. Experiment and find the ones that work best with your working style. Habits 1-8 are the most essential, but I suggest you give Habits 9-10 serious consideration too. I will expand on each of these 10 habits in future posts.

**1 collect. Habit: ubiquitous capture.** Carry a small notebook (or whatever capture tool works for you) and write down any tasks, ideas, projects, or other information that pop into your head. Get it out of your head and onto paper, so you don't forget it. This is the same as GTD. But ZTD asks you to pick a very simple, portable, easy-to-use tool for capture — a small notebook or small stack of index cards are preferred (but

not mandated), simply because they are much easier to use and carry around than a PDA or notebook computer. The simpler the tools, the better. When you get back to your home or office, empty your notes into your to-do list (a simple to-do list will work for now — context lists can come in a later habit).

**2 process. Habit: make quick decisions on things in your inbox, do not put them off.** Letting stuff pile up is procrastinating on making decisions. Process your inboxes (email, physical, voicemail, and notebook) at least once a day, and more frequently if needed. When you process, do it from the top down, making a decision on each item, as in GTD: do it (if it takes 2 minutes or less), trash it, delegate it, file it, or put it on your to-do list or calendar to do later.

**3 plan. Habit: set Most Important Tasks for week, day.** Each week, list the Big Rocks that you want to accomplish, and schedule them first. Each day, create a list of 1-3 MITs (basically your Big Rocks for the day) and be sure to accomplish them. Do your MITs early in the day to get them out of the way and to ensure that they get done.

**4 do (focus). Habit: do one task at a time, without distractions.** This is one of the most important habits in ZTD. You must select a task (preferably one of your MITs) and focus on it to the exclusion of all else. First, eliminate all distractions. Shut off email, cell phone, Internet if possible (otherwise just close all unnecessary tabs), clutter on your desk (if you follow habit 2, this should be pretty easy). Then, set a timer if you like, or otherwise just focus on your task for as long as possible. Don't let yourself get distracted from it. If you get interrupted, write down any request or incoming tasks/info on your notepad, and get back to your task. Don't try to multi-task.

**5 simple trusted system. Habit: keep simple lists, check daily.** Basically the same as GTD — have context lists, such as @work, @phone, @home, @errands, @waiting, etc. ZTD suggests that you keep your lists as simple as possible. Don't create a complicated system, and don't keep trying out new tools. It's a waste of time, as fun as it is. Either use a simple notebook or index cards for your lists, or use the simplest list program possible. You don't need a planner or a PDA or Outlook or a complicated system of tags. Just one list for each context, and a projects list that you review either daily or weekly. Linking actions to both projects and contexts is nice, but can get too complicated. Keep it simple, and focus on what you have to do right now, not on playing with your system or your tools.

**6 organize. Habit: a place for everything.** All incoming stuff goes in your inbox. From there, it goes on your context lists and an action folder, or in a file in your filing system, in your outbox if you're going to delegate it, or in the trash. Put things where they belong, right away, instead of piling them up to sort later. This keeps your desk clear so you can focus on your work. Don't procrastinate — put things away.

**7 review. Habit: review your system & goals weekly.** Getting Things Done's weekly review is great, and ZTD incorporates it almost exactly, but with more of a focus on reviewing your goals each week. This is already in GTD, but isn't emphasized. During your weekly review, you should go over each of your yearly goals, see what progress

you made on them in the last week, and what action steps you're going to take to move them forward in the coming week. Once a month, set aside a little more time to do a monthly review of your goals, and every year, you should do a yearly review of your year's goals and your life's goals.

**8 simplify. Habit: reduce your goals & tasks to essentials.** One of the problems with GTD is that it attempts to tackle all incoming tasks. But this can overload us, and leave us without the necessary focus on the important tasks (MITs). So instead, ZTD asks you to review your task and project lists, and see if you can simplify them. Remove everything but the essential projects and tasks, so you can focus on them. Simplify your commitments, and your incoming information stream. Be sure that your projects and tasks line up with your yearly and life goals. Do this on a daily basis (briefly, on a small scale), during your weekly review, and your monthly review.

**9 routine. Habit: set and keep routines.** GTD is very unstructured, which can be both a strength and a weakness. It's a weakness for some people because they need more structure. Try the habit of creating routines to see if it works better for you. A morning routine (for example) could include looking at your calendar, going over your context lists, setting your MITs for the day, exercising, processing email and inboxes, and doing your first MIT for the day. An evening routine could include processing your email and inboxes (again), reviewing your day, writing in your journal, preparing for the next day. Weekly routines could include an errands day, a laundry day, financial day, your weekly review, family day, etc. It's up to you — set your own routines, make them work for you.

**10 find your passion. Habit: seek work for which you're passionate.** This could be your last habit, but at the same time your most important. GTD is great for managing the tasks in your life, and trying not to procrastinate on them. But if you're passionate about your work, you won't procrastinate — you'll love doing it, and want to do more. The habit to form here is to constantly seek things about which you're passionate, and to see if you can make a career out of them when you find them. Make your life's work something you're passionate about, not something you dread doing, and your task list will almost seem like a list of rewards.

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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.*

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).

Another audio-enhanced PowerPoint may be viewed as a part of the Rushmore Aviation Management Program, a unique and tracked MBA and DBA program at: [http://www.rushmore.edu/Portals/0/Presentations/RU2/Presentation\\_Files/index.html](http://www.rushmore.edu/Portals/0/Presentations/RU2/Presentation_Files/index.html). 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 well-received offering.

Rushmore PhD Student **Heather Ferguson**, Director of Education and Organizational Development for the Maricopa Integrated Health System, in Arizona, USA, has developed a Multi-Media Course in Leadership Development. Heather's Advisor for this course, which was designated as Rushmore 3007, Leadership Development, was **Dr. Bill Brody**.

Rushmore Graduate **Dr. Carlien Hohls** has just completed his DBA in Property Management, a discipline which is new and unique to the Rushmore experience. With more and more real estate--targeted transactions worldwide, this type of degree program is essential. At Rushmore, we believe that this degree will be seen to be more and more in demand. Additional new programs requested this month include PhD Negotiation (Asian focused), and an MBA in Fraud Management. **Attorney Ray Bulaon** has embarked upon an MBA in Financial Recovery Counseling.

Rushmore Alumnus/**Associate Professor Ania Licota** has been climbing mountains in Antarctica to raise money for UNICEF. You may help sponsor her by using this site: [http://www.justgiving.com/7summitsforunicef\\_anialichota](http://www.justgiving.com/7summitsforunicef_anialichota).

Finally, we offer our heartfelt condolences to **Rushmore Director of Admissions and Records Dan Dolejs**, on the loss of his Mother, Ruth Overand Dolejs, on November 27. She passed peacefully, surrounded by family and friends in Nelson, New Zealand. I'm sure all of you join me in expressing our condolences on behalf of our Rushmore family to Dan and his family.