



INTERGISTIC
SOLUTIONS

INTERGISTIC INTEL

News for your world, today.



Issue #6



INTERGISTIC
SOLUTIONS

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Note from the Editor:

Hello once again. I have so enjoyed preparing these news magazines, that the time in between them seems to become less and less. As mentioned in the September edition, I've had the pleasure of working closely with Gayle Dendinger, Founder, and Debbie Brown, President of the Colorado Business Roundtable. The stated purpose of COBRT, is "to help foster sound public policy and a thriving U.S. economy by partnering with the business community and government." We share a common belief that the role of business in our society is "to make a difference, *while* making a profit". Therefore, this edition of my News Magazine is dedicated to the theme of **corporate social responsibility**.

Throughout the following pages you will see multiple references to the term **"Social Impact" or social capital projects** which was (is) a requirement of the Daniels College of Business, University of Denver Executive MBA program. The social impact projects became a differentiator of the DU curriculum nearly two decades ago (before the concept was popular), as the assignment required all students to work on **community-based or international projects** that truly "made a difference".

Over the years, many of our alums have gone on to serve as board members for the non-profit entities for which they had worked as an EMBA student. I myself, became so interested in several of the organizations--**Wish of a Lifetime which recently merged with AARP; Urban Leadership Foundation of Colorado; the Urban Farm at Stapleton; the Institute for Human Animal Connection (IHAC), part of DU's Graduate School of Social Work; Hospice of Denver; the Hutton Fund for US National Parks; Golden Retrieve Rescue of the Rockies and the Knoebel Institute for Healthy Aging at DU**—that I continue to divide my time among them. As you read on, you will also learn how former students have integrated the social impact concept into their careers. (Shannon Sisler, EMBA Cohort 57, Chief Human Resource Officer at CROCS).



Enjoy,
Barb Kreisman, PhD
Emerita Professor of the Practice
Daniels College of Business
University of Denver



The word Intergistic is actually the combination three words—integration, synergy and energy. Our intent is to leverage our knowledge and experience to prompt conversations and provide meaningful solutions to issues facing individuals in both the private and public sectors, focusing on People, Profits and Purpose.



The acronym VUCA (Volatility, Uncertainty, Complexity, Ambiguity) was originally introduced in the US Army War College in the early 90's to describe the shift to asymmetrical and multilateral challenges for the military following the Cold War. Since then, it has been used more broadly to help describe the challenging context many organizations are facing today—one of accelerating change and disruption.



EVERY PERSON'S LIFE IS WORTH A NOVEL

Retracing the Path to my Professional Identity

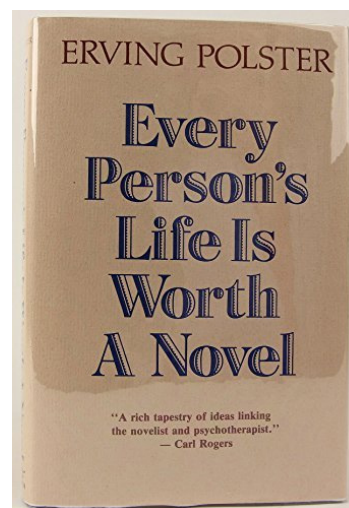
By Sarah B. Kitonsa, EMBA Cohort 59

After several months of waiting with anticipation, the mail finally arrived. I don't remember what it looked like, but I imagine it was probably an A4 size yellow envelop postmarked Colorado Board of Law Examiner's Office. My heart raced. In 2009, after several months of researching, consulting and following loose-ends of advice, I had finally submitted my petition to determine eligibility to register to sit the Colorado Bar Exam.

My family moved to Colorado in 2006. I was glad to get some reprieve from reviewing legal files, reading legal memoranda and all. I missed the work but my hands were full with every auxiliary role that comes with transplanting a young family from one country to another – diaper duty, personal nurse, teacher, reading buddy, chauffeur, chef, house cleaner, soccer mom and a lot more that you may not be interested in hearing about. For almost two years I was held in the grip of life as a fulltime mom to four children under 10 years, two of whom were under two and supporting a husband who was learning the ropes of his first international job while doing doctoral research. That was new terrain for me. No more live-in house helps or official drivers. I was it. Most days were good, even when I was surviving on discounted sleep.

"We are the citizens of the land in between.
We make the best of where we are
While remembering with nostalgia the place where we were;
The place where we belonged
The place where everything seemed to come together
In a beautiful tapestry of a life"

– Excerpts from "Home is here" a poem by Sarah B. Kitonsa



On those other days when the little ones couldn't shush or didn't have another word but 'no' I craved something to fill the gap of my intellectual deprivation. I am a thinker and a learner. And while I loved the cooing, gurgling sounds and seeing my kids take their first step or say their first words, there was a deep longing within me to do something that would be appreciated in the currency that reigns outside the home. I needed to feed my intellect. To be appreciated in the language of work outside the home. I wanted to work again, to be a lawyer again. That's what I had known for almost 10 years of my career and I loved it.

My resume was impressive by the time we moved to the United States. I had been admitted to the Bar in Uganda in 1997. I had a Master of Laws in International Law from New York University School of Law, I was an alum of the International Development Law Organization in Rome, the Institute of Social Studies in The Hague, the Raoul Wallenberg Institute in Lund and a lot more. My career was on an upward trajectory with recent assignments as Director of Complaints and Investigations, Head of Procurement and Disposal at the Uganda Human Rights Commission and a couple of others.



I started applying for jobs. All that I knew for work was the law. And so, I went out looking for jobs in that industry. I wish I could tell you the outcome was positive. I eventually got hired as a temporary worker with an international nonprofit organization in Colorado Springs. I don't recall that my job position was titled. But I adopted the title of marketing associate to account for the two years that I worked there on my resume. I supported the organization's volunteer advocates in ordering materials for their fundraising events. When work ran low, I was rotated in other departments as needed, sorting donor mail, fulfilling donor materials and any other duties as assigned. I was able to do this because my mother, a retired high school principal in Uganda travelled to the US to care for my children while I relearned how to work out of the home. By the time she left my children were of decent age to hold it out in daycare. I convinced myself they were better off with a working mother and I started exploring going back to legal work.

It took me a while to figure out where to start until I came upon one of those contact-us emails online. In one of the communications with the Colorado Board of Law Examiners before filing my petition for determination of eligibility to sit for the Bar Exam, I was told that in order for my petition to be considered, I must have practiced law on a full-time basis in the country from which I graduated for at least five of the most recent seven years. My Master of Laws from NYU did not count for much. My eligibility was based on my Bachelor of Laws from Uganda. By the time I filed the petition I had used up almost three years of my recent experience and my qualifying practice was almost gone. And on that day in January 2009 I received my determination - I did not have sufficient recent legal experience to sit the bar exam and my petition was denied.

To this day I remember the feeling of being stuck-in-the-mud. Now what? Where do I go from here? If I am not a lawyer anymore, if I cannot be a lawyer, who am I? Up to that time being a lawyer was my primary professional identity. The things that I had done for work in the US to this point, I regarded as good experience, necessary preparation, but which did not feed into my core calling and yearning to practice law. And over the years I have questioned my identity as I have oscillated between the US and Uganda. When I am in Uganda, I am a lawyer, albeit a non-practicing one. I only need to turn on the button. I have been a lot of things in the US over the years, strategy consultant, a graveyard shift stocker, a barista, inventory associate, a house cleaner, among others.

In April 2009, light started seeping through the cracks. I was offered a full-time position as a Strategic Sourcing Consultant with the same non-profit organization I had temped with for two years. I was hired for the potential value addition of my legal knowledge and skills in reviewing, drafting and negotiating contracts in the sourcing process. A couple of years into the job, the organization established a legal department. Alas, I couldn't vie for the open positions because I was not a lawyer called to practice law in Colorado. At the time I was earning a decent pay. Going to law school would start me back at \$30,000. For the investment I needed, that wasn't attractive.

In 2011 I was admitted to the EMBA program at Daniels College of Business. I was one of 38 or 40 special people, the 59'ers. I'd always wanted to attend business school to better understand how the world beyond the letter of the law and its custodians worked and to chisel the competencies I could transfer across industries. The decision to attend Daniels College of Business was partly driven by that same goal but also it was a self-approved sabbatical, a placeholder, and a self-imposed hiatus as I determined how to get back along the path to my desired career.

The EMBA experience gave me a better understanding of myself and the world. Beyond that it expanded my world. By far my richest experiences have come with realizing the depth of my networks as a result of being a part of Daniels College of Business EMBA family. From the professors who graciously serve as lifelong references for the numerous requests I make. Or



Sarah and children in Ho Chi Minh orphanage

those who pick up the phone to be first listeners to some outlandish ideas that may be top of my head at any one time. Or those who make an introduction that opens up a door to another connection. Or those who provide un-billed coaching hours as I navigate various work or life situations. Or those who invite me to visit with their global business class or find a way to ensure bags of books are delivered to the Library at Global Extension in Uganda. Or those who invite me to fly to Uganda to come alongside EMBA 69-ers on their global trip to Uganda. Those are experiences for a lifetime.

By far the experience I pride in the most relates to our cohort's global business trip to China/Hong Kong and Vietnam. I think my global business trip experience wins the prize in driving home the point about the rigors of doing business globally unless of course someone comes up with better – like being rescued from the jaws of a crocodile in Kenya? Or ISIS in Syria?

Going into the global business trip I was the only real non-American in the group (one of my classmates was Canadian married to an American. Not much difference). To be precise I was the only African in the class. From the get-go the processes that applied to me were different from everybody else's, including how to apply for visas. When we landed in Hong Kong, I was taken aside to be vetted beyond the normal immigration border point checks. I had to produce proof that I worked in the US. I was short of being asked to produce my appointment letter or calling my boss when the able trip coordinator produced the right documentary evidence to prove my reasons for being in Hong Kong were legitimate.

Entering into Vietnam, the immigration agent at the border, came short of flipping the back of my ears and counting my teeth to make sure I was the same person in the passport picture. Coming out of China after the day trip I was whisked out of the immigration line in the lobby of the airport and taken to a password-protected backroom for special vetting. At the orphanage where we visited in Vietnam, in the yard where we were supposed to play with the kids, one child shrieked so loud on seeing me I gave up trying to look into the eyes of the other children and settled on taking pictures of all my fellow 59-ers, professors, and spouses cuddling the kids. After she was over her surprise, that little girl came and sat in my lap and conjured up the mother in me to explore what made me different; sticking little fingers in every opening in my face, turning my head this way and that way and before long there was a crowd of little people surrounding me, taking the risk to get close enough to know me. And one girl, one brown girl, maybe 12 or 13 asked me if I could take her home. As I finally let out my breath, I was reminded that there is a lot more that connects us than separates us if we can only have the courage to explore, to know and to be known.



EMBA 69-ers and Kerry Plemmons on the back of Sarah's truck in Uganda. Their Uber driver didn't show up on time.

And now with a wealth of knowledge, a wider and deeper perspective about the world, an enormous network of connections from my EMBA family, and not far from being an empty nester, I embark on the journey to rediscover my professional identity. Many years have passed. I know not how many remain. What I have is the power of now, to do with, to dream in and to project into a future that I desire. After all, it's better to say I tried than to look back and wish I had.

Bio: Sarah B. Kitonsa is Scholarship Coordinator with Pikes Peak Community College Foundation in Colorado Springs. She is a freelance writer and a book fanatic. This fall she is taking classes to kick start her way back into the legal profession.

Community Action

Enabling and Developing Leaders of Color

By Dr. Ryan Ross, Executive Director of the Urban Leadership Foundation of Colorado

The Urban Leadership Foundation of Colorado (ULFC) began in 2007 as a program of the Colorado Black Chamber of Commerce Foundation. Local African American leaders Richard Lewis, Senator Angela Williams and Former Mayor Wellington Webb spearheaded the program to cultivate a supportive community of executive leaders of color in Metro Denver. Having struggled themselves to find mentors and a supportive community when launching their own careers, they set out to develop a network of black leaders who could mentor and encourage others seeking to advance professionally.



Dr. Ryan Ross, CEO of the Urban Leadership Foundation of Colorado

Due to the drastic underrepresentation of African Americans within various professional environments, ULFC founders determined that there was a strong need for a more formalized leadership training program that would develop strong leaders of color and provide a network of support. In addition, they set out to improve the representation of minorities by diversifying corporate and nonprofit boards, commissions and other decision making bodies and to inspire social change through community service. Former Mayor Webb served as ULFC's board chair for six years and continues on as Board Chair Emeritus.

"ULFC developed a significant partnership with the University of Denver in 2016 that enables the organization to operate out of space on the DU campus (in-kind donation) with access to its world-class faculty to assist with curriculum development and other areas"



should be established as an independent public charity (Colorado Urban Leadership Foundation also known

as the Urban Leadership Foundation of Colorado) focused on improving upward mobility and improved representation of leaders of color in business, politics, philanthropy, and civic engagement throughout our state.

Colorado has a significant opportunity to cultivate a more equitable and inclusive society for people of color and to promote upward mobility without barriers based on race and ethnicity. While Colorado is increasingly becoming a multi-racial state, black Coloradans remain significantly underrepresented within decision making bodies across sectors and face stark disparities in income and overall wealth (Bell Policy Center). Black Coloradans earn just 66.5% of what whites earn and black women earn just 63% of what white men earn, (Institute of Women's Policy Research, 2016) which follows the national trend. (American Community Survey) Gender and race wage gaps harm the entire economy through lost consumer demand and the inability of all to thrive and contribute to their families and communities. (State of Working Colorado)

Across a range of measures, black Coloradans fall behind whites at significant levels (Colorado Trust, The Racial Wealth Gap in Colorado). For example, whites in Colorado are roughly twice as likely as blacks to own a home and white-owned businesses are valued at four

times that of black-owned businesses. These are major contributors to white Americans having more than 10 times the average net worth of black Americans. (Colorado Trust, Racial Wealth Gap in Colorado)

Just three African Americans hold executive, C-suite positions (CEO, CFO, etc.) in Fortune 500 companies

Economic inequality adversely affects the major vehicles of opportunity for both current and future generations, including education, health, work policies, housing and asset building; it also strains Colorado's economic stability and productivity. (Bell Policy Center, 2018, Colorado's Economy: Strong Yet Uneven) Without efforts to increase their upward mobility, black Americans are "stuck in place" over generations. (Chetty and Hendren)

Just three African Americans hold executive, c-suite positions (CEO, CFO, etc.) in Fortune 500 companies. In the history of the Fortune 500, there have been just 15 black CEOs and black Americans currently hold just 6.7% of management jobs, even though they make up twice that share of the population. (<http://fortune.com/2018/02/28/black-history-month-black-ceos-fortune-500/>). In Colorado, just 27% of black men and 34.7% of black women hold managerial and professional positions compared to 43.6% of white men. (Institute for Women's Policy Research.)

Black professionals are largely left out of decision-making boards and often overlooked for advancement in various environments, due to entrenched policies that fail to recognize the valuable perspectives of all people groups. Without colleagues' recognition and support, mentoring and opportunities for high-visibility assignments, black professionals are hindered from climbing the corporate ladder. Primarily white business leaders struggle to advance members of underrepresented groups because they tend to overlook talent that is different than their own (Beating

the Odds, Harvard Business Review). Black professionals seeking advancement must develop positive mentoring relationships and gain strong sponsorship by influential colleagues, participate in informal networking opportunities and have access to a diverse network of influential leaders in order to succeed (Journal of Business Studies Quarterly, 2016, Underrepresentation of African American Women in Executive Leadership).

ULFC brings a vital asset to Colorado through its extensive network of emerging and seasoned leaders who are dedicated to providing expertise, mentoring and a sense of community to the next generation of black leaders. Through its



unique program, ULF Connect, the organization cultivates a pipeline of qualified leaders of color, promoting upward mobility and diversity in corporate, small business, philanthropic and political environments. ULFC ensures leaders understand and are able to navigate the many challenges and opportunities involved in holding executive roles, serving on boards, seeking political office, implementing community change efforts and other areas.

ULFC operates under the qualified leadership of President/CEO Ryan Ross, PhD, who was a program graduate in 2008. Ross has received numerous awards including the 2016 Colorado 9News Leader of the Year, Denver Business Journal's prestigious 40 Under Forty Award in 2010 and the MLK Humanitarian Award from Colorado's Martin Luther King Jr. Commission in 2013.

ULFC developed a significant partnership with the University of Denver in 2016 that enables the organization to operate out of space on the DU campus (in-kind donation) with access to its world-class faculty to assist with curriculum development and other areas. Over the past three years, ULFC has developed a strong board of directors, formed a robust alumni association that serves various volunteer roles, hired its first full time employee (Program Director in 2017) and has established two major fundraising events, significantly increasing its network

of stakeholders and visibility in the community. Dr. Barb Kreisman, Professor Emerita, Daniels College of Business, serves on the ULFC Board of Directors. ulfcolorado.org/board-of-directors/

ULFC is the only leadership program in Colorado focused solely on the culture and lived experiences of emerging African American leaders; no other similar leadership development training program exists in Colorado. ULFC is also unique in that it delivers classes via a network of 35 working professionals and leaders in academia. Among its 350 ULF Connect graduates, several have become CEOs and other c-suite executives and one has been elected to public office. Over the past 13 years, ULF Connect Fellows have completed 40 community service projects and has served as the catalyst for several new nonprofit programs that continue to have tremendous community impact.

Our mission is to provide leadership development and advancement opportunities that continuously improve the professional and social trajectory of minority leaders committed to positively impacting communities. We are proud to excel in doing both. This year in spite of COVID-19 ULFC has put nearly \$80K into the community to support women and minority owned businesses, families experiencing hardships, bolstered access to mental health, voter awareness, and have been a constant presence in conversations regarding equity, inclusion, and race in America. ULFC is truly a movement committed to ensuring every citizen can thrive!

For additional information about ULFC or to support our efforts please visit our website at www.ulfcolorado.org.





Uncovering Unconscious Bias



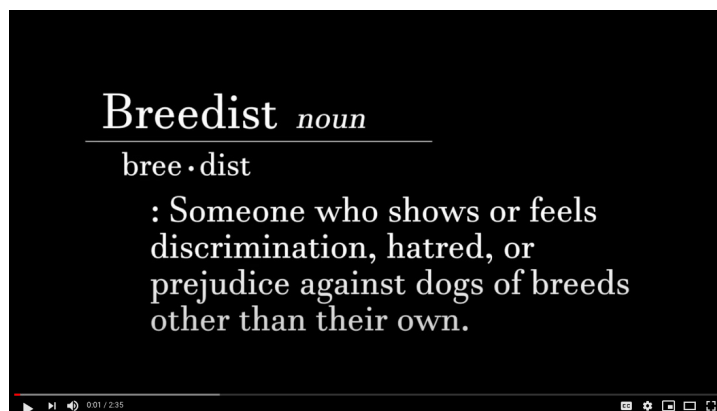
Kent Bradley, M.D., MPH, EMBA Cohort 54, is the Chief Health and Nutrition Officer at Herbalife Nutrition and chairman of the Herbalife Nutrition Advisory Board. Prior to joining Herbalife Nutrition, Kent, a retired

Army Colonel and graduate of the US Military Academy, held senior executive roles in the public and private sector and is the former President of Safeway Health, a health technology solution and service provider supporting total worker health strategies for large commercial clients. Kent serves on numerous boards, and is actively involved in multiple community health and wellbeing initiatives and founded Core Communities, a nonprofit supporting healthy communities, by creating compelling content that encourages conversations on important issues.

Kent notes: "I have been fortunate to attend various leadership programs in the military, at the University of Denver, and internationally at INSEAD. A common thread is the importance of

self-awareness and our ability to challenge our own bias. Videos That Matter was created to help stimulate conversation in a respectful manner - to challenge ourselves and to grow. This latest video highlights an area of growing concern - implicit bias. Respectful, thoughtful reflection and discourse is so important if our aim is to advance on important issues."

[See the most recent VTM video here:](#)



Friends Across Campus



Social Impact Focusing on Human-Animal-Nature Interactions

By Erica Elvove, MSW

Associate Director | Institute for Human-Animal Connection
Adjunct Faculty | University of Denver Graduate School of Social Work

Philip Tedeschi, MSSW, LCSW

Executive Director | Institute for Human-Animal Connection
Clinical Faculty | University of Denver Graduate School of Social Work

How does it feel to imagine the soft, warm touch of a dog or cat's fur under your fingers? How about the visual delight of a bright flower, the fresh smell after the rain, or the mouthwatering taste of fresh fruit? Nature is perhaps the greatest and most powerful force impacting physical and mental human health and it touches each of us every day in a multitude of powerful ways.



The Institute for Human-Animal Connection (IHAC) at the University of Denver Graduate School of Social Work conducts research in human-animal-nature interactions

and provides innovative educational opportunities for students to integrate nature-based concepts into their social impact mission. Focus areas span from the inclusion of animals in therapy practice, to the important social, emotional and physical health benefits of animals in our lives, to advocacy promoting the planetary balance between human, animal and environmental systems. Learning takes place on-campus, online, and sometimes in the field, such as a growing collaboration with The Urban Farm, a program that provides people who live in the city an opportunity to learn about farm animals and horticulture.

Our unique placement within the field of social work also brings recognition that access to the benefits of nature are often inequitable for marginalized populations. Further, degradation of animal and environmental systems often affects the most vulnerable people in our communities. IHAC's unique research and education are designed to offer new exposure, learning and greater awareness to the importance of our relationship with the living world and make an impact by providing in-depth, ethical and long-lasting change within our communities.

Please learn more by visiting our [website](#) and please consider [donating](#) towards our mission of training the next generation of human-nature connection professionals.



Exploring the Impact of Companion Pets on Human Health and Aging

Do you own a dog? If so, you've probably experienced the positive benefits like a more active lifestyle and better health. As you grow older, a dog helps reduce isolation and loneliness, conditions that put you at higher risk of early death.

While the benefits have been well documented, it is unclear what is happening inside your body as a result of owning your dog. Now, a unique three-way partnership between a Colorado-based non-profit biobank, a University of Denver (DU) research team, and a for-profit Boulder biotech company, is attempting to quantify and understand the biological changes that keep dog owners healthier than non-dog owners. If the research receives funding, it could lead to the development of therapeutics that target the same mechanisms to improve health in all people with or without dogs.



"There is wide acceptance that companion animals improve the health trajectories of their owners, but the mechanisms underlying this observation are poorly defined," says Kevin Morris, PhD, director of research for DU's Institute for Human-Animal Connection (IHAC), who will lead the study. "By understanding the physiological pathways involved in health outcomes for both humans and dogs, the interactions between people and animals can be optimized to improve human health and it could lead to the discovery of new drug targets based on that natural interaction."

A Colorado-Based Partnership

IHAC is partnering with Colorado Longitudinal Study (**COLS**) and SomaLogic, Inc. (**SL**) to conduct a 5-year assessment of 500 dog owners and a control group of 500 people who do not own dogs. The assessment will collect blood, urine, and stool annually from participants as well as lifestyle and health information quarterly. Using state-of-the-art technology developed by SL, the research team will map more than 5,000 proteins in both humans and dogs. These protein maps, called proteomic profiles, reflect real-time changes in the biology of a person.

"Most research today is limited by the data available in current biobanks to looking at a person's biology once they develop disease, or sometimes prior to disease in people who have a genetic mutation that increases their risk of a particular disease," says Phyllis Wise,

PhD, a biomedical researcher and former chancellor at University of Illinois and provost at University of Washington who is now leading the development of the COLS biobank.

"In contrast, COLS will be collecting data on participants for years prior to disease development, which then allows researchers to look back in time to measure the impact of a particular factor on health, in this case dog ownership."

In addition to researching the biological changes in dog owners, the project also will be studying whether dogs are sentinels for human health and aging. "Because dogs age at a faster rate than humans, it's thought that dog health could predict human health," Morris says. "If dogs are developing cancer in a community at a higher rate than average, that is potentially a sentinel that humans in that community also will develop cancer at a higher rate."

This research project is impossible without the biological samples and health data that will be collected by COLS. Larry Gold, PhD, professor of molecular, cellular, and developmental biology at the University of Colorado Boulder and founder of SL, was the visionary behind COLS. Over his 40-year research career, Gold scoured the world's biobanks to find high-quality longitudinal biological samples, collected and stored before and after the onset of all diseases. He realized that the resource he required did not exist, which led to his vision for COLS.

Fort Collins to Be First Biobank Recruitment Site

COLS expects to begin recruiting participants in the Fort Collins area in fall 2021. In this first phase, COLS will recruit adult 16,000 Coloradans and begin collecting and storing their biospecimens and sociological, environmental, and health data for five years. After the first year, COLS will begin recruiting additional participants across Colorado representing the state's

diverse geography, ages, income levels, race, and gender, eventually growing to collecting data on hundreds of thousands of participants over 10 years or longer.

"Having this really comprehensive and large biobank of biological specimens and all of the clinical and demographic data associated with those specimens over a long period of time for each person is a treasure trove for researchers to dig through," Morris says. "Our proteomics project alone shows ways to provide really valuable research that couldn't be conducted with any other existing biobank."

The three organizations behind this project are working together to explore funding opportunities from individual philanthropists, foundations, and state and federal funding agencies. At a local level, COLS is currently seeking individual donations to support the opening of its first Engagement Site in Fort Collins where the Phase I participants will be recruited for this study. To learn more about COLS, please visit its website at colostudy.org where you can learn about funding opportunities and sign up for its newsletter.

IHAC Offers Distance Learning for Professional Development

Dear Friends of IHAC,

The Institute for Human-Animal Connection offers many opportunities for continued education and professional development throughout the year. During these times of high unemployment, it may be beneficial to your career and organization to expand your skills and add a professional development certificate to your repertoire.

IHAC has offered distance learning professional development since 2005, so we are well-equipped in educating learners online. We bring together professionals from all over the world who want to learn about human-animal interactions. Our experienced adjunct faculty provide individual support and feedback, crucial to building a successful and sustainable human-animal interaction program.



COVID-19 has impacted the delivery of some of our in-person learning sessions; however, we are planning ahead and continuing to run all of our education programs virtually. If you are interested in learning about

the human-animal bond and applying those benefits to your work with others, then I encourage you to explore our [professional development certificates](#). We hope to see you in class soon.

For more information, check out [IHAC Education & Certificates](#)



Breaking Down Barriers

There are more than 275,000 people in Colorado who live with disabilities and face significant barriers every day – barriers most people don't think twice about. Simple tasks like opening doors and drawers, picking up dropped objects, doing the laundry – even going outside for a bit of fresh air or to get the newspaper – represent challenges that can often seem insurmountable. Without a way to live more independently, those with disabilities can find themselves isolated from friends, family and everyday life. Canine Partners of the Rockies (CaPR) is another organization focused on animals which has been the choice of past DU students (**Dave Oliver, Fay Rubaleta, Charley Runyon, EMBA Cohort 69**), for their social impact projects. David later became a Board Member of the organization. CaPR is adapting daily to the COVID situation as they raise and teach their wonderful service dogs. In fact, CaPR is the **ONLY** accredited Colorado-based service dog school that is currently processing service dog applications and actively matching dogs with clients.

When COVID struck, Canine Partners immediately stopped all in-person training of dogs and new partnership teams (people and their new service or intervention dogs) in response to concerns about the Pandemic and the stay-at-home orders in March. Instead, we contacted volunteers raising our puppies and our clients to find out how CaPR could support them. Their clients are at high risk for complications from this virus, so it was not safe for them to be in public. CaPR established response teams to pick up and deliver groceries and dog food, exercise service dogs and transport them to veterinary appointments. All of Canine Partners' puppy classes moved to a virtual format. CaPR provided on-line coaching for clients and volunteers for the dogs' necessary enrichment and learning, as well as problem-solving behaviors in new experiences. Once we were able to meet in person, we set up outdoor venues for training and coaching, while continuing to provide virtual options.

Learn more about CaPR at www.caninepartnersoftherockies.org



Meet Denali

Meet “Denali”, a two year old Golden Retriever soon to be heading to Denver from Istanbul Turkey, as part of the 15th “cohort” of dogs rescued from the streets, woods and mountains in the region. You probably have noticed that I have a particular fondness for these beauties and am sponsoring this little guy’s journey to the United States. This effort is made possible by the Golden Retriever Rescue of the Rockies (GRRR). Denali (a name Scott decided upon) will arrive here before Thanksgiving.

Once considered a status symbol by the wealthy in Turkey, Golden Retrievers have become more common and less valued, and hundreds end up being released onto the streets. With few shelters available, dogs of this good-natured breed frequently starve or become prey to the thousands of feral dog packs in the forests around the city. Life is hard for these mostly young dogs. Few live to be senior Goldens in Turkey. Before leaving Turkey, all of the dogs receive medical exams and health certificates.

Read more or to donate, go to www.goldenrescue.com/turkey-dog-rescue.

Several of our EMBA alums completed their Social Impact Project with GRRR.

See Istanbul’s street dogs end up in America:

www.cnn.com/2015/12/13/world/turkey-stray-golden-retrievers-atlanta/index.html



WISH of a Lifetime Joins Forces with AARP with the Intent of Disrupting Aging

From the Denver Post, Sept. 2020

When Bernice Fallik talks about the organization [Wish of a Lifetime](#), she can't use enough superlatives.

"It was just wonderful. They are just wonderful, more than wonderful, so giving and caring. I just can't say enough about them," the 91-year-old Denver woman said. Last year, the philanthropic organization founded by **Jeremy Bloom**, two-time Olympian and U.S. Hall of Fame skier, granted Fallik her wish. She was flown to Virginia to spend about a week with her granddaughter and great-grandson.

Fallik's granddaughter lived with her in New York and in Denver, but she hadn't seen her for a few years. She couldn't afford to travel across the country and neither could her granddaughter. Thanks to Wish of a Lifetime, she spent several days with her and two other grandchildren. I have wonderful memories of the time I spent in Virginia," Fallik said.



Jeremy Bloom, founder of Wish of a Lifetime, meets with Tom Burgett of Alabama, who got postcards from around the world as his wish. Photo provided by Wish of a Lifetime from AARP

And she has fond memories of the people at Wish of a Lifetime who arranged the travel. Staff member Shannon Hollis took her to the airport, helped her navigate check-in, stayed with her until boarding time and picked her up when she returned, Fallik said.

Since starting Wish of a Lifetime in 2008, Bloom has heard many stories and has shared in the reunions or once-in-a-lifetime experiences made possible by his organization. The Loveland native, former University of Colorado football standout and NFL player said one of his goals in starting the nonprofit, which grants wishes to older people, was to "disrupt aging."

"We have this mission to disrupt aging, disrupt the perception of aging, of what's possible in the later stages of life," Bloom said. "We have all these amazing people living out their lifelong dreams 80, 90 years into life."

Several EMBA alums including **Dr. Dianne McCallister, EMBA Cohort 42** and **Kent McGlinchey, EMBA Cohort 69**, along with DU Center for Health Aging faculty member, **Dr. Eric Chess**, and **Dr. Barbara Kreisman**, Professor Emerita, Daniels College of Business, serve on the Board of Directors for Wish of a Lifetime. Kent first became associated with Wish as part of his **EMBA Social Impact Project**. www.wishofalifetime.org

To reach even more older Americans across the country, the organization teamed up with [AARP](#) in August to form Wish of a Lifetime from AARP. As a charitable affiliate of AARP, Wish will be able to leverage the resources of the 38-million-member organization, Bloom said. Wish of a Lifetime is hiring and working with AARP on its five-year strategic plan.

The partnership took shape after Scott Frisch, AARP executive vice president and chief operating officer, spent time talking to Bloom and Wish staff members. AARP, which focuses on issues affecting people over 50, was exploring ways to address social isolation and other issues older people face. Barbara, Eric and Kent will remain on the Wish/AARP Board of Directors.

The program is an avenue to combat the effects of social isolation, strengthen social ties and make intergenerational connections, Frisch said.



Social Impact

By Michelle Graham, Executive Director, Urban Farm

Tucked away in Northeast Denver, [The Urban Farm](#) (TUF) a 501(c)(3) non-profit is uniquely located on the site of the [decommissioned Stapleton International Airport's](#) weather station. The property's past use has left the repurposed main building and chain link fence uncharacteristic of a farm. But don't let that fool you, because once you enter the grounds you will discover over 100 animals including horses, goats, sheep, chickens, ducks, as well as an indoor riding arena, community garden, and aquaponic greenhouse. As a community farm and educational center, TUF provides urban youth an opportunity to learn hands-on about agriculture without ever leaving the city.

Shelly Whitson's, EMBA Cohort 71, journey at TUF began with the EMBA program's culminating Social Impact Project in 2018. TUF was one of about ten non-profits the cohort could choose to work with for their final assignment that year. Teams formed organically, each student choosing the fence project they were inspired by. Shelly recounts, "I chose the farm because A) Kim Downing [TUF's Board President] and I hit it off right away, and B) It was a project I felt confident could be accomplished in the short time-frame we were given." Similar to Shelly herself, her reasoning for selecting TUF was a balance of both personal and practical.

After observing life on the farm, engaging stakeholders, and holding several strategy sessions Shelly and her team pitched a project that would address two challenges TUF had been facing. The goals were to one, reduce the spread of germs and potential diseases from one animal species to another while continuing to offer hands-on learning opportunities and two, encourage farm visitors and program participants to use reusable water bottles as an alternative to single use plastic.



Left to right (from EMBA Cohort 71
Erin Searfoss, Michael Lawson, Shelly
Whitson, Toby Gambrel)

The team's business solution was to build a centrally located handwashing station between the goat enclosure and the chicken-coop, two heavily trafficked animal areas. In addition, their project plan included a campaign promoting the purchase of TUF branded water bottles. The new handwashing station was designed with potable water, allowing visitors to both wash their hands and fill up their TUF branded water bottles between animal interactions.

When the Social Impact Project came to an end, Shelly decided her time at TUF wasn't over and pursued a seat on the board in 2018. When asked about her decision



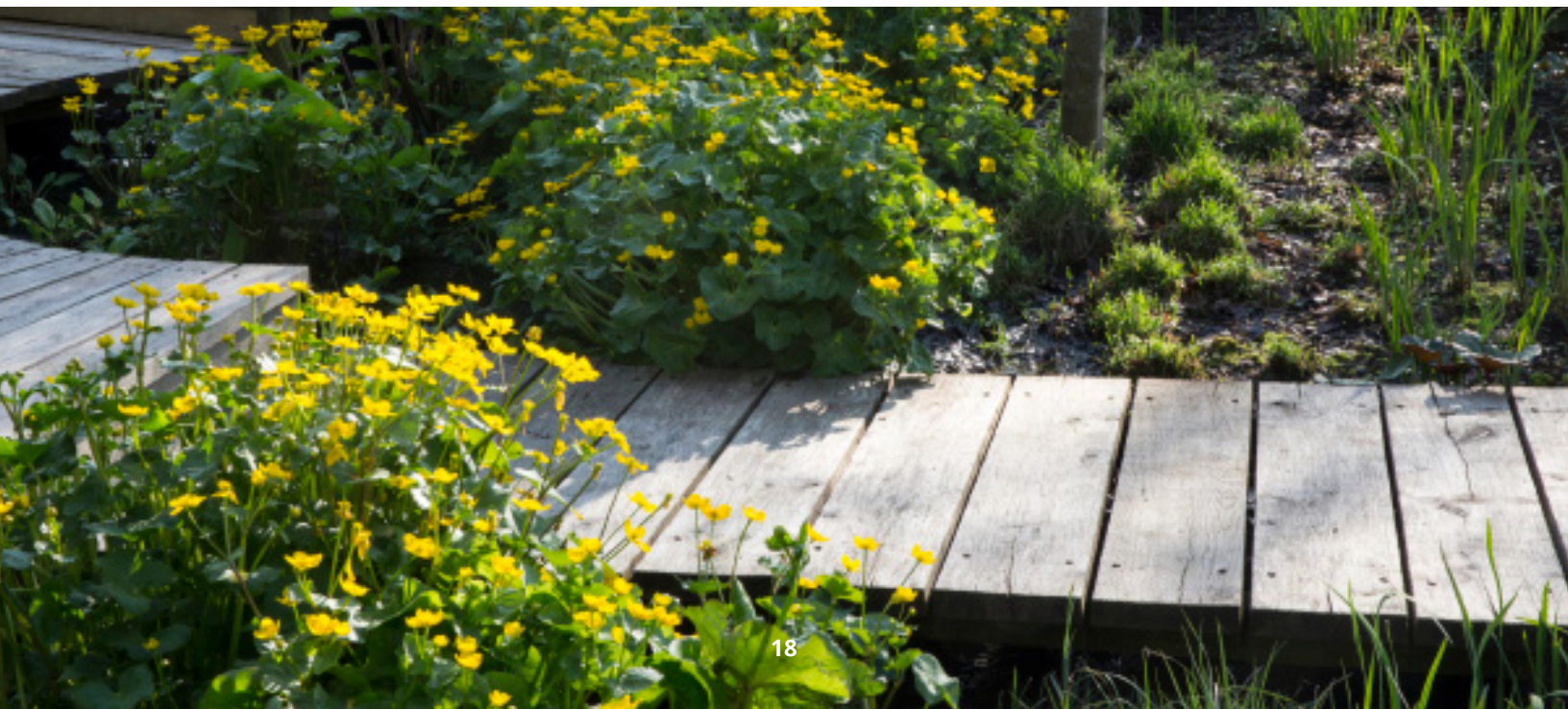
she states, "I wanted to help take the farm to the next level. I saw great potential and felt I could make a significant impact." Shelly continues, "Kim [Downing TUF's Board President] was also a big reason I wanted

to join the board. She is so passionate about making the farm a success, I immediately knew after talking to her the first day that I wanted to be a part of this story."

Board members provide critical intellectual capital and strategic resources to power nonprofit success. Shelly is a prime example of this as she brings with her over 12 years of knowledge and expertise in business operations, finance, and accounting. Now with two years under her belt as TUF's board Treasurer, her contributions include preparing monthly financial reports, overseeing the financial health of the farm, development of internal controls, policies and procedures and overall financial guidance. When the top three most common problems nonprofits face include achieving financial sustainability, retaining donors, and a lack of resources, a board member with an educational and professional background in business finance becomes an invaluable asset to organizations such as The Urban Farm.

However, the benefits are not a one-way street. Serving on a non-profit board is not only an excellent way to support a cause you care about, but it can also be a powerful way to put your skills and expertise into use in a high-impact setting. Further, serving on a board provides the opportunity to develop and grow as leaders and expand your network of peers, professionals, and community leaders.

What started off as a class project for Shelly Whitson turned into a commitment to an organization and their collective mission. "I see the farm as a thriving educational center teaching inner-city children about the importance of agriculture, sustainability and the health benefits of these natural resources," says Shelly.





Feature & Focus

The EMBA Program Highlighted that it is Possible for Organizations to Do Good for the World



**Shannon Sisler-
EMBA Cohort 47**

Shannon Sisler is the SVP, Chief People Officer of Crocs, a world leader in innovative, casual footwear dedicated to the future of comfort. She is also an EMBA alum of **Cohort 57**. She was recently named

by the Denver Business Journal as a 2020 C-Suite Award Winner [Read More >](#)

In 2006, Shannon pursued her EMBA because she had recently been promoted to a c-suite leader in a global, public financial services company and she felt as though she needed better business acumen to be an effective, strategic leader.

Fast forward 14 years, her EMBA is still paying dividends. For many, 2020 will historically become one of the most interesting years to be leading the people strategy for an organization, let alone an organization like Crocs that has employees in more than 20 countries. Faced with unprecedented health/safety challenges and business volatility, for Shannon it has been a year of personal and professional growth.

As the pandemic started to unfold in January 2020, the initial impact was felt at the Crocs' factories in China and Vietnam where they were facing shutdowns. Ironically, those were the same countries that Cohort 47 visited in their international trip. One of the best benefits of the EMBA program is **learning about different cultures and countries**. Shannon's "on-the-ground" knowledge of Asian cultures has helped her make swift, practical people and financial decisions to support the business. As a global organization, Crocs is proud to share that the company has maintained top decile employee engagement despite the challenging economic circumstances.

The EMBA program also highlighted that it was **possible for organizations to [do good for the world](#), while doing well as a business**. COVID-19 provided an opportunity for Crocs to demonstrate that exact belief. Within one week of the virus shutting down much of the US infrastructure, Crocs jumped into action to provide free shoes to front-line healthcare workers. Over 45 days, the organization donated more than 860 thousand pairs of shoes around the world with a total retail value of nearly \$40 million to individuals and institutions battling the virus. "This inherently created a great deal of goodwill for the brand, who received an incredibly positive response from its fanbase, which grew 16% across social channels during a very difficult time."

One of the best aspects of the EMBA experience is the **diversity of people that you get to interact with throughout and after the program**. Through education and professional opportunities, Shannon has had the opportunity to really focus on creating inclusive workforces and workspaces. Sisler was tasked with leading the design and opening of a new Crocs global corporate headquarters in 2020...which of course, landed in the middle of a pandemic. Despite the challenges, the Crocs workforce moved into their new headquarters in May 2020. Sisler states, "Every detail in the new space was thoughtfully planned to reflect who we are as organization. It celebrates one-of-a-kinds and all different kinds of people through the 'Come As You Are' elements woven into the details throughout the building. It is a bright, collaborative space that provides an amazing and comfortable environment to work, where everyone can be comfortable in their own shoes."

Another opportunity to put into practice the critical learnings derived from the EMBA program is **the ability to guide change in a complex environment**. Just last year, Sisler oversaw the [complete relocation of Crocs distribution operation](#) from Ontario, Calif., to Dayton, Ohio at a site near Dayton International Airport. This strategic move was made to put the company in a better location within North America to serve its customers,



and also gave Crocs the ability to grow, with a facility sized 40% larger than the previous location. While the original goal was to hire upwards of 250 employees, due to a record year of sales in 2019 and increased demand, the facility has already reached 850 employees in less than a year.

Now, in the midst of challenging and unpredictable year, Shannon is overseeing the buildout of a [second distribution center](#) nearby that will bring another 400-500 new employees to the facility. "This is not something we anticipated from the beginning, but we've been fortunate to see the business thrive in 2020," said Sisler. "The city and people of Dayton have exceeded every expectation we've had in helping to grow our Americas distribution center. Everyone we have worked with since the inception of this project has gone out of their way to welcome us and help us grow, and we look forward continuing to expand and give back to our new community."



Shannon is married and the mother of three children (19, 11 and 8 years). The good news is that everyone in her family has remained healthy (so far) throughout the pandemic. Additionally, her reduced global travel schedule has given her extra time with her family to enjoy travel to the high country.



Making A Difference – A Global Approach

By **Amanda Cahal**, Director of Global MBA Programs

EMBA Cohort 59,

of which Sarah Kitonsa was member, visited Hong Kong and Ho Chi Minh City as their Global experience.

Where did you go for your

international trip? Connect just about any two Daniels Executive MBA alums and that will be one of the first topics of conversation. The answers will range literally all over the world - from South Africa (where we met with Desmond Tutu) to Mongolia (where we spend time with a DU alum who is the Speaker of the Parliament) to Turkey (where the morning finds us visiting a company in Europe and the afternoon exploring one in Asia). The international trip has been a hallmark of the Daniels Executive MBA program for longer than we can remember, and those of us who are stewards of this experience cherish the relationships and the memories more than we can say.



We often begin the Global Business course with the question 'why?' Why is this course and trip a required component of the program? We have only to watch world events unfold over the past seven months to

understand how deeply the world is connected, how quickly information moves, and how impactful events on the other side of the world can be for our day-to-day lives. If education is about growth, and growth is about pushing us out of our comfort zones, the lessons we learn on these trips will serve us well regardless of where we live – lessons of empathy and connection and humanity. The international trip serves as a reminder that we are all in this together, whether as a cohort, a country, or a global community and that, indeed, it is relationships that make the world go around. It's been nearly a year since our last EMBA international trip. When the time comes for the world to open up, we will be ready.

EMBA Trips—Cohorts 41-73

Cohort 41: Budapest and Prague
Cohort 42: Frankfurt and Moscow
Cohort 43: Beijing and Hong Kong
Cohort 44: Beijing and Ho Chi Minh
Cohort 45: Beijing and Bangkok
Cohort 46: Dubai and Delhi
Cohort 47: Beijing and Ho Chi Minh
Cohort 48: Beijing and Bangkok
Cohort 49: Kuala Lumpur and Ho Chi Minh
Cohort 50: Singapore and Bangkok
Cohort 51: Dubai and Bangalore
Cohort 52: Shanghai and Ho Chi Minh
Cohort 53: Buenos Aires and Santiago
Cohort 54: Cairo and Istanbul
Cohort 55: Maputo and Cape Town
Cohort 55: Sao Paulo and Santiago
Cohort 57: Hong Kong and Ho Chi Minh City
Cohort 58: Istanbul and Tel Aviv
Cohort 59: Hong Kong and Ho Chi Minh City
Cohort 60: Hong Kong and Jakarta
Cohort 61: Seoul and Ulaanbaatar
Cohort 62: Cape Town and Gaborone
Cohort 63: Cape Town and Kigali
Cohort 64: Dubai and Athens
Cohort 65: Hong Kong and Myanmar
Cohort 66: Singapore and Hanoi
Cohort 67: Prague and Tel Aviv
Cohort 68: Cape Town and Maputo
Cohort 69: Kampala and Kigali
Cohort 70: Riga and Tel Aviv
Cohort 71: Lisbon and Casablanca
Cohort 72: Ulaanbaatar and Seoul
Cohort 73: Kigali and Cape Town (postponed due to Covid travel restrictions)



From the Review Mirror

Two years ago, EMBA Cohort 69 selected Rwanda and Uganda as their choice to travel internationally. There, students were exposed to vastly different cultures and ways of doing business. While in Kampala and Kigali, students (we had the opportunity to meet people of the communities while learning about the vibrant business climate found in Rwanda. We also were able to experience the struggle and hope of the people in Uganda as they sought a better and brighter future. One afternoon was spent with our students engaging in a fast-paced soccer game with children of a local school outside of Rwanda. Needless to say, the students (average age 38) were no match for them on the field! Another part of the experience was visiting the Gorillas in the wild, to learn more about eco-tourism.

Photos taken at the Mountain Gorilla View Lodge Volcanoes National Park, Ruhengeri



While in both Rwanda and Uganda students had the opportunity to meet with various businesses including, but not limited to: **Fenix International**, a next generation energy company with operations in Uganda; **Tullov Oil**, a leading independent oil and gas exploration and production company; Veritas Investments; a multinational holding group based in Kampala; **Sorwathe Ltd**, Rwanda's oldest private Tea factory; **Karisimbi Business Partners**, a management consulting, operational management, and investment services firm focused on mid-market enterprise development as well as **Zipline**, a company which operates the world's only drone delivery system at national scale to send urgent medicines, such as blood and vaccines, to those in need – no matter where they live. Partnering

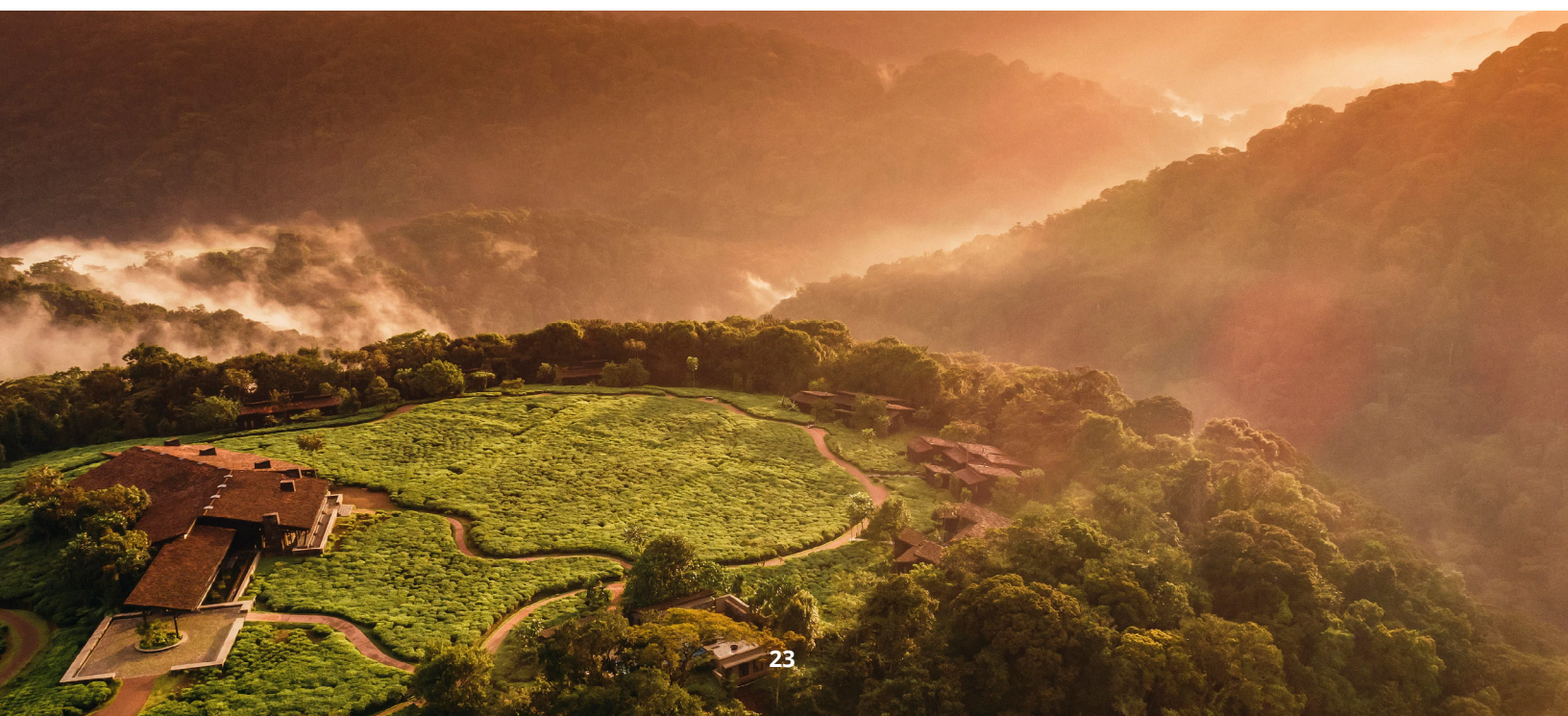
with the Government of Rwanda, Zipline serves 21 hospitals nation-wide. They provide instant access to lifesaving blood products for 8 million Rwandans; and also the **Rwanda Trading Company** which was established in 2009 as a vehicle for positive social impact. They are committed to securing economic freedom and security for smallholder farmers by building resilient, transparent supply chains.

Students also visited **The Global Livingston Institute (GLI)** www.globallivingston.org which is named after Johnston R. Livingston, a visionary entrepreneur and philanthropist from Colorado. Jamie Van Leeuwen founded the GLI in 2009 after traveling to Uganda and Rwanda as part of the Livingston Fellowship he received from Bonfils-Stanton Foundation. During his travels, he became aware of the many people and NGOs taking actions in East Africa without truly understanding the needs of the community. He identified the need for people to do more listening and thinking before acting.



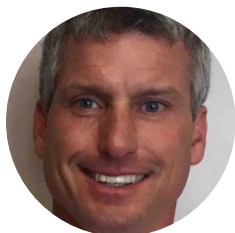
Ladies from Cohort 69 on the palace lawn near Kampala

Ultimately, the idea was to get students and community leaders to rethink the approach we take to international development. Since 2009, the GLI has been engaging students and community leaders in the United States and East Africa to Listen. Think. Act. What began as a nascent Denver non-profit has grown beyond metropolitan boundaries. Inspired by a vibrant and engaged Denver base, the GLI continues to engage past travelers not just from all corners of Colorado, but from across the United States and throughout the world



Updates from Our Network

It is always a pleasure to highlight career changes and updates of our EMBA alums. These persons are always willing to connect in order to help others network. The best way to reach them is by sending a LinkedIn message, not email.



Jamie Butcher, EMBA Cohort 48, is now the “Chief Jam Seller at BradBJammin” in Denver. BradBJammin is a craft producer of small batch artisan jams. The company specializes in unique flavor profiles like Peach Bourbon, Mango Jalapeno, and Blueberry Lemon Basil. Jamie has an undergraduate degree in Political Science from Columbia University in New York.

www.bradbjammin.com
www.linkedin.com/in/jamiebutcher



Vance Nixon, EMBA Cohort 54, has been named as National I Training Manager, Oncology & Dermatology for Quest Diagnostics. Vance is Responsible for training and mentoring sales professionals in the rapidly evolving field of oncology diagnostics. Quest Diagnostics is the world’s premiere diagnostic laboratory providing clinical, anatomic pathology, and molecular solutions to improve patient outcomes.

www.linkedin.com/company/quest-diagnostics



Franklin Rios, EMBA Cohort 60, was recently named as the Chief Commercial Officer, Corporate Development, Board Member and Executive Chairman of Alvarez & Marsal, a management Consulting firm located in New York, NY. According to the company’s website, “Organizations, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to drive change and achieve results.” A&M has been privately held since its founding in 1983, and is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. The company is touted as having over 4,500 people across four continents, and delivers tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges.

www.linkedin.com/in/franklinrios
www.alvarezandmarsal.com



Chris Staab, EMBA Cohort 61, is now senior project manager at Microsoft. Chris, a graduate of the U.S. Military Academy at West Point has been with Microsoft for nearly five years.

www.linkedin.com/in/chris-staab-43137024

Meet the New Cohorts

EMBA 75 - March 2020

19 Students

Average age: 39

Male: 85% | Female: 15%

Military Veteran: 35%

Average Years Work Experience: 17

EMBA 76 - September 2020

24 Students

Average age: 39

Male: 75% | Female: 25%

Military Veteran: 29%

Average Years Work Experience: 16



Michelle Stuart, EMBA Cohort 63, has been named Program Manager of Data Centers @ Google. According to Michelle, "It's a global role to help standardize the work breakdown structure and integration of all data centers across systems and tools."

michelle.stuart01@gmail.com



Andy Taylor, EMBA Cohort 61, writes: "After nearly two decades with Anadarko Petroleum Corporation and one year navigating a career transition, I am ecstatic to embark on my next professional chapter as Director of Investor Relations at Weyerhaeuser Company in Seattle, Washington. As I voluntarily separated from Occidental Petroleum in late 2019 (after their acquisition of Anadarko), I never imagined I'd find another company (like Anadarko) with such a strong employee value proposition and compelling investment thesis. I feel very fortunate that I did, and am extremely grateful that Weyerhaeuser leadership was willing to take a chance on an oil and gas guy looking to pivot sectors and career paths. I will be working remote from Texas for several months, with plans to relocate to Seattle in the first half of 2021. For those still in transition, don't hesitate reaching out. I'm happy to share my story, provide guidance and/or just listen. Come visit us in Seattle." He and his family will be relocating from Houston to Seattle once COVID allows.

www.linkedin.com/in/andy-taylor-5423135
andrew.w.taylor77@gmail.com



Chris Toomer, EMBA Cohort 43, is now Manager, Custom Application Systems for National Jewish Health. He formerly was with the University of Colorado as assistant director of Enterprise Portal, Mobile and Systems Applications. He is an alum of DITEX denverexecs.wordpress.com

www.linkedin.com/in/christoomer



Marissa Williams, EMBA Cohort 72, is the Founder and CEO at The Employment Collective, Denver, Colorado. Marissa says her expertise and passion are centered on the alignment and implementation of effective, cross-functional procedures and strategies to increase productivity and revenue. Process improvement and implementation, and a focus on talent development. As part of her business, Marissa helps start-ups with process improvement in order to scale. She offers strategic optimization with internal infrastructure, cross functionally, and with a focus on talent development.

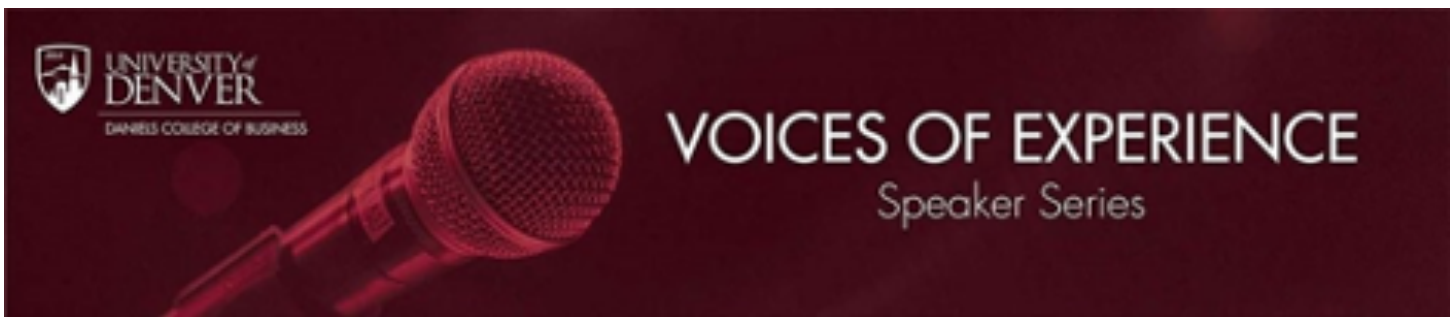
www.linkedin.com/in/marissa-b-williams
www.marissabwilliams.com



Andrew Sears, EMBA Cohort 69, has been named to the position of Therapeutic Specialist – SAMSHA Jail to Community Medication Assisted Treatment at Denver Health. In addition to his EMBA from Daniels, Andrew completed his MA in Counseling this past May at the University of Denver. He is a former elementary school assistant principal.

www.linkedin.com/in/andrew-sears-120512051205

Upcoming Events



The Voices of Experience speaker series at the Daniels College of Business will host two presentations in the next couple of months. The Series brings CEO's and other significant leaders into its community to share the lessons learned from their triumphs, mistakes and decisions as they navigated through their leadership careers. See: <https://daniels.du.edu/VOE/>

The upcoming presentations will include:

Sustainability in the Snow Sports Industry with Aspen Skiing Company President and CEO and President Mike Kaplan, SIA President Nick Sargent and POW Executive Director Mario Molina Thursday, October 29, 1 p.m. MDT

Making Equity the Priority in Diversity, Equity and Inclusion (DEI) with Sr. Director of Diversity & Inclusion at Ball Corporation Charles S. Johnson, Global Director of Inclusion & Diversity at Newmont Corp. Beatrice Opoku-Asare and Vice President, Diversity, Equity & Inclusion at NBCUniversal Salvador Mendoza Co-presented by the Colorado Black Chamber of Commerce Wednesday, November 11, 11 a.m. MST

Below is an event we encourage you to take part in.

Register using this link: www.cobrt.com/events

University of Denver Executive Education

What is Executive Education? Executive Education at the top-ranked Daniels College of Business offers webinars, workshops, courses, and customized programs in a variety of leadership and business topics. Education for working professionals. Lessons for lifelong learners. Bonding experiences for teams.

As an organization, Executive Ed offers flexible and customizable modules of relevant and research-backed programing. These modules can be less than a day to accommodate busy schedule

As an individual, Executive Ed has several cost and time effective courses that will develop you as a leader. These include quick-hit programs that bring working professionals up to speed in various disciplines so they can create results in a shorter period of time.

WORKSHOPS:

Becoming a Visual Organization: The Power of Data Storytelling

Start date: October 23, 2020

End date: November 6, 2020

Three consecutive Fridays

Cost: \$1,980 (not for credit)

[More Info >](#)

Skill Enhancing | Workshops

Denver Leadership Experience

Start date: December 7, 2020

End date: December 11, 2020

Cost: \$5,000 (not for credit)

[More Info >](#)

Transformational Leadership Development | Workshops

Insights Discovery for Building Teams & Organizations

Date: January 29, 2021

Cost: \$680

[More Info >](#)

Skill Enhancing | Workshops

Public Safety Leadership Development

BLOGS POSTED BY EXECUTIVE EDUCATION:

daniels.du.edu/blog/is-your-team-thriving-or-surviving-in-this-virtual-environment/

daniels.du.edu/blog/four-reasons-why-you-should-invest-in-your-people-now/

UPCOMING FREE WEBINARS:

Global Business Services & Digital Transformation, led by two former P&G executives

Date: October 28, 2020

Time: 12:30 PM

udenver.zoom.us/webinar/register/WN_1PIIs4BMS-aLCEkV6jzvyw

End of Year Recap & Top 10 Webinar Takeaways, led by David Worley & Camila Angelim

Date: December 3, 2020

Time: 11:30 AM

udenver.zoom.us/webinar/register/WN_M202un2I-Qd-VSKX2aiOc7g

Although the November presidential election grabs headlines, candidates and issues further down the ballot can also have lasting impact on you and the issues you care about. From protesting to policy advocacy, registering voters, volunteering for a campaign or casting your ballot, there's never been a more important time to get involved in shaping our democracy to advance justice. Join the Graduate School of Social Work (GSSW) this fall for its nonpartisan [Justice & Democracy series](#) to explore and engage with democracy in action.



Upcoming Events/Webinars

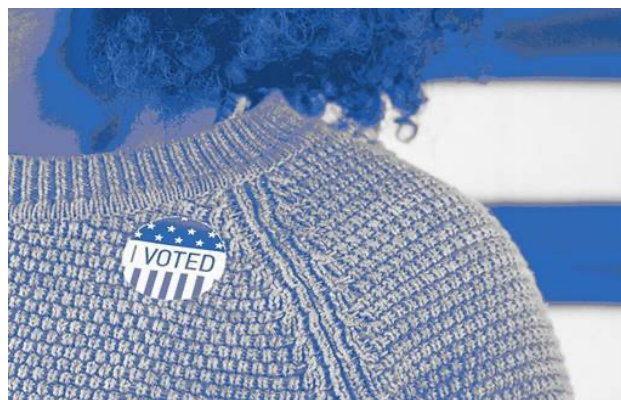
[Beers & Ballots](#)

Monday, October 26

4-6 p.m. 5-7 p.m.

What initiatives will be on the November ballot in Colorado, and what are the potential impacts on the issues you care most about? The [Bell Policy Center](#) will facilitate a discussion with local advocates and answer your questions about local and state ballot initiatives and the candidate races that matter to you.

Our sponsor, [Lady Justice Brewing](#) will offer free crowlers to the first 100 event attendees to visit the brewery following the event. Attendees will receive a 20% discount after the first 100 crowlers run out.



This webinar is free and open to the public.

In case you missed it...

[Watch "Voter Rights"](#)

On Tuesday, September 22, GSSW Dean Amanda Moore McBride and Sturm College of Law Dean Bruce Smith held a deep and exciting discussion with [Colorado Common Cause](#) Executive Director [Amanda Gonzalez](#) about voter advocacy and voter suppression, past and present.



Contact Us

Send information, story ideas, updates, etc. to Barb directly at BJKreisman@gmail.com and they will be published as space permits. If you do not want to receive monthly information in this format, you can unsubscribe from the newsletter.

This newsletter is not intended to not reflect the views, values or opinions of the College of Business or the University of Denver.

Past newsletters can be found on our website: VUCAThrive.com

Barb

VUCA Thrive

The acronym VUCA (Volatility, Uncertainty, Complexity, Ambiguity) was originally introduced in the US Army War College in the early 90's to describe the shift to asymmetrical and multilateral challenges for the military following the Cold War. Since then, it has been used more broadly to help describe the challenging context many organizations are facing today—one of accelerating change and disruption.

VUCAThrive.com

Intergistic Solutions

The word Intergistic is actually the combination three words—integration, synergy and energy. Our intent is to leverage our knowledge and experience to prompt conversations and provide meaningful solutions to issues facing individuals in both the private and public sectors, focusing on People, Profits and Purpose.

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