



INTERGISTIC
SOLUTIONS

INTERGISTIC INTEL

News for your world, today.

Issue #7



Veterans Day Issue



TABLE OF CONTENTS

Editor's Note – A Personal Reflection	3
Bill Daniels (College of Business) Legacy	4
Sharing the Stories of Those Who Served	7
Joshua Anderson, Cohort 74, Sergeant, U.S. Marine Corp	8
Jim Barber, Cohort 61, Lieutenant, U.S. Navy	11
Dale Betz, Cohort 54, Captain, U.S. Army.	12
Dr. Kent Bradley, Cohort 54, Colonel, U.S. Army.	14
Ken Casey, Cohort 61, Colonel, U.S. Army	16
Adam Crecion, Cohort 54, Naval Aviator, U.S. Marine Corp..	18
Adam Cholewin, Cohort 75, Staff Sergeant, U.S. Army	20
Chris Dawson, Cohort 63, Petty Officer 3rd Class, U.S. Navy	22
Tanya Durham, Cohort 74, Captain, U.S. Marine Corp..	24
Grace Feldpausch, Cohort 72, Captain, U.S. Army.	27
Mark Gasta, Cohort 34, Captain, U.S. Army	28
Ryan Hill, Cohort 72, Major, U.S. Army	30
Glenn Hogue, Cohort 74, Lieutenant Colonel, U.S. Army.	31
Cory Kwart, Cohort 68, Captain, U.S. Army	32
Spencer Milo, Cohort 75, Staff Sergeant, E6, U.S. Army.	34
Greg Moore, Cohort 60, Major, U.S. Army	36
Dennis Phillips, Cohort 65, Major, U.S. Air Force	39
Jenny Pickett, Cohort 57, Colonel, U.S. Air Force	41
Erin Searfoss, Cohort 71, Captain, U.S. Army	43
Adam Snyder, Cohort 62, First Class Petty Officer, U.S. Navy	45
Chris Staab, Cohort 61, Captain, U.S. Army	46
Jeremy Wittkop, Cohort 76, Sergeant, U.S. Army	47
Michelle (Segura) Wyman, Cohort 72, Senior Airman, U.S. Air Force	48
Marcus Institute for Brain Health	50
Friends from Across Campus – New GSSW Military Veterans Course	53
Community Impact – WWII Vet Gains a Sense of Closure	54
News from Our Network- Making People Smile at Craig Hospital	57
In the Rearview Mirror – 2016 Singapore and Hanoi	58
Upcoming Events	59
Contact Us	61

A Personal Reflection

Editor's Note: As we approach November 11th and **Veterans Day**, it is with the deepest respect that I am dedicating this issue of my news magazine to all of alums of the University of Denver, Executive MBA program who have served in the **U.S. Armed Forces**. Veterans Day originated as "Armistice Day" on Nov. 11, 1919, the first anniversary of the end of World War I. Congress passed a resolution in 1926 for an annual observance, and Nov. 11 became a national holiday beginning in 1938. Unlike Memorial Day, Veterans Day pays tribute to all American veterans—living or dead—but especially gives thanks to living veterans who served their country honorably during war or peacetime.

Since its founding in 1776, the United States has fought in about a dozen major wars—and intervened militarily on hundreds of others—with every generation of Americans witnessing combat in one form or another. As such, tens of millions of Americans have suited up for the armed forces, including some 16 million during World War II alone. These service members include 31 of our past presidents. Well over 1 million Americans have died in warfare, the vast majority in just two conflicts: the Civil War and World War II.

Given their importance to U.S. history, it's no surprise that veterans have played a hallowed role in the public's consciousness. Habitually honored at sporting events and on patriotic holidays, especially Veterans Day, the oratory (such as the remarks below by John F. Kennedy) surrounding veterans can be deeply inspiring.

"As we express our gratitude, we must never forget that the highest appreciation is not to utter words but to live by them."

My Dad, Irvin H. Kreisman, was a veteran of WWII (Staff Sergeant, U.S. Marine Corps) and though he didn't talk much about this time of his life, I knew he was proud to serve. He, like many other Americans, personally knew the price of freedom. You see, he was Jewish and nearly all of his (our) relatives were lost on the streets and in the death camps during Hitler's uprising.

It is with that thought in mind, that I personally want to thank all the men and women who've served our country to protect our rights as citizens and as human beings. I am so honored to pay tribute to you here. (Please know that the individuals featured represent only about one third of the total number of EMBA alum/vets we've had in the classroom over the past 20 years. I am sorry I couldn't include every one of you in this publication, but I am hoping you connect with one another as a result of this tribute...

Enjoy,
Barb Kreisman, PhD

Emerita Professor of the Practice
Daniels College of Business
University of Denver



My (Barb's) Dad—Staff Sergeant, Irvin H. Kreisman, U.S. Marine Corps and WWII News Correspondent, pictured here with both rifle and typewriter. Following the war, he served as a newspaper reporter over 40 years in Madison, WI. He believed his "mission" as a writer was to speak for those who didn't have a voice in society...



The Bill Daniels Legacy ★ ★ ★

“When you put your life in perspective, you realize how little time there is to make something truly significant out of it. To some people, this might mean acquiring a lot of possessions, building a business, or owning property. There is nothing wrong with these aspirations, but for me, they pale in comparison to individuals who want to leave something more consequential as their legacy.” – Bill Daniels

When I first started teaching at Daniels, the name Bill Daniels was frequently used in casual conversation. That was in 2002 and only a short time prior, the College of Business had been built on the DU campus and was named for Bill Daniels.

Now, looking back on it, I realize how profound it was for Scott (McLagan) and me to join the faculty/staff at DU. It was a perfect match for our values. You may have heard me say that when I worked at Dell during the 1990s “we experienced many people getting rich very fast due to multiple stock splits, but their souls seemed so empty. When I was considering a role in academia, I was drawn to the values of Bill Daniels and the idea of giving to the community and making a difference in the world. That really resonated with me. It is a common focus of universities now, but 20 years ago, it was still novel.”

So, who was Bill Daniels?

Well, first of all in the context of this publication, he was a **military veteran**. As the story goes: Bill Daniels was a born entrepreneur, widely considered one of the great business visionaries of the 20th Century. Bill achieved phenomenal success by working hard, passionately following his instincts, acting with ethics and integrity, and treating everyone around him with respect and fairness. His word was known to be as solid as any contract. His brilliance in business was matched by his sincere compassion for people and the desire to help those in need. In many ways, Bill Daniels truly was,



“larger than life”. As his family struggled through the Great Depression, many of Bill’s values related to work and personal responsibility were formed. When Bill was a teenager, his family moved to Hobbs, New Mexico. Bill was driven and popular, but his unruly nature prompted his parents to enroll him in the **New Mexico Military Institute (NMMI)** in nearby Roswell. Initially reluctant, he quickly embraced cadet life. He was a natural athlete and developed remarkable leadership skills. For two years running, he was New Mexico’s Golden Gloves champion. After two years each of high school and college at NMMI, Bill was disciplined and focused, with newfound appreciation for teamwork, etiquette, respect, and the chain of command.

The man Bill came to be e came proved to be a fine naval officer and combat pilot in World War II. He was awarded the Bronze Star for “heroism, courage, and devotion to duty” as he made repeated trips to rescue wounded shipmates after a devastating enemy attack on the aircraft carrier USS Intrepid. Bill also served during the Korean Conflict. He was instrumental in pilot training for the U.S. Navy during their transition to jet aircraft and retired a decorated Commander. He reportedly survived the first kamikaze attack during the pacific war and became a was a team member of the prototype for the Blue Angels.

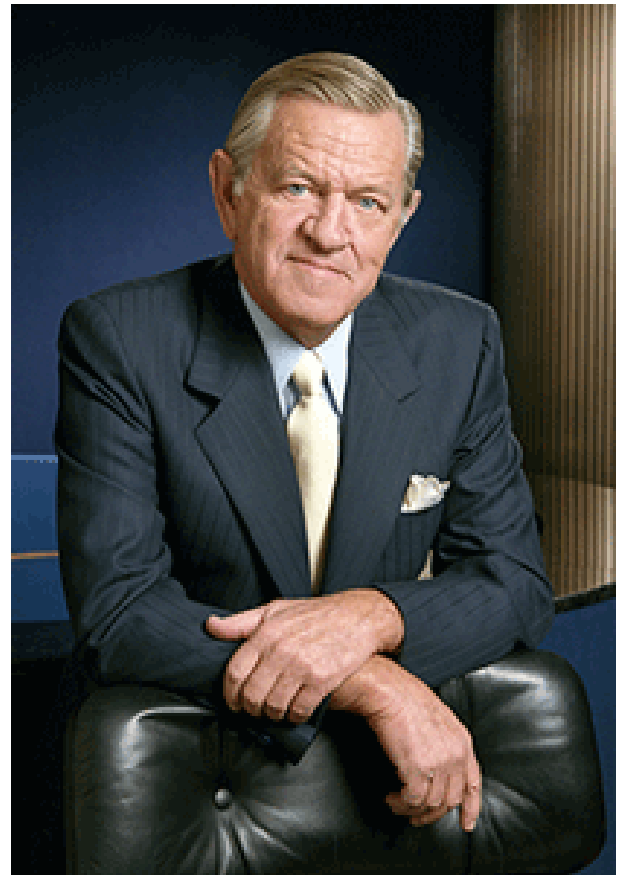
As one of the earliest pioneers in cable television, Bill would go on to own and operate hundreds of systems across the country. The firm he founded, Daniels & Associates, operated these properties and brokered many of the deals that shaped the industry. Bill’s leadership attracted many technology and communications companies to Denver, making it the recognized “cable capital of the world”. Over the years, Bill made countless charitable contributions and supported his community in creative, meaningful ways. With his plane, he set a new round-the-world speed record for business class jets while raising \$300,000 for education. He opened his home, **Cableland**, to fundraising events for nonprofits dozens of times per year, and later donated the house to the City of Denver as its official mayoral residence.

Bill provided significant support to innovative education efforts. Recognizing the value of learning financial responsibility at a young age, he founded **Young Americans Bank** in 1987. It remains the world’s only chartered bank exclusively for kids. Bill was also concerned that young people were not learning the value of ethics, especially at the college level. He made substantial donations to the University of Denver to incorporate ethics, values, and personal integrity into

the business school curriculum. The business school was later renamed the **Daniels College of Business** in Bill's honor.

Bill's concern for those in need, and the organizations that help them, motivated him to be personally involved. He did more than just sign checks — he spent time with people facing life's challenges and wanted to understand their situations. While money was an important part of his contributions, his visible support of charitable causes also served as inspiration to others. He was devoted to helping his community's most vulnerable and disadvantaged achieve happier, healthier, and more productive lives. Contributions from the Daniels Fund have provided for a special wing of Denver Hospice for use primarily by Military veterans and also the Bill Daniels Veteran Services Center, www.veteransresourceportal.com/resources/bill-daniels-veteran-services-center/ The Bill Daniels Veteran Services Center is a collaboration of federal, state, and local community organizations dedicated to serving Veterans in need. It is located at 1247 Santa Fe Dr, Denver, CO 80204.

Bill spent his final years laying plans for the Daniels Fund, and detailing the specific direction that guides its operation. When he passed away in March of 2000, Bill's estate transferred to the Daniels Fund, forming its base of assets and making it one of the largest foundations in the Rocky Mountain region. The Daniels Fund continues Bill Daniels' legacy of compassion and generosity across Colorado, New Mexico, Utah, and Wyoming through the Daniels Fund Grants Program, the Daniels Fund Scholarship Program, and the Daniels Fund Ethics Initiative.



The University of Denver and Daniels College of Business participates in the Yellow Ribbon Program which provides funds for eligible Post-9/11 graduate and undergraduate students. The U.S. Department of Veteran Affairs matches contributions made by DU. To learn more about the GI Bill and Veterans Education Benefits see: www.du.edu/registrar/gibill.html

Read more about Bill Daniels: www.cableland.org/bill-daniels-bio



The Yellow Ribbon Program Supports Veterans at DU



Dr. Rebecca Chopp, DU Chancellor Emerita, believes strongly that military veterans are important the University and vice versa. She is attributed with expanding the Yellow Ribbon Program at DU, and explains: "I am proud of the University of Denver's commitment to Veterans, their families and those in active military service. We joined the Yellow Ribbon program as one of a number of ways to support more veterans to attend DU. As a wife and daughter of veterans, I know both the importance of military service and the sacrifice it almost always requires. I am proud of DU's ability to help those who have served this country. I also know how much veterans bring to the DU community by sharing their experience in the classroom, being present in community events, and mentoring so many other students."

The Yellow Ribbon Program provides funds for eligible Post-9/11 military veterans seeking to become graduate and undergraduate students. In addition, the Daniels College of Business offers eligible veterans unlimited Yellow Ribbon funding for those accepted into Daniels graduate programs. The unlimited funding means that the College will provide enough backing to cover tuition and fees each year for these students. The U.S. Department of Veteran Affairs matches contributions made by DU.

To learn more about the GI Bill and Veterans Education Benefits see:
www.du.edu/veterans/ and <https://www.du.edu/registrar/gibill.html>

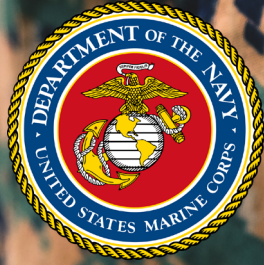




Honoring Those Who Served

In preparation for this feature section, I drafted numerous questions which would serve as the basis for on-line or in person conversations with some of our EMBA alums/ military veterans. When I started the process, I wasn't sure if many individuals would respond to my inquiry, or how they would feel about being highlighted. With only a couple of exceptions, the people I contacted seemed pleased to tell their stories. I noticed many commonalities in their stories about "wanting to serve;" "believing in a higher purpose"; "giving back" and transitioning out of the military, which for some, was a difficult decision, followed by concerns entering the civilian job market as they spoke to me. Instead of synthesizing their stories, I decided to print each person's response to my questions. Some are written in a first-person narrative format; others are structured more like interviews. Regardless, all display humility, passion and commitment.

Enjoy, connect and appreciate
- Barb



JOSHUA ANDERSON, EMBA Cohort 74 Sergeant, U.S. Marine Corp

Joshua Anderson, EMBA Cohort 74, was an undergraduate when 9/11 took place. "I watched the planes hit the towers on a screen in the student commons. It was existential. Here I was accumulating crippling student debt to get a Literature and Philosophy degree; I was pouring myself into the mythologies and heroes' journeys of other characters but giving no thought to my own. I made the choice in that moment to radically change my course. I finished out the school year, enlisted in the US Marine Corp at the age of 20 during the summer of 2002, and was standing on yellow footprints in San Diego on October 20. It sounds silly now," Joshua continues, "but I liked carrying a backpack and hiking long distances. Having grown up in Colorado, I enlisted in Wyoming, and I spent the summer doing cadastral surveying with the BLM and loved spending my days lugging a pack through the backcountry of Wyoming. Having resolved to enlist, I never really debated which branch of the service to join. Naively, I just wanted to join whichever branch was 'hardest.'"

Joshua completed his basic training at the Marine Corp Recruit Depot, San Diego, then completed Marine Combat Training at Camp Pendleton, California. From there, he was sent to intelligence school at the Navy Marine Corps Intelligence Training Center in Dam Neck, Virginia. After graduating from intel school, Josh completed an additional year of advanced intelligence training at the Marine Corps Warfighting Laboratory in Quantico, Virginia.

He also attended Joint Special Operations University, Defense Mapping School, Survival Evasion Resistance and Escape (SERE) School, among other specialized training.

"During that time, I was a member of a cohort of five intelligence Marines selected each year to attend an extra year of specialized intelligence training designed to prepare us for deployments with a Marine Expeditionary Unit (Special Operations Capable). MEUs were small amphibious special operations units, deployed to respond to any crisis, to include humanitarian natural disasters, combat and reconnaissance missions. I was sent to 26 Marine Expeditionary Unit in Camp Lejeune, North Carolina. I deployed twice with that unit - first aboard the USS Kearsarge, and second aboard the USS Bataan. During those two deployments, we served as the theater reserve unit for CENTCOM, EUCOM and AFRICOM, 'visiting' approximately 15 countries for training, real-world operations, and a bit of port time." He eventually served throughout the Middle East, Europe and East Africa.



According to Joshua, an underestimated hardship of military service is boredom. "You spend so much time packing and unpacking, inventorying and documenting, sitting on gear waiting to be flown from points A to B and back again. So much of service is waiting. You learn to compartmentalize anticipation anxiety and become incredibly resilient and adaptable. Things rarely go according to plan and you seldom feel much sense of control. It was incredibly useful preparation for living during the COVID era." Joshua goes on to say, "I've found that quarantine feels quite like deployment - living in small quarters; incredible appreciation for the small things; unremarkable changes of scenery; getting accustomed to seeing the same small group of people all day every day; only seeing loved ones from afar; a subtle gnawing sense of anxiety; no guarantees about when it will all end or what it will all look like on the other side; incredible delight and hope (mixed with a bit of fear) when thinking about the future."

Exiting the service poses many unique challenges for men and women alike. Joshua says, "There were far more times of despair after leaving service than during service. Transition is one of the most underestimated hardships of service. Figuring out how to contextualize and compartmentalize the very intense, insular years of service, and how to assimilate into a world and a workforce that is fundamentally different is a journey that takes years. There are still moments, 13 years later, when I feel like I'm transitioning."

Several of the DU Military folks, including Josh, acknowledged they considered making the military a life-long career but the intent and desire to start a family "would have been challenging." Josh also reveals he was a bit of a misfit Marine. "I was very academic, artsy. I devoured Noam Chomsky and John Steinbeck. I listened to indie rock and jazz and the Grateful Dead. I also asked a lot of questions - which, as an intel guy, was useful and tolerated, but it put me at odds with the Marine Corps' 'ours is not to question why' credo. It wasn't a hard

decision for me to choose to move back to Denver and figure life out. I've never regretted getting out, but I think I would have regretted staying in." He goes on to say: "I'm proud of simply having served. The promotions and medals and deployments and scores of other trappings that meant so much during those years are a distant memory; it all seems quite trivial now. I served alongside some honorable, brave, fierce, smart, fearless men and women. Having been brave enough in that moment to raise my own hand, to do the hard work to earn the uniform - I'm really proud of that."

Today Josh is Head of Talent, **Americas at Xero**, a global software company. Though he says, the military did not directly prepare him for this or any other civilian job, he does believe that it gave him a sense of resilience, adaptability, persistence through hard, tedious situations, how to respect a position even if he doesn't respect the individual, how to put the mission first while always looking out for the people, how to take care of himself, and that he has the capacity to take care of others, and a deep appreciation for the politics of a network.

Having taken coursework at other institutions using the GI Bill, Josh was anticipating intense bureaucracy and frustrations. "But DU was so accommodating," he says, "it was clear they cared a great deal about the experience of veteran students. The faculty is incredibly impressive and accomplished, and I've learned far more than expected - even during this pandemic crisis. The EMBA program is really a gift to mid-career business leaders."

Josh spent two years, 2017-2019, building and leading the Talent function at Team Rubicon, which he describes as "one of the finest humanitarian organizations in the country." Team Rubicon is comprised of well over 100,000 veterans and first responders who volunteer to serve communities impacted by natural disasters and other humanitarian crises (like pandemic viruses). Working on staff at Team Rubicon was cathartic: I was able to come to terms with my own service story and transition

and heal by giving back to others - veterans and communities alike."

Asked about the high suicide rate of military veterans, Josh says he thinks of the scene in **"The Hurt Locker"** (the movie starring Jeremy Renner) where the main character stars blankly at a vast cereal aisle, with muzak playing over the PA. He's gone from the most intense frontline battlefields of Baghdad, surrounded by people who rely on one another to stay alive, to a dull, meaningless consumer hell where he's all alone making trivial decisions. "I think all veterans have lived some version of the cereal aisle metaphor. It's easy to feel a sense of belonging and purpose in the military, even if that purpose is merely staying alive or keeping your people alive. You have people you can trust, who trust you. You have a role to play. When you get out of the military, move back home, take whatever job you can get - and the prospects aren't all that good for most enlisted veterans - it's easy to feel lost, forgotten, useless."

Josh spent a couple of years developing a

program with **WeWork** called **"Veterans in Residence"**, in an attempt to give transitioning veterans a modern, urban USO. "We ultimately partnered with Bunker Labs to launch them inside of WeWork spaces, in 15 cities across the country. The mission was to give veterans a free workspace with access to networking, education, mentorship, job opportunities and other resources. That program is now [accepting applications](#) for its fourth year of operation."

One of Josh's favorite books on service is **"Tribe"** by Sebastian Junger. Asked why, he says, "Humans don't mind hardship, in fact they thrive on it; what they mind is not feeling necessary. Modern society has perfected the art of making people not feel necessary." I think that's what many veterans feel when they transition - unnecessary. It's a long journey back from that place, if you're lucky enough to make it."

View my

Linked in





JIM BARBER, EMBA Cohort 61 Lieutenant O-3, U.S. Navy

"Watching the Blue Angels while I, myself was inverted in a Navy training aircraft; seeing a camel spider in Oman (huge); informing my crew we were at war; and watching an entire maintenance division work together to create a merciful way for a kitten who had been tragically injured to be put to sleep while in the middle of the Gulf conflict," are some of Jim Barber's most revealing memories of being in the Navy.

Now a **Director of Program Management**, Microsoft FastTrack Center, Jim acknowledges that the Military provided an incredible framework of competencies which have benefited him in his roles as a businessman, instructor, consultant and pastor. Those competencies include 'service first'; the ability to deal with ambiguity; striving for excellence; and trusting your team.

Jim, a graduate of the **U.S. Naval Academy** and flight officer, said he picked the Navy after visiting the Academy when he was in high school and... coming from a small town (<15K people, 1 High School) in the cornfields of IL, it made a big impression on him: "I was so impressed by the Midshipmen I met, the facility at the Academy and the mission that was bigger than me." He opted for becoming a Naval Flight Officer in part because "The Navy had the most options in terms of opportunities (driving ships, submarines, flying planes or being in the Marines in the infantry, driving tanks, flying planes, etc.)." His overseas time was spent in the

Pacific Theater and Indian Ocean, Japan, Singapore, Korea, Philippines, Guam, Seychelles, Mauritius, Diego Garcia and Oman. Jim was in combat during the First Gulf War (1993) and Operation Desert Storm.



Like others, Jim acknowledges there were some challenging times during his military career including: separation from his spouse, the rapid pace of learning around aircraft, weapon systems, leadership and enemy technology. He also cites the loss of friends, isolation and reintegration to civilian life as being difficult. Offsetting the challenges however "were a sense of achievement with my crew/division; learning about and experiencing new cultures; and sacrifice for a larger good."

Following his time in the service, Jim went on to complete a master's degree in theology at the Virginia Theological Seminar. He finished his EMBA at DU in 2014 and has been a guest speaker many times since.

View my
LinkedIn



DALE BETZ, EMBA Cohort 54 Captain, U.S. Army

Dale Betz, EMBA Cohort 54, earned the Special Forces tab and his Green Beret in 2005 after completing six unique phases of training. According to Dale, all phases are tested and begin with little warning or preparation. Phase 6 is survival, evasion, resistance and Escape (SERE). "You don't eat much and endure a lot of discomfort that stretches you mentally and physically." He is a graduate of the U.S. Military Academy at West Point and acknowledged that his grandfathers all served as enlisted in the military and combat. "As a kid, I wanted to join the military and continue our tradition of military service, but I wanted to join as an officer. I received an ROTC scholarship in high school and never completed my applications to Annapolis or West Point. After participating in ROTC in Washington for a year, I decided to complete my application to the United States Military Academy at West Point and was accepted."



"When I arrived at West Point the first time, I thought that the bus had made the wrong turn into a federal penitentiary. My view slowly

changed as I joined clubs and enrolled in classes that allowed me to learn or do anything."

Over the next decade, Dale served in Afghanistan, Iraq, Philippines, Argentina, China, Malaysia, and Thailand.

Asked to name some of the most challenging times of his service, Dale responded: "The most challenging time for me in the military was after a team member was hurt or killed. When you are in the heat of the moment and dealing with a conflict or solving a complex problem, it is easy to focus on the task at hand. It is much more difficult to deal with the aftermath after the dust has settled and everyone has a chance to reflect." Among the most satisfying factors of his military career were: "Knowing that what you say and do have an impact and that impact can span generations. The friendships that I forged are lifelong. I can see people after 10 years that were in my unit and we can pick up just where we left off."

Dale was an officer for almost nine years; a platoon leader for 12 months and an ODA (Operational Detachment Alpha) Commander for 30. During this time, Dale says he was "always fortunate to have very competent senior enlisted soldiers who ran my units and prepared me for my next leadership job. I was responsible for creating a vision and giving people boundaries while acting as the moral compass for my unit. In my first job, I led 32 Soldiers and in my last job, my team of 12 led 600 Iraqis."

Current CEO of **Liber Holdings**, Dale says he formed the company to buy a 70-year old industrial distributor that a veteran has owned since 1946. The military taught him “how to form teams, create a vision, and execute on that vision, while never quitting. My first job out of the Army was with Clipper Windpower and I was the training manager, business development manager, and a project developer. I left Clipper after UTC bought us and went to Nexans Amercable in Houston to act the Director of Field Sales.

Dale says he had large gaps in business knowledge after leaving the Army and knew that he needed to catch up to be promoted or start his own business. “DU was a natural choice because of the ranking of its EMBA program and Yellow Ribbon program that supported veterans with post-9/11 education funds.”

View my
LinkedIn





DR. KENT BRADLEY

EMBA Cohort 54

Colonel, U.S. Army

Kent Bradley, EMBA Cohort 54, describes a hero as “anyone who acts to achieve a higher purpose despite their fear and where action puts them in risk of losing something of value to them (their job, friends and even their life).” Kent, who was interviewed by Marco Dehry for Authority Magazine, as part of a series about “Life and Leadership Lessons Learned in the Military,” goes on to say: “I believe heroes are all around us. There are individuals who face their fears and act despite the possible pain of gunfire or the possibility of an improvised explosive device. Iraqi physicians willing to assist us, despite the risk of being targeted by individuals back in their towns. I recall one Iraqi physician in particular who volunteered to help us understand the infrastructure and develop a strategy for how we might support the community. Unfortunately, he later was killed by individuals not happy with his involvement. There are countless other examples I have witnessed of individuals who acted despite the risk or fear.”

Kent grew up in the military, the youngest of four boys, born in an Army hospital in Japan to a Japanese mother and an Irish American father. “My father enlisted in the Army and ended up making it a 30-year career. By the time I was 18, I had lived in nine different apartments or houses on three continents. You could say I experienced what it would be like once I became an adult. I was brought up with a deep understanding of the importance of service to something beyond yourself...service to your family, your community, your nation.”

Upon graduation from the **U.S. Military Academy at West Point**, Kent attended medical school and began his residency training in

Family Medicine. “Even while in medical school I was very interested in global and rural health. I crafted my own electives so that I could experience health delivery in a small rural town in Minnesota and a village in Pakistan. I decided to leave my Family Medicine residency to get my master’s in public health and become board certified in Preventive Medicine and Public Health.

There was a magnetic draw towards working in the field instead of a hospital, which resulted in my serving as a military health advisor (what we call in the Army a ‘Surgeon’) with multiple units and involved in many deployments. I found myself in Panama during Operation Nimrod Dancer, Just Cause, and even Operation Safe Haven. I went in to support activities in Honduras and Bolivia. I supported Cobra Gold exercises to support local village outreach twice and was deployed to Bosnia-Herzegovina as part of the transition from Implementation Force (IFOR) to SFOR. I went to Rwanda and Uganda as part of a Civil Affairs element in Operation Support Hope. Later in my career I deployed as the Deputy Commander of the 30th Medical Brigade (Forward) in 2003 during Operation Iraqi Freedom. Along the way I served in various other assignments and locations.”



Asked to share the most interesting story of his military career, Kent offered the following:

"In 1994 the world witnessed the slaughter of hundreds of thousands of individuals in **Rwanda**. In the aftermath of this war there was a humanitarian crisis as fleeing refugees suffered disease and starvation. I went in with a small team of civil affairs specialists to help coordinate the interaction with non-governmental organizations to support the relief effort. I was selected not because I was a physician, but because I was a leader who was trained to support these types of operations. During the deployment, known as **Operation Support Hope**, a request came in asking for support to host a high-level Japanese contingent to see what we were doing. No one wanted to take on the request and so it was essentially ignored."

"In the midst of an operation you get many requests which we saw as distractions and if they were viewed as non-essential and not a direct order, we ignored them. This one was different. It was not an order, simply a request, with the logic that from the bigger picture there was a desire for the Japanese government to become more involved in military support of humanitarian operations. I took on the request and became the internal champion to make it work. It required a lot of coordination for flights, clearances, and essentially selling of the idea to make it work. I went with the Japanese contingent as we flew them to various locations. Later, the Japanese government would announce their willingness to become more involved and I received a personal letter of thanks from the action officer for this undertaking, an officer by the name of **Wesley Clark**. There were many lessons from this deployment, but this specific situation taught me the importance of finding at least one person who believes in what you are trying to do and has the tenacity to be the champion. Without such a person you run the risk of having great ideas never have a chance to become a reality."

Noting that some people are scarred for life by their experiences, Kent says the only struggle he had was being able to sleep when he initially returned from some of his deployments. "You are hypervigilant and sometimes that is hard to

turn off. I have treated my work through the lens of my military experience where you must 'turn it off' and work as if you are on a deployment. However, we all need our 'R&R' time—rest and relaxation that allows us to decompress. The other way we are able to adjust is through connecting with those who have had shared experience. We are not meant to be lone rangers so social connections to talk to others who understand what you've been through is also very helpful."

In the article by Marco Dehry, Kent offers Leadership and Life experiences which he has learned over time. Summarized here he says: **1)** "Leadership is a contact sport. You cannot lead by putting out emails, memos or delivering a very good business plan. Leadership is about having such an impact on a person that he/she chooses to follow you. **2)** When in doubt, take the harder right instead of the easier wrong. Leaders always understand that the road of integrity is the road which must be taken. **3)** Eat last. This speaks to the mindset of a leader to serve others and make sure the needs of those you are privileged to lead are met before your own. **4)** Connect the dots. Leaders have a way of helping individuals create meaning for what they are doing; **5)** Know where you are going, have a clarity of vision. **6)** Be open to any ideas from any source. Your role as the leader is not to be the source of all ideas but be the cultivator of an environment where people are safe and can develop and share their ideas."



Read the entire article here: www.medium.com/authority-magazine/life-and-leadership-lessons-i-learned-in-the-military-be-open-to-any-ideas-from-any-source-your-55431d9c28d4

View my
Linked in



KEN CASEY

EMBA Cohort 61

Colonel, U.S. Army

Ken Casey, EMBA Cohort 61, enlisted in the Army upon graduation from high school in San Jose, CA and joined the Army “primarily to earn money for college, although I anticipated some adventure.” After three years, Ken was offered the opportunity to attend the **U.S. Military Academy at West Point** where he graduated in the top 10% of his class and was commissioned as an Armor officer.

Ken says he served in operational assignments with a mix of staff and leader positions in Germany, Korea, Kuwait, Washington state. After these assignments, he worked at the Army’s Human Resources Command in Alexandria, VA, where he met his future wife who was serving at the Pentagon as an Army military intelligence officer.



After completing the year-long Army Command and General Staff College, Ken went to Fort Hood, TX, “just in time for the attacks on 9/11.” There he joined a tank battalion as the Operations Officer and readied the battalion for invasion of Iraq. While in Samarra, Iraq, Ken was promoted to a new role as the unit’s Executive Officer/Chief of Staff and upon return, was moved to Washington, DC to serve a year as an **Army Congressional Fellow in the U.S. Senate**, followed by duty as an **Army Legislative Liaison Officer in the Pentagon**.

Later Ken was selected as the commanding officer for a 950-Soldier combined arms battalion

at Fort Carson, CO and after 15 months of reorganization and training, the battalion and Ken headed to Hawijah and Kirkuk, Iraq, (an area known for the high tensions between Arabs and Kurds), with the mission of improving security, supporting reconstruction, and restoring essential services. After five months, the battalion was shifted to Mosul, to counter a recent increase in violence. “Working seven days a week under threat of attack 24 hours a day does take a toll after a while,” says Ken, “but the most difficult experience I had to work through was the death of five of my soldiers in one day from a suicide truck bomber. Though that was difficult, we did make a lot of progress in increasing security to allow for reconstruction to take place and saw a 50% decrease in attacks.

Completing his command tour, Ken headed back to the Pentagon for an assignment in the immediate **Office of the Secretary of Defense** and was soon promoted to full **Colonel**.

After being in uniform for 29 years, Ken was looking to retire from the Army and transition to a second career. “Not picking where I would live for decades, my wife Deborah and I selected Colorado Springs as our new home. Over the course of my career, the Army sent me to military schools to prepare me for my future assignments, so I looked at completing the Executive MBA program at Daniels in the same way – preparation for future positions and a way fill the gaps in my knowledge.”

Making the transition from the Army to civilian life was not as easy as he expected, but after several short duration jobs, Ken went to work

for the **U.S. Department of the Interior (DOI)** in Denver as a project manager. "I oversaw projects ranging the DOI Facilities/Space Management Strategic Plan for Denver to DOI's bank transition from JPMorgan Chase/MasterCard to Citibank/Visa. Now, I am **DOI's Charge Card Program Manager**, providing leadership and strategic direction to ensure the \$700 million DOI spends per year on charge cards is efficiently spent and fraud-free."

For 2018-2019, Ken served as the President of DOI's Veterans employee group, providing a forum for resolving Veterans issues, assisting Veterans with their transition to Federal civilian service, and running DOI-wide Veterans Day observances in Washington, DC.

"Looking back at my military career, I'm most proud of two accomplishments. The first is taking command of a battalion, rebuilding it from the ground up, then leading it in combat in Iraq for a year. Secondly, I am proud of the fact that I enlisted in the Army as a lowly, 18-year old Private, and then years later found myself promoted to Colonel by the Secretary of Defense, Leon Panetta, in a private ceremony with my family in his office. It was the culmination of all my hard work and sacrifice, but it also symbolized to me the great blessings from God that I had enjoyed throughout my life."

View my

Linked 





ADAM CHOLEWIN,

EMBA 75

Staff Sergeant, U.S. Army

Tolstoy once said, "Everyone thinks of changing the world, but no one thinks of changing himself." As I consider the people, pivotal events, and situations that have formed me into the person I am today, I continue to feel gratitude for the opportunity to serve in the **United States Army**.

A common (and, likely true) stereotype amongst military members is that they join right after high school or college. However, my story didn't follow that path and I found it refreshing to see a similar level of diverse experience that led me and my peers to join the **Army as Green Berets**. In 2013 I was six years into a promising career in Medical Device Sales; single and enjoying the fun of being in my late 20's. But, despite the increasing quotas and incentive compensation packages, I wasn't challenged. I wanted to experience something bigger that would not only challenge my intellect but allow me to be a part of a mission that I was truly passionate about.

I always felt very fortunate to grow up in the United States, especially after my first international trips had exposed what life could be like had I been dealt a different hand. After an early childhood in the city of Chicago, I was fortunate to grow up in an affluent area outside of the city that provided a lot of opportunity. But as a sophomore where I went to high school, it became very clear that everyone goes to college; any deviation from that, particularly one involving the military, carried a stigma that they must not have been smart enough to get into the best school. As I look back, two main factors influenced my decision to first go to college. First, I had unfortunately allowed the shallow views of the peer group and adults around me to

negatively influence my true desires. However, I had also received what turned out to be some sound advice from my parents to first finish my undergraduate degree and then pursue an option with the military if I still felt that drive to join.

I kept in touch with military recruiters in nearly every city I lived in since I graduated from college. I often justified the continuation of my career in medical sales if I was achieving the next rung, which was

nearly always tied to income. But, as I matured, I slowly acknowledged the lesson that 'money isn't everything' and seized that moment of clarity which allowed me to take the next step. I took an even deeper dive into the Special Forces Regiment in the Army, which involved shadowing a team for two days and I was hooked. Dedication to country, selflessness, and consummate professionalism were just some of the characteristics I saw amongst all the men I met. As much as I thought I encompassed a small portion of that, I wanted more, and it soon became clear that I would hold significant regret if I didn't pursue this career change. The day I told my boss I was leaving to pursue a career in the military was an interesting one because my boss, Peter, was not at all surprised. Even though I was leaving before I received my bonus for the



year, I had surrendered my old life and was fully committed to heading into my dream job as soon as possible.

Given my experience, I qualified for a unique contract that allowed me to try out for **Special Forces** right off the street, an opportunity typically reserved for servicemen that had already been in the Army for several years. My experience throughout their assessment, selection, and training phases summarize some of the most trying moments I will likely ever face in life. The two-year process challenged me in some surprising ways. I knew that selection was just the first 'gate' of many to get through, but we went from 234 down to just 64 candidates from those first three weeks. After that, we lost an additional 50% over the next 18 months due to injury, failure to perform, and VW (voluntary withdrawal). The physical element was challenging but the intellectual component was where I learned the most about myself. Being able to catch up to my peer group, where a portion had grown up in the military, was a significant challenge for me. Their knowledge of military tactics, operations planning, and battlefield leadership were big gaps for me, but we worked as a team and I was able to graduate and earn the Green Beret. Looking back, it was amazing to see how much we had all developed during those two years; from competitors to teammates, working toward the common goal of seeing one another join the regiment.

But that was just the beginning; now came the real work. I was sent to **10th Special Forces Group** stationed in Fort Carson, Colorado. Ironically, Colorado had always been on my short list of places to live so when I found out that my military assignment would send me here, I was eager to get there as quickly as possible. When I in-processed at Fort Carson I found out that I would be attending a tryout that next week which would identify my team placement. I performed well and thought I'd hit the Army's equivalent of the lottery; landing on the best team which incorporated my personal favorite focus (mountaineering), in the best state, and with the deployment assignment I'd been most-interested to pursue. I immediately settled into my role within the team and I eagerly

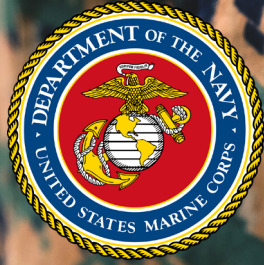
pursued all the options provided to me including courses in mountaineering, sniper school, surveillance techniques, freefall parachuting, and several other experiences that rounded out my education. I remained on that team for four years and formed lasting relationships with my teammates from the unique experiences that only deployments that took us all over Central Asia could provide. The range of my deployment experience went from supporting US operations at the Embassy in Tajikistan, to leading tactical combat elements throughout Afghanistan.

Despite all my preparation, research, and planning to be successful in the military, the only aspect of the job I wasn't prepared for was losing eight friends in combat. I'd joined the Army cautiously optimistic about the prospect of dedicating my career to that line of work but after six years of service and deployments, I found myself ready to transition back into the civilian world. With the help of my veteran network, I was fortunate to find an opportunity that incorporated the sales and business development success I'd had in the medical device industry, combined with the leadership experience I had in the military. The skills I learned as a green beret have allowed me to lead a team through what may be the hardest time most companies will experience during a pandemic.

There's an old poster I once saw that had a picture of a green beret along words below it that read, "It says more about you than you'd ever say about yourself." Speaking for the active and veteran **Special Operations** personnel that are too humble to advocate for themselves, I encourage you to push for more veteran support in your respective companies. Adaptable, tenacious work ethic, team player, emotionally intelligent, and mission driven are just some of the characteristics I would use to summarize those I had the privilege to serve with; the very same skills that stand out amongst my most exceptional colleagues and peers in the corporate world.

Adam is now Vice President – Soft Tissue Matrices at **AlloSource** in Denver.

View my
LinkedIn



ADAM CRECION, Cohort 54, Captain, U.S. Marine Corp.

A native of California, **Adam Crecion, EMBA 54**, excelled in sports and was recruited by a number of schools to play college football. He recalls vividly that one of his recruiting trips was to Annapolis, MD and the **U.S. Naval Academy**. "The minute I crossed the gate and entered the campus grounds I knew this is where God wanted me and it was the first time in my life where I truly felt my personal dreams aligned with His will for my life. Essentially, it was a very easy decision to make. I lettered in football all four years and graduated with a MS in Ocean Engineering. Every year the Naval Academy graduates and commissions approximately 1,000 Midshipmen and 250 of those Midshipmen will go directly into the **United States Marine Corps**. I was one of those 250 and proudly became a Naval Aviator in the United States Marine Corps flying KC-130's.

During my nine years on Active Duty I had multiple deployments to Iraq in support of OIF and OEF and I cherished every minute of my time on active duty, but it was time to transition to a new chapter in my life."

For Adam, now a **Private Mortgage Banker for Wells Fargo** in San Diego, the transition

to Corporate America was "awesome" and he felt really good about making the decision to exit, but admits he got really caught up in selfish things. "After transitioning to Corporate America, I made several career changes and decisions that lead me to where I am today. In my mind I thought I was an all-star, I was a Naval Academy Graduate, a pilot, an athlete, I worked for a fortune 50 company, and I had a MBA; however, in the pit of my gut I always felt like I was a well-trained race horse at a starting gate that would never open. It was during this time when I really started to realize that I was drifting away from the core priorities I had lived my entire life – I felt as if I were trapped and in a self-described 'pity party' with no way out."

Adam continues: "On paper, I was making all of the right decisions and doing some really cool things at some really great start-ups; however, every one of them turned out to be a bust and as I tried harder and harder to do the right thing for my family, the further I pushed God away from my life and tried to fix things my way. I don't want this to be a sermon, but if there is anyone that is going through the same experience it's never too late. No matter what we've done in the past, no matter what our current circumstances are, we have a God that never stops loving us – all we have to do is reach up. You see no matter how dark the situation is, we have a God that never leaves us; He's always right there with a hand extended simply waiting for you to reach up so He can pull you out of the hole you are in. Instead, we get so wrapped-up and fixated



on trying to pull ourselves out of the hole that we just dig a deeper hole.”

Most of us grew up in a Judeo-Christian home, says Adam, “with a core set of values and priorities (God, Family, Work, Friends, etc.), but society has slowly taught us to put ourselves first. I have found that when I put myself above my core priorities my life goes into a spiral, and I’m here to tell you that it’s never too late to reset your priorities. Once you do, you will quickly realize that no matter where you are in life God has you right where He wants you; training and equipping you to do great things. I now reflect on the tough times and realize they were all self-induced because I simply put myself above my priorities. If you feel like you’re at ‘starting gate’ won’t open simply look at yourself in the mirror and ask

yourself if you are doing everything you can to the best of your ability no matter the situation while keeping your priorities in order.”

“You can have the best CV, résumé, or accomplishments in the world; however, if your priorities aren’t right you are going to live an empty life. If you are feeling this way, I’m available to talk any time and can be reached at 858-375-8999.

God Bless, Semper Fi and Go Navy, Adam”

View my
LinkedIn





CHRIS DAWSON,

EMBA Cohort 63

Petty Officer 3rd Class, U.S. Navy

Born on Yakota Air Force Base in Japan, **Chris Dawson, EMBA Cohort 63**, enlisted in the Navy at age 20 shortly after graduating from high school. "I come from a long history of Dawson's in the military--all the way back to the civil war." Chris acknowledges, and "by a strange coincidence both my parents were born in Japan as well to Air Force fathers. No, my parents did not meet in Japan either. It just so happened my father's first duty station was Japan and nine months and one second after they were married, I was born."

Chris recalls that as he approached his 20th birthday, "I didn't have a ton of marketable skills and I didn't really feel the sense of pride in my work as my family had regarding their military service.

So, I joined the **nuclear submarine Navy** as a Nuclear Chemist in Aug 2001, one month before 9/11." The Twin Towers fell while he was in boot camp and initially, because the recruits had no contact with the outside world, and Chris thought the rumors of what happened in New York and elsewhere, was part of a training "mind game." To his dismay, a few weeks after 9/11 "they showed us the video. This certainly affected everyone deeply and greatly invigorated every person in every division with copious amounts of patriotism. So much so I



actually tried to change my job in boot camp and join the SEALs."

Chris realized he was in higher demand as a nuclear chemist and was informed that "it was harder to find Nukes (as we were called) so I had to continue on my path." In the **Naval Nuclear Power Training Command**, Chris says he met "the smartest people I have ever encountered, some true geniuses, people so smart they could not tie their own shoes. For the first time in my life I was thankful to not be that smart. I worked hard and studied harder. I racked up records quarter after quarter for most hours studied as all of the study material was classified and the only way to study was in the schoolhouse where you had to badge in, so all my time was tracked." Chris recalls that he realized he was not the smartest person there but knew he could out-work everyone else.

This was to Chris's favor, and he was elevated to leadership roles in each phase of training. "At the end of training I was graced with the honor of being appointed a staff pickup. This is where, upon graduation you are promoted to the next rank and become a staff instructor. This doesn't always happen, and it was a great honor." However, Chris says he felt he was missing out on doing his part while a war was going on without him. Thus, he declined the opportunity and requested to be sent to the submarine fleet in the Pacific. He showed up to report to his boat, but they had already been deployed. In the interim Chris was assigned as the Liaison to a new experimental Japanese electric submarine. "A strange but fitting turn of events given where I drew my first breaths"

says, adding, "I eventually met up with my submarine in Diego Garcia, a small British Military Island in the middle of the Indian ocean. There I felt I was finally doing my part."

Chris describes submarine life is "unbearable amounts of monotony broken up with short bursts of mass hysteria. The two major pastimes on a sub are whatever movies the command sent us and the transfer of happiness. Interesting thing about happiness in a sealed tube full of sailors, it is in steady state that can neither be created nor destroyed. The only way you can gain more happiness is to take it from another sailor. This time-honored Naval tradition makes sub life awesome and I miss the level of camaraderie we had, as well as harassing anyone unsuspecting of their soon to be transferred happiness. These experiences and the high rate of speed I had to learn complex topics really put me on the path of lifetime learning that led me to pursue degrees in Nuclear Technologies, Helicopter Flight Instruction and eventually my EMBA at University of Denver."

Chris notes that DU helped him apply and assess all the skills he had developed over the years and enabled him to "discover why some things worked well and others did not. My experience at DU really opened me up in a way very similar to the way the Nuclear Navy training program did. Showing me firsthand that the limits of my own potential were only in my mind. I have built a network through DU that I will carry with me for the rest of my life. The friends I made through the EMBA program are the strongest friendships I have made since my time in the Navy. I really owe it to the DU staff, faculty, and fellow cohort for taking a chance on an awkward, submarine riding introvert and showing me my true value. Thank you!"

View my

Linked 





TANYA DURHAM, EMBA Cohort 74 Captain, U.S. Marine Corp

"They're shooting at us, Ma'am!" my crew chief yelled. I keyed the mic, "Shoot back!"

I never imagined flying combat missions in a UH-1N "Huey" helicopter during Operation Iraqi Freedom (OIF I), but that is exactly where I found myself in 2003. I was not raised in a military family. I grew up in Silicon Valley with my two older brothers and attended an all-women's college in the San Francisco Bay Area. After graduating from Mills College with a Bachelor of Arts in Communication with a minor



in French, I began a Ph.D. program in higher education at the Claremont Graduate School. I stunned my family by interrupting my coursework to become a police officer with the Los Angeles Police Department (LAPD). I worked patrol, footbeat, bicycle patrol, and Vice in Newton and Southeast Divisions. I also worked at Tactical Planning downtown. Many of my partners were former Marines. They impressed me with their character, commitment, work ethic, and gung-ho attitude. I wanted to be one of them. Although I was on the promotion list to become a training officer, I decided to leave

the LAPD and become a Marine. I received a commission and a coveted air contract from the Officer Selection Office (OSO). I attended **Officer Candidates School** (OCS) in Quantico, VA in the winter of 1996. It was the first- and only-time female officer candidates were allowed to train in the winter, alongside male officer candidates. We started with more than sixty female officer candidates and graduated a mere twelve females. I was proud to be one of them.

After completing OCS and being commissioned as an officer of Marines, I attended The Basic School (TBS) alongside my fellow officers in Quantico. Then I attended Aviation Preflight Indoctrination in Pensacola, Florida and primary and intermediate flight training in Corpus Christi, TX flying the T-34. I selected helicopters and completed my advanced flight training in Milton, Florida flying the Bell Jet Ranger helicopter. After I earned my wings of gold in 1999 and became a naval aviator, I was stationed at Camp Pendleton where I flew the UH-1N "Huey" helicopter for HMLA-267. I was the fourth female Marine Huey pilot in the history of the USMC and was selected for two Marine Expeditionary Units (MEUs), the 31st MEU to Okinawa, Japan and the 15th MEU which ended up in the Strait of Hormuz off the Persian Gulf. My combat crew, along with two other Huey crews, escorted CH-53E "Super Stallion" helicopters inserting Marines in the Al-Faw Peninsula, one of the first battles in

OIF I. We followed that mission with Close Air Support for tanks and various other units. We flew day into night, flipping our goggles down so we could continue our missions in the pitch dark. We hot refueled and reloaded rockets and ammunition multiple times. It was one of the longest days of my life.



I ran into my husband three times during OIF I. We first met doing push-ups at OCS. He was a prior enlisted Marine. We had been married four years when I deployed on the 15th MEU in early 2003. His unit arrived in the area of operations a few months later. During a training mission, my Huey broke down in Kuwait in the days before the war kicked off. My crew could not fly back to our ship, the USS Tarawa, and the part we needed could not be flown to us until the following morning. We would have to sleep in the Huey that night, affectionately known as "Hotel Bell" because it is made by Bell Helicopter. I asked a Marine if he knew where Camp Okinawa was. "Yes, Ma'am." I climbed into his Humvee and a short time later I was at Camp Okinawa. My husband ran the Command Operations Center. I walked inside and before my eyes could adjust to the dim lighting, I

heard his deep, southern voice say, "What the #&*% is a pilot doing in my COC?" When he realized it was me, the next words out of his mouth were, "Gents, meet the other Captain Durham." It was amazing seeing each other. Of course, all I got from him was a firm handshake and a huge grin. I explained that our Huey broke down and that we would really appreciate it if we could borrow some sleeping bags so we would not freeze sleeping in our helicopter that night. The next day, once our crew chief replaced the defective part, I returned the gear to my husband and said "goodbye" before flying back to the ship and planning my next mission.

Months later, I returned to the States and was reunited with my husband after flying nearly seventy hours in combat and earning two air medals. My husband and I moved back to Quantico to attend the Expeditionary Warfare School (EWS) and start a family. It was the perfect time since my next billet was working as the Air Officer at BEARMAT, Range Control at Marine Corps Air Ground Combat Center (MCAGCC) in Twentynine Palms, CA. I spent two years at that command and was instrumental in establishing a permanent medical evacuation (MEDEVAC) at Twentynine Palms to safeguard Marines. The risk of my husband and I being deployed simultaneously back to Iraq was too great. Who would raise our children? So, after ten years active duty, I decided to resign my commission as an officer in the USMC. I got out as major-select, otherwise known as a captain.

The transition to civilian life was challenging. I no longer had the camaraderie I so enjoyed in the USMC. I focused wholeheartedly on raising our two children and enjoying them thoroughly while my husband deployed to Iraq three more times. The children and I saw him two months out of every twelve months during a five-year period. In 2013, my husband retired from the USMC after serving 22 years. Not long after, he asked if we could switch roles. He wanted to raise our children. He had missed half their lives. So, even though being

a mother is the best thing I have done, I acquiesced and got back in the cockpit. I already had my commercial pilot certificate for helicopter and airplane single engine land from my military training. I used my Post-9/11 GI Bill to add multi-engine land to my certificate and become a certified flight instructor. I have been training civilians how to fly airplanes ever since.

Although the training was arduous and the long separations from my husband and my family were challenging, losing fellow Marines was the most impactful, the most painful aspect of my time in the USMC. I remember having MRE scrambled eggs for breakfast with an AH-1W "Cobra" pilot from my squadron at Jalibah Airfield before we each flew our respective missions. I came

back from my mission. He did not. I was told on my way back from the flight line. I did not have time to grieve. I had another mission to plan, so I had to compartmentalize. I compartmentalized a lot in the Marine Corps. Another day, I was hot refueling after returning from a mission. A Huey from another squadron taxied next to us and hot refueled. I did not think much of it at the time. After tying down our aircraft and walking back toward our Operations tent, a pilot from my squadron ran up to me and blurted out, "Thank God it wasn't you!" I asked him what he was talking about and he explained that a Huey had just crashed by the fuel pits. It was the Huey that had pulled up alongside us. Three of the four crew members were dead. My husband was more than 100 miles away and had a colonel walk into his COC and ask, "Did you hear about

that Huey that crashed?" His face blanched as he asked, "Which squadron?" "I don't know," said the colonel, "just some Huey." My husband explained that his wife flies Hueys and is operating out of that airfield. "I'm Sorry" is all the colonel could manage to say. For two days, my husband agonized, wondering if I was dead or alive.

Military life can be hard. It is also rewarding. Being of service to others and making an impact is extremely gratifying. That is why I have chosen to work with **Veteran's Puppy for Life** for the social good project. It is a non-profit organization that pairs a puppy with a veteran who learns to train that puppy for service, creating an unbreakable bond with that veteran suffering from trauma.





GRACE FELDPAUSCH,

EMBA Cohort 72

Captain, U.S. Army

In the first decade (nine years) of her professional career **Grace Feldpausch, EMBA 72**, served as a leader in the United States Army. By the time she culminated her military career she was a Commander of a 165-person construction company. As an Engineer officer she led Soldiers in demolitions/explosives clearance, geospatial, construction, and parachuting operations both stateside and overseas. Grace received her commission from the **United States Military Academy** at West Point where she earned a Bachelor of Science in Engineering Psychology. She also holds a Master of Science in Engineering Management from the Missouri University of Science and Technology in addition to her EMBA.

"Despite being challenged by limited time with my family and very difficult life or death situations, my military experience has been the highlight of my career to date. In the Army I learned that I am a servant leader by nature and people fuel my purpose. The people I served with will forever hold a special place in my heart and mind. My transition to corporate has been very difficult, but as the daughter of successful teenage parents I learned that anything is possible with hard work, commitment, trust, and a positive attitude. I attribute my professional success to date to the foundation built by my humble beginnings. Looking forward to finding my pathway in leadership and the personal growth I'll experience in the process!"

Today Grace, who was deployed to Afghanistan for one tour of duty, is currently employed by **Ibotta in Denver as a Client Development Associate Manager** where she leads a team which provides critical support to 100+ Sales executives in the company's Consumer Packaged Goods (CPG) line of business.

View my
LinkedIn





MARK GASTA,

EMBA Cohort 34

Captain, U.S. Army

"It's all about your people, it's not about you. And if you're going to lead, you'd better demonstrate that you care more about them (your people) than you care about yourself. Leaders always eat last," says **Mark Gasta, EMBA Cohort 34** when asked about the leadership lessons he learned in the military, and since.

Mark, who has held such key positions as Executive Vice President, Chief People Officer, and Chief Sustainability Officer at Vail Resorts, and other corporate leadership positions at Target, Lexis Nexis, AT&T and Comcast, continues: "Your people are not about making you look good. You're about making them successful. If you really believe that and act on that, it gains you credibility and trust and results in your team providing their discretionary performance. It is a true win-win. As you move up in an organization, you're given more power. Your role is to give up that power and lead by making others powerful. Leading through influence — come along with me because we're going in the right direction — is much more



powerful over time. It is the role of the leader to never doubt the potential of his/her people. Do it with them.... not to them. Align on purpose — once aligned, get out of the way, support them, and let them run. You will achieve more than you even imagined."

Currently on the faculty at University of Colorado, Leeds School of Business, Division of Social Responsibility and Sustainability, Mark describes his growing up years: "I was born in Sonora CA, a small mountain town near Yosemite. Lumber mills. Mining. Grew up a redneck! Tony Lama boots. Wrangler jeans. Big belt buckle. Stetson hat. It was a decent way to grow up as long as you were ultimately able to leave and expand your global worldview."

Adopted by parents who were at a later age in life, Mark acknowledges: "Like most parents, my Dad, who along with all of his brothers enlisted to serve in WWII, didn't necessarily want me in harm's way, but I think the proudest day of his life is when he pinned on my bars as a newly commissioned 2LT." Following his graduation from college in 1988, Mark went directly to flight school and his first flight was to Desert Storm. He describes his Army flight school in Fort Rucker, AL as "an amazing experience. It was a little like a fraternity with a little money in your pocket. Work hard, play hard. Attending college, living in the south and being in the military was the beginning of the expansion of my global worldview."

And expand his worldview Mark did. "I always had some interest in joining the military. I had to figure out a way to pay for college as my dad was disabled and my mom made close to minimum wage. No one in my family (immediate or extended) had ever been to college. The vice principal of my high school served in the Marine reserves and at one point, pulled me aside and told me I should consider ROTC. Interestingly there were many adults in my life that were noticing and looking out for me in different ways. Many small, seemingly insignificant recommendations that ended up being life changing. I am eternally grateful for these people in my life. When I filled out my college application, I checked the box that I was interested in ROTC. The next thing I knew I had orders and plane tickets to head to Fort Lewis, Washington to attend Army Basic Camp." He later was stationed in Germany and Italy and involved in operations all over Europe, Israel, Sadia Arabia, Kuwait, and Iraq.

Mark says that interacting with people of all walks of life; traveling the world; living internationally; sending men and women into harm's way for the greater good; transporting generals and presidents; holding sobbing brothers and sisters; losing friends and warriors were some of the extreme highs and lows of being in the military.

Being deployed and away from family without communication was challenging, however. "My deployments were largely before readily available global cell service. My wife would sit

and watch the nightly news with our neighbor and simply sob as our communication was infrequent at best. They had no idea how we were doing and if we were safe. All they saw on the nightly news were scud missiles being fired and the threat of chemical weapons. She often quotes a priest at our church that simply said "don't let one single thought in your head that isn't about them coming home safe. Only think that they will come back whole. Do not entertain anything less. Have complete faith." She credits this mass as changing her outlook and mindset.

Reflecting on his time in the service, Mark says: "I cannot help but to think about all that the military did for me. It got me through college. It taught me discipline. It gave me confidence. It made me a leader. It expanded my worldview. It taught me so much about all the diverse brothers and sisters that I had the privilege of serving with. It showed me the world. It created lifelong, deeply held relationships. So, while I sincerely do appreciate your acknowledgement of my service, I am afraid that I received more than I gave. I want to thank the military for all that it gave to me. The military changed my life. Thank you to all that were a part of my transformational experience and most importantly - to all that gave all."

View my
Linked in





RYAN HILL, EMBA Cohort 72 Major, U.S. Army

As a Colorado native I was not around much in the way of the military growing up. Sure, I attended the summer basketball camps at the Air Force Academy but even then, I did not understand what it meant to serve. As I entered my senior year of high school, I had thoughts of serving and/or going to college but was not sure what I was going to do. Shortly into my senior year the terrorist attacks of 9/11 took place, and my decision was made. I would enlist in the **Colorado Army National Guard** while participating in **ROTC at Colorado State University**.

It did not take long to realize that I loved what the Army stood for, the awesome power of responsibility I had, and the impact I could make on others. Well before I commissioned, I got the opportunity to lead and be led and see just what leadership looks like. Those observations would shape my career and, in many aspects, my life in the years that followed.

Over the course of my four years in the National Guard and 11 years active duty I was provided with world-class training opportunities, given leadership positions at a young age (I took command of a company of 200+ Soldiers on my 26th birthday), and entrusted with the lives of countless. To this day I do not believe it is because of a special trust the Army had in me as an individual. In many cases, I was new so how well did they even know me? No, instead, it was a special trust the Army had in what I believed in. See, my worldview says that during my time, the Army believed that those who chose to fight did so because they believed in what they stood, fought, and fell for. And if those people were going to believe so strongly in that, then the Army was going to turn around and believe in them.

It was a privilege to serve with the 82nd Airborne Division in Iraq as part of The Surge, with the 4th

Infantry Division in Afghanistan, and with NATO in Turkey. Along the way I was even allowed to go up to the **United States Military Academy, West Point** to teach (imagine that an ROTC guy teaching at West Point!). Throughout

every one of those experiences I told myself it was not about me. It was about my Soldiers and, later, cadets. Because, as a leader, that is what it is about. I learned that because of the many leaders ahead of me who showed me the way. 1SG Billingslea, SFC Homs, 1SG Hansraj, COL Snodgrass, COL McCoy, COL Simmering, LTC Rowe, LTC DiBello, MAJ Calway, BG Daniels, and so many others.



After 3+ years removed from service I look back at my career with satisfaction. Satisfaction that I gave it my all and with hope that I left it better than I found it. And now, when people thank me for my service, my response is "You're worth fighting for." Because for as many challenges as our country has, for as divided as it is, and for the struggles we are sure to face one thing is certain in my book. You always have, and always will be, worth fighting for.

Today Ryan is **Director of Program Operations with FMI**, a leading management consulting and investment banking firm dedicated to the engineering and construction industry.

View my

Linked 



GLENN HOGUE,

EMBA Cohort 74

Lieutenant Colonel, U.S. Army

Glenn Hogue, EMBA Cohort 74, believes the most valuable lesson he learned from 26 years in the military is to persevere and quitting isn't an option in life. "I believe things happen for a reason and to live a life that your children would be proud to tell their friends."

Glenn, who was raised in St. Paul, MN, realized very early in life that he was interested in the military. "The majority of my childhood games consisted of playing with military action figures, playing wargames with my neighborhood friends and watching military movies. I attended private schools throughout my life which unknowingly conditioned me for military life."

First contemplating the Navy but enlisting in the Army at the age of 19, Glenn was deployed to Mosul, Iraq and spent time in both Germany and Italy. He served as a Squad Leader, Platoon Leader, Company Commander, and Battalion Commander and saw action in Iraq, Africa and Afghanistan. He says that the most challenging times for him in the military were "missing my kids being born."

Glenn joined the Army as an enlisted soldier and retired at age 45 as a Lieutenant Colonel. During this time, Glenn says one of the most interesting experiences he had was that while deployed to Mosul, Iraq he discovered that "some people such as Jonah in the Old Testament were real people. During a convoy my team discovered the hard way that Jonah is buried in a mosque in Mosul and it's considered holy ground."

One of the most rewarding factors about being in the service was that he was part of an organization

that represents less than one half of one percent of the U.S. population and learned that he could overcome any situation "thrown at me".



Asked about times of accomplishment, Glenn described a situation whereby he tended the wounds of a five-year-old little girl who had been shot. "After she was stabilized, she gave me the biggest smile which immediately brought tears to my eyes." Despair, he says, came in the form of accompanying the caskets of seven servicemen on their way home. "As I sat in front of seven caskets for 12 hours straight, I felt honored to escort them. I also relooked at my life and the time I'd given the military. I decided then that at it was time for me to get out, and to be a father, which was more important."

Transitioning out of the service has been hard for Glenn. "Yes, it was difficult initially transitioning into civilian life. I didn't have a clue what I wanted to do, and the military doesn't prepare you for after the service."

He is back in school to identify and hone his interests in the business world.

View my
LinkedIn



CORY KWARTA,

EMBA Cohort 68

Captain, U.S. Army

Both of Cory Kwart's grandfathers were members of the service—his paternal grandfather served in the Coast Guard, and his maternal grandfather, a Greek immigrant from the island of Samos, served in the British Royal Air Force as a pilot in WWII. Despite their experiences, and “likely some amazing stories from them,” Cory heard very little about their service while growing up in Rochester, NY.



“What drove me to service was a 3-day trip to Washington, D.C. during my sophomore in high school,” says Cory. “We visited the government buildings and while interesting, what caught my eye was our stops at the **Tomb of the Unknown Soldier** and our final stop at the Naval Academy. I was immediately inspired with the thought of serving the country that gave me such great life experience up to that point, and my mind was made up.” During Cory's junior year of high school, he was accepted to and attended the **U.S. Military Academy at West Point**, graduated, and commissioned as an Army officer in June of 2001. “I was stationed in Schofield Barracks, HI after my officer training in El Paso, TX. From Hawaii I deployed to Afghanistan to support Operation Enduring Freedom, returned to Hawaii

and finished my career a Captain and instructor of future leaders in Chicago as a Leadership and Military Science Instructor for the ROTC program at Northwestern, University of Chicago, UIC, Loyola, and Chicago State University.”

“In my time of service, I was so humbled and proud to be entrusted with the safety and preparedness of my Soldiers in the event they were called to put themselves in harm's way. The taxpayers invested in my training and gave me their trust to lead and I took this responsibility very seriously. To this day I do not believe I will do anything more meaningful than what I did for the five years I served, never will the stakes be as high.”

When Cory met his future wife, planned to marry and start a family, he decided to exit the military. “I did not feel I was capable of juggling being a husband/father and a military leader. How could I muster the energy and make the time to be at my best for both? While some will disagree, I did not see how these were responsibilities to be balanced and knew I had to resign my commission. I am in awe of those that can.”

Cory, now President of **Swisslog Healthcare** North America, says there are a few life-lessons that he carries from the military that have “stuck” and have served him well in private industry and in his personal life. They are:

- 1) Grit is the difference maker. There will always be people faster, smarter, stronger, more creative,

etc. than us – what ultimately carries the day is grit. A willingness to connect to something meaningful, play the long game, and stick with it through adversity and failure leaves us with the greatest chance of success. We all make mistakes and often the best outcomes result from realizing that we can often take another shot.

- 2) Leaders need to get comfortable making decisions with imperfect/incomplete information. Very rarely do we have all the information we need, and even if we do it expires almost instantly.
- 3) Related to the lesson above, build a strong team around you that can achieve when things don't go as planned. In the Army this is referred to as understanding the 'commander's intent,' or in other words, the goal/aspiration.

People do not achieve anything alone and we need teammates to understand and buy-in so they can also make decisions when faced with adversity, and imperfect information.

- 4) Find the humanity in everything. Even though I took my responsibilities extremely seriously, we have one earthly life to live – make it count and have fun. Laugh, cry, care, achieve, and fail with those around you.

"My EMBA experience at Daniels in many ways reminded me of these lessons, reinforced them in my current context, and pushed me through all of them again in real time."

View my

Linked 





SPENCER MILO,

EMBA Cohort 75

Staff Sergeant, E6, U.S. Army

"There is no way I will ever feel like I have given enough to this country and to its service members. I will spend every day for the rest of my life trying to pave the way for a better and more successful transition out of the military, whether it be medically, economically or in any way I can think of."

Spencer Milo, EMBA Cohort 75, is a medically retired, post-9/11 U.S. Army combat veteran and Purple Heart recipient, who served in both Iraq and Afghanistan. A passionate advocate and spokesman for veterans and veterans' issues, he also serves transitioning military members and veterans in his civilian career today.

An Airborne Infantryman who was recognized as an exceptional leader in combat, Spencer held a number of command and control roles in military assignments the United States, Europe and Asia, in addition to the Iraq and Afghanistan conflicts. In 2008, during a 16-month tour in Iraq where he saw action in Baghdad and Mosul, Spencer suffered a concussion and other minor injuries when a routine convoy of U.S. Humvees encountered small arms fire. It was while evading enemy contact that he got tossed around inside the turret, and his vehicle crashed. One year later, he was told by doctors stateside that his injury had caused a brain tumor and was given a 6-month terminal diagnosis. Heavily medicated and bedridden for months, he started having seizures. After his family fought for a second opinion, he was sent to the University of California San Francisco (UCSF), where he was eventually told he had been misdiagnosed.

Cleared for duty in January 2010, Spencer chose to continue following his passion for military service and he deployed soon after to Afghanistan.

Less than a year later, in January 2011, he was on combat patrol in Spin Boldak, a district in Kandahar Province. That's when an Afghan boy, who stood just feet away from Spencer, detonated himself as a suicide bomber. Thrown 15- 20 feet by the blast, he charged back into the smoke to find his wounded platoon buddy and drag him to safety. Among his injuries: small amounts of shrapnel to his left side and his face; injuries to his spine; hearing loss; Post Traumatic Stress; and, Traumatic Brain Injury.

Spencer was returned to the states for medical treatment at Fort Bragg and, after 6 months, he was transferred to the National Intrepid Center of Excellence (NICoE) at Walter Reed Bethesda, where he underwent four weeks of intensive treatments. Spencer was medically retired as a result of his injuries.

"Fast Forward three months later, I re-deployed to Afghanistan and eight months into that tour was launched twenty feet into the air into a truck by a child suicide bomber in January 2011. I spent 2 years in and out of Walter Reed only to



be Medically Retired from the Army. Once again, accompanied by my own doubt, depression, and realization of a new path I had to rebuild my life again. Since these injuries I have successfully maintained my marriage which is going on eleven years, I have two beautiful children and a successful career. I am now more motivated and driven to succeed than ever before."

Seeing true poverty and poor quality of life the children of Iraq and Afghanistan had to grow up in, made Spencer "truly grateful for what we have here in the USA".



Growing up in Seattle and coming from a small family, Spencer recalls that both of his grandparents served in WWII, one of whom was a rifle instructor and never saw overseas time. "My

grandfather on my mom's side served on the USS Sunfish (Submarine) in the Pacific and was my hero and idol growing up, I credit my drive towards serving others and the way I try to live to his example. My grandfather was always positive, he cherished and took care of his family and other members of his tribe, he was a hard worker, he had levity and was one of the most genuine and caring people I have ever come across."

Spencer acknowledges now that he knew in his early childhood years that he would like to serve in some capacity and "when 9/11 happened it solidified in my mind that at some point, I would serve our Nation. I am a firm believer that an important portion of why we are on this earth is to serve others and to protect our tribe if possible whether it is in the form of national service or otherwise."

Spencer continues to work with the men and women of the U.S. Armed Forces. He served as an Area Manager for Hire Heroes USA for four years, a national nonprofit that empowers U.S. military members, veterans and military spouses to succeed in the civilian workforce and is now the Director of Veteran Programs, Communication and Strategic Development for the Marcus Institute for Brain Health, a medical institute focused on serving Military Veterans with mild to moderate brain injuries and the co-morbid Psychological health issues. Spencer serves on the Board of Trustees for the Intrepid Fallen Heroes Fund; He also sits on the Warrior Canine Connection Board of Directors. His work with veteran service organizations also includes: The George W. Bush Institute's Military Service Initiative (MSI) and Veteran Wellness Alliance (VWA); Combined Arms: Student Veterans of America; The Mission Continues; Team Red, White and Blue; Team Rubicon; and, many others.

View my

LinkedIn





GREG MOORE,

EMBA Cohort 60

Major, U.S. Army

I was born in Massachusetts and we moved around a lot, with my dad working in logistics, to a lot of places that were hubs for railroads and transportation. My grandfather on my mother's side had served on a submarine in the Navy in World War II and served in combat against Japanese forces in the Pacific. He had enlisted at 18, and after the war went to college on the GI Bill. On my dad's side, my uncle had served in Vietnam as an Air Force officer. He joined the military after law school out of a patriotic desire to serve in the war and ended up making a career of it and retiring as a Colonel. He had a number of interesting assignments including chief of operations for the UN Inspection team in Iraq after the first Gulf War.



When I was graduating from high school, I was accepted to West Point and the Air Force Academy, but ultimately decided I wanted to take an ROTC scholarship and go to a regular college. I graduated from

college in 2000 and was commissioned as a 2nd Lieutenant in the Army, and there was nothing going on but small peacekeeping missions. I requested to be assigned to the 10th Mountain Division, because at least they were doing these types of missions. I had planned to be an Airborne Ranger Infantry Officer, but a senior

officer in our ROTC program encouraged me to look into Military Intelligence. After entering the Army, I graduated at the top of my class from the Intelligence Officer Basic Course.

In September 2001, I was in a training exercise at Fort Polk, Louisiana in preparation for deployment to Kosovo. Our training exercise was interrupted by breaking news, and the 500 men of our Light Infantry Battalion sat in a large gym with televisions on carts wheeled out so that we could sit and watch news coverage as the World Trade Center and the Pentagon were struck by planes. The events were dissonant and bewildering, but while sitting there, I processed the fact that I was now part of an Army at war.

A few hours into watching the news, my battalion commander called me into the hallway. His first words to me were, "Your dad and your sister are okay." My sister was a student at NYU and her apartment faced the World Trade Center towers. The windows of her apartment had been blown out when the towers collapsed, and she was one of the people covered in dust and debris who had to walk from downtown NYC across the bridge into NJ. My dad was working as a consultant and was on a plane flying to Dulles airport when an aircraft ahead of them plunged into the side of the Pentagon. Their flight had circled in the air escorted by Air Force fighter jets until they were finally allowed to land. My own family's close encounter with 9/11 helped to galvanize me for what was coming over the next several years.

Over the next several years I would serve five tours in Iraq and Afghanistan first as the Intelligence Officer for a light infantry battalion,

and then serving in 5th Special Forces Group. The job of an Intelligence Officer is to lead the function in the military unit of collecting information, analyzing it, and providing situational awareness and understanding. In practice what this can look like is planning reconnaissance and surveillance missions, meeting with local officials and informal influencers in the community to gain perspective, leveraging classified technical capabilities to penetrate networks, and creating lots of briefing slides. If you've seen a military movie where someone gives the team a briefing before they head out for their big mission, I was that guy. I also participated in raids and major operations to manage collection of sensitive information when we captured a high value target, and to provide real-time input to the commander during complex, fast-moving operations. I got the opportunity to brief many senior military leaders, including General James Mattis, General Stan McChrystal, General HR McMaster, and other senior government officials. Our unit usually operated as part of a Combined Joint Special Operations Task Force, which meant not only directing the operations of our Green Beret Operational Detachment – Alphas (ODAs), but also SEAL Teams, Marine Raiders, British SAS, and the Iraqi Commandos we trained.

One of the most profound experiences for me came when I was “loaned” from 5th Special Forces Group to a “black” Joint Special Operations Task Force for a national priority mission. Working in an environment where if we had a question, CIA, NSA, DIA, and National Laboratories would call people into the office in the middle of the night for a video conference to try to answer it for us probably spoiled me for a long time from a resourcing perspective. Twice our work was featured in Presidential Daily Briefings, and a classified report called the results of one of our operations the “Intelligence Coup of the War.”

Despite the excitement and deep connection to purpose, eventually the bureaucracy of dealing with “big Army” wore me down, especially dealing with the Army's equivalent of HR, and I hit a point where I felt like I needed to do something else. Transition from the military was not a smooth process, and I really had no idea what I could do next. Army Special Operations Command had used me for some projects as a Subject Matter Expert giving input on designing new software for Intelligence Analysis, and I'd even been a speaker

at a technology industry conference, and through that I had some exposure to some large defense contractors. I was able to land a job with Lockheed Martin in the Denver area, and go to work in their Integrated Intelligence Solutions division. My work at Lockheed Martin exposed me to Advanced Technology. In our work with military intelligence programs and three-letter agencies, we were asked for the cutting edge in capability, and that often meant working with leading technology companies (Microsoft, Google, Oracle, IBM) and talking about technology in their development pipelines that was years from coming to market. One example was that while Amazon was still working on how to deliver ebooks to the first Kindle, we were talking with thought leaders about the future of cloud computing to provide scalable computing power to solve big data problems.

A few years into my work in the defense contracting world, I knew there were bigger things I wanted to explore doing. I was applying to MBA programs, but then I volunteered from my job in the Colorado National Guard at the time to be assigned to an active duty unit and deployed to Afghanistan. I ran a task force focused on protecting troops from IED (Improvised Explosive Device) attacks in Kandahar. It's hard to express the profound impact that that tour in Afghanistan had on me. I was primed when I came home to find a new way to connect to purpose and mission and values in what I was doing with my career. I would end up winding down my military time over the next few years in the **Colorado National Guard** while starting a new chapter in my civilian career and stayed at the rank of Major through that time.

In 2012 I joined the Executive MBA program at Daniels. Over the next two years I absorbed a lot of new knowledge about leadership, and how the different business functions (Accounting, Operations, Marketing, etc.) integrate at the top levels of a company. I was exposed to new people and new concepts, with a lot of focus on living your values in your work.

After graduating in 2014, I transitioned to the Financial Services industry. This gave me new perspectives on how leading organizations establish culture, and new financial models of how businesses make money. I also had the opportunity, while developing data analytics pipelines to support corporate dashboards, to interact with C-Suite

executives of major corporations, leading tens of thousands of employees.

While this was insightful, and helped build my worldview and knowledge of business, I found myself returning to questions about purpose and what end my work was helping achieve. I worked with some people who could describe a profound sense of meaning they saw in their work, such as helping people protect their life savings and be able to retire or fund their grandchildren's education. I didn't feel like I could find that connection to meaning within myself for the work that I was doing.

One of the ways I have sought to connect to meaning in my professional life has been through working with non-profits that serve veterans. I've been very engaged as a board member of the Colorado Veterans Project, and more recently as a mentor in the **Bunker Labs Veterans-in-Residence** program, working with veterans launching and growing new businesses.

Leaving the financial services industry, I had a sense of identity around turning information into knowledge to drive better decisions and achieve better outcomes. This became the mission when I started a new business, **Eagle River Group**.

It's too early to tell Eagle River Group's story, yet. As we've learned this year especially, we don't have control over our circumstance or the outcomes of what we do. Life right now is like navigating whitewater rapids. You can't control the river, you can only control what's happening in the boat. Day to day I am focused on being in the moment and taking the actions I can to lead Eagle River Group to do things well. One key phrase I learned in the Army about leadership was "Mission First, People Always." I try to apply the range of knowledge I acquired in my career and in the Daniels EMBA program, not only in driving our operations, but also around refining our value proposition, investing in things that build our capacity and increase the value we can provide, and increasingly thinking about culture. More than most any other function, I see leading my own business as the opportunity to create an organizational culture that reflects the best of what I think business can be, for clients, employees, and owners.

View my

Linked 





DENNIS PHILLIPS,

EMBA Cohort 65

Major, U.S. Air Force

EMBA Cohort 65, Dennis Phillips' extended family has a long history of service across all branches with his father serving as a soldier during the Vietnam era. "As a young child, one of the nearby pilot training bases had a military training route directly over my grandparents' farm, and I used to stare in awe at the low-level flights screaming across the treetops. It was at that point I knew I wanted to become a pilot and was drawn to the Air Force."

Dennis graduated from the **U.S. Air Force Academy** in Colorado Springs in 1999 and spent a few years flying before transitioning to the acquisition corps, primarily in space and missile systems. "I retired in 2014 as a major and relocated to Denver shortly thereafter, as my wife and I were on the cusp of starting our family and ready to establish some roots." Throughout his career, Dennis "had the honor of serving in a variety of capacities on multiple overseas tours to include Iraq, Afghanistan, and eastern Europe. These were some of the more challenging times in my career, but I cherish the camaraderie and bonds forged in combat zones. One of my deployment highlights was helping establish an Iraqi Scouts troop similar in function to Boy Scouts of America. The mentorship and nation-building were stark reminders of the commonalities we share across the spectrum of the human condition."

According to Dennis, "One of the greatest lessons learned in service to our nation was that of sacrifice, perseverance and indomitable spirit required to achieve goals. To serve something greater than self is a noble pursuit, and I will always cherish the faith and assurance bestowed

upon us by our nation to preserve, protect, and defend free people the world over."

The transitional journey from warrior to civilian has been fraught with many challenges, obstacles, twists, turns, and surprises for Dennis who says, along the way, he knew he

he wanted to expand his business and entrepreneurial mindset and was drawn to DU's EMBA program. "The faculty, support staff, cohort and institutional values were a perfect complement to my own core values, and the program prepared me well for the private sector. Since 2017, I've worked in the cybersecurity industry most recently with **Ping Identity**, headquartered in downtown Denver. It's been great to draw upon both my military background and experience in conjunction with the skills and acumen honed in DU's EMBA program. "

Since retiring, Dennis has been active in several Veterans Service Organizations such as **Wounded Warrior Project** and **WarriorNOW**. "I was one of the charter members of the north metro **WWP** Peer Support Group, and I am beginning my journey as a mentor in **WarriorNOW** to connect with local veterans and assist them in their transition. As many are aware, veteran suicide continues to plague this generation of warriors



with multiple studies indicating a suicide rate of about 22 per day in the United States. I feel like it's our obligation and duty to check in on our brothers and sisters in the veteran community and support them throughout every stage of their journey. We **must** raise awareness around mental health, substance abuse, and systemic joblessness and homelessness amongst our veteran population and drive down the suicide rate in our nation. It was truly an honor and privilege to wear the uniform and serve in our armed forces and

my hope is that service to our nation continues down through the ages. Happy Veterans Day to all past, present, and future soldiers, sailors, airmen, Marines and coast guardsmen!"

View my

Linked 





"I was born in El Paso, TX, the youngest of three children. There was not much of a military tradition in my family, other than my maternal grandfather who served in the Army at the end of WW1 and my father who served in the Air Force at the end of the Korean War. Growing up, I was fascinated with airplanes and space flight, so I decided to apply for an Air Force ROTC scholarship...without knowing what I was getting into. I attended and graduated from **Texas A&M University** where being a part of the **Corps of Cadets** showed me the tremendous value of being a part of an organization with a larger purpose in life than making money. After graduation in 1982, I attended Undergraduate Pilot Training at Reese Air Force Base near Lubbock, Texas, and was assigned to fly KC-135s and later KC-10s (aerial refuelers).

I only intended to serve out my initial commitment, but as I moved to new assignments, the challenges were still enjoyable, and I soon found myself at the 16-year point. I was assigned to the Pentagon twice and was selected to be the writer for the Vice Chief of Staff of the Air Force. That assignment and a later one on the Joint Staff where I headed up a major study concerning the amount of mobility aircraft needed in the future, expanded my knowledge base and skill set far beyond that needed to just fly airplanes.

Those assignments were instrumental in preparing me for what would end up being 5 command opportunities. They were the best in my career because I was able to serve the airmen under my command by working to provide the proper training, equipment, and

guidance to achieve our assigned missions. My best command assignment was as the first commander of the 571st Contingency Response Group. This was one of 6 new units designed to open air bases in any part of the world. During this assignment, my unit was in the field supporting an Army exercise when heavy thunderstorms closed down the exercise. Our tents began flooding and the temperature was dropping threatening my 80-person team with potential hypothermia. While the officer staff was trying to develop a solution, a young sergeant came up to me and proposed a simple solution to create trenches with a fork-lift to drain the water. With his idea and guidance from a young officer, the tents were draining within minutes and the team was able to stay dry. This experience reinforced to me the value of listening to the people who do the work for they often have creative and workable ideas.



My last assignment took me back to my roots in a sense as I became the ROTC commander at **Colorado State University** where I oversaw a small team training young men and women to become Air Force officers. My ROTC time was instrumental to me and I strove to make it important to the cadets under my command. Here I had another experience that highlighted my approach to leadership. One of my Captains

and I were in a discussion with a small group of cadets when the Captain asked me who I worked for. Not knowing what the Captain meant, my immediate answer was “I work for my cadets.” The Captain then turned that into a teaching point that while we all have supervisors, we work for those for whom we have responsibility. It is this aspect of my military service of which I am most proud of: being selected to command 5 different units, and therefore, being able to serve other airmen—both officer and enlisted—to get the mission done together with integrity as well as to grow professionally and personally.

The most satisfying part about being in the military was working as part of a group with a common understanding of our values and mission. From a group of four people flying a KC-135 to organizations much larger with more diverse missions, the sense of being part of a team was always the constant. This did not mean that we did not have differences. But those differences were mostly about the best ways to accomplish the task at hand. It was not uncommon to go toe-to-toe about these kinds of things, especially with others from different services. However, it was often understood that these were professional disagreements, not personal. The key to these relationships was being true to the values of our respective services, all of which included some form of integrity and focus on the mission. I enjoyed having those discussions and then sharing a friendly beer or two while we retained and strengthened the respect for each other.

I retired in 2011 as a full Colonel and subsequently went on to serve in the **Adult Learner and Veteran Services Office** at CSU for almost 5 years. After leaving that position, I **co-founded Veterans Compass**, a non-profit designed to help veterans and their families find the resources they needed to achieve their goals. I have since fully retired and now volunteer as the leader of the

Fort Collins **Veteran Stand Down** committee and chair of the **Veterans Together Group**, a group of veteran organizations, government offices focusing on veterans, and veteran supporters in Larimer County who meet together to share events and talk about issues facing veterans.

Among the many issues we discuss at Veterans Together meetings is the number of veteran suicides. A common idea that we have talked about is connecting one-on-one with the neighbor down the street who is a veteran, or the one you meet at a coffee shop or elsewhere. Starting a true conversation with those people and letting them know you care about them for who they are can be a simple but powerful tool. Perhaps the most important thing is to help them understand they are not broken, that they may have challenges in their lives that can be overcome, and that it is not about whether or not they were in combat, or if they were injured or anything else. It is about that all our veterans are still part of the team that we joined—whether Army, Navy, Air Force, Marines, or Coast Guard—we are still this together.

After I retired from the military, I wanted to better prepare myself for working in the civilian world and learn/hone skills that I did not get or exercise in the military. After looking at online and local options, I was impressed by the emphasis on leadership and integrity DU put in its EMBA program and felt I would be able to develop the skills I thought I needed in an environment where integrity was important. That experience has helped me with founding a non-profit and working with non-profit, for-profit, and government entities to better support veterans in and around Larimer County.

View my

Linked 



ERIN SEARFOSS,

EMBA Cohort 71

Captain, U.S. Army

When first approached about being featured in a Veteran's Day newsletter, my first emotion was guilt. Guilt for wanting to highlight a veteran that "left" the service. As I read through the questions that were sent, one, in particular, stood out – As you reflect upon the time you were in the military, of what are you most proud? How could my experience serving the country incite such a dichotomy of feelings?

Over the past year, I have watched our country become divided. Often, we feel pressure to choose between two sides. Why can't I choose pride and leave

the feelings of guilt behind me? I graduated from the United States Military Academy at West Point in 2002 and served as an Army Engineer Officer for six and a half years. I deployed three times in support of Operation Iraqi Freedom.

Growing up in a family of two girls, I often found myself more of Daddy's little boy. My father was the first in his family to go to college and was raised by a mother whose childhood was spent in an orphanage during the Great Depression. Many people often ask what it was like to be a female in the Army? I honestly never knew I was supposed to notice the difference.



During my time at West Point, the males had to take boxing as a physical education elective. I did not understand why I could not be afforded the same experience. There were many females before me that helped pave the way, but I had the honor of competing in the first female boxing match at the cadet tournament.

The fight in the ring represents my own internal battle of sometimes feeling awkward when on Veteran's Day someone will thank me for my service. I reflect on the many Soldiers that I had the honor to serve alongside. A large portion of them completed far longer than six years of service. They and their families sacrificed to protect and serve this Nation. Long deployments – significantly surpassing my three to Iraq. They have experienced the loss of fellow comrades whether it be in the line of service, losing the battle to internal demons and disease, or even in senseless acts of violence here at home. I can say I have sadly experienced all three.

What I am truly the proudest of is that there are brave men and women that raise their hand to serve this great Nation, a few of whom I had the privilege to lead and serve alongside. Regardless of the battle you are fighting in the ring of life, we should never take for granted the freedoms we are offered.

Freedoms that most likely when you thank a Veteran for their service, they will find themselves battle some emotions of their own. The punch I usually throw is simply



to reply, “it was an honor”. The fact that I get to say that is what I am the proudest of – **thank you to the many fellow veterans**. You might even recognize one, my husband, Christopher Staab also a fellow DU EMBA Alum. We often joked that he was then an engineer responsible for blowing things up while I was the one responsible for building things back together.

We all find a way to dance around the ring and mine has led me to ironically a different kind of vet. After exiting the military, I now work in the veterinary industry. I have served in various roles

from a technician in a veterinary clinic, a Study Director in a long-term observational study in dogs, a project manager for wellness plans in a corporate animal hospital, to my current role as a technical specialist for in-house diagnostic equipment used in veterinary clinics.

View my

Linked 





ADAM SNYDER, EMBA Cohort 62 First Class Petty Officer, U.S. Navy

Adam Snyder, EMBA 62, entered the military because he, like several others, was struggling to 'figure out my path, and was constantly switching majors in college. I realized I was wasting money and needed more discipline which the military offered in spades." Adam, now a Managing Director at **Charles Schwab**, made one nine-month deployment in support of operations in Iraq and Afghanistan during 2006 and 2007.

He was in the nuclear power program where he spent four years in Charleston South Carolina both as a student and an instructor before transferring to the USS Dwight D. Eisenhower.

View my
LinkedIn





CHRIS STAAB, EMBA Cohort 61 Captain, U.S. Army

Selfless service and belief in a common cause is what was most satisfying about my time in the Army, says Chris Stabb, EMBA Cohort 61. “The most challenging, however was as a platoon leader. Shortly after seizing Baghdad, following several weeks of combat and loss of life, our Soldiers were expected to transition from combat operations to rebuilding Iraq. This was a significant leadership challenge to have that change of mindset for so many that had seen the evils of war and difficult to establish the trust necessary to begin rebuilding the country”.

Chris served as Combat Platoon Leader 11th Engineer Battalion Operations Iraqi Freedom 2003, Part of the 3rd Infantry Division, the first conventional U.S. unit to cross the border into Iraq and enter Baghdad during the 2003 invasion.

Chris’s father was an Engineer Officer in the US Army and retired as a Colonel after serving for 26 years. Chris followed in the footsteps of his father and attended the U.S. Military Academy at West Point and became an Army Officer. “My brother diverted from that path and attended the Air Force academy and was a pilot in the Air Force. We have a strong history and tradition of serving in and supporting the military in my family.

Chris, a **Senior Product Manager at Microsoft**, notes: “I think most people in the military have challenges as they transition to civilian life. The teamwork, comradery, selflessness, and purpose you find in the military is hard to replace. I think most struggle for a few years to fill that void. military taught me how to handle complex situations, how to be a part of a team and how to put the needs of others before my own. The

military is very much a people organization and a people business. I take those lessons I learned in every job I have had.”

Like so many of the other veterans, tries to stay active in veterans’ organizations. He is involved with **Team Red, White and Blue** and is involved with **Eagles Nest Ranch**. Eagles Nest is a non-profit located in Elizabeth, CO with a purpose is to bring hope, trust and growth into the lives of others through horses. “They are great about supporting Veteran’s, first responders, and other adults and children that are experiencing the invisible wounds of life.”

View my
LinkedIn





JEREMY WITTKOP,

EMBA Cohort 76

Sergeant, U.S. Army

Jeremy Wittkop, EMBA Cohort 76, wasn't really sure what he wanted to do with his life, and when he turned 18, he wasn't struck with the divine inspiration that he somehow expected. "I turned 18 on September 1, 2001 and like many others across the United States, I watched the events of Tuesday, September 11 unfold in horror. Those images were forever burned into my brain and I felt it was my duty to defend my country."

Both of Jeremy's grandfathers served in World War II, but outside of that, there was no significant military history in his family. "Unsure of how my parents would react, I didn't tell my parents I was joining the military until after I had enlisted. I scored well on my military entrance exam, so I had a lot of options, however, I still wasn't sure what I wanted to do over the long term." He did know he wanted to go to college and was uncomfortable with a six-year commitment which was required for most of the specialties. "I also wanted to have a direct connection to the battlefield, so I eventually chose to be a crewman on an M1 Abrams main battle tank, and I was off to One Station Unit Training, which is the combat arms equivalent of Basic Training." After training, he was stationed at Fort Hood, TX as part of the 1st Cavalry Division. Though he says he didn't like all of the pomp and circumstance of the military, he describes himself as "a very good soldier" when it came to tanks.

"I loved the machinery, and I became an expert in it. I would continue working with the platform as a member of General Dynamics after I exited from the service, I still keep a model tank in my office," he says proudly.

"In March of 2004, I deployed to Iraq in support of Operation Iraqi Freedom. My unit was one of

the few that brought tanks with them, as it was assumed that the mission would be largely a peacekeeping one after the invasion was complete. We couldn't have been more incorrect. From responding to flare ups of tensions, to trying to prevent a civil war and the re-invasion of Fallujah, that year brought a lot of action the required armored assets and we were busy. There were also many times that were relatively mundane, manning checkpoints, or playing with the local children.

"Reflecting on the experience, it was the jarring juxtaposition between peaceful, calm times and intense bursts of combat. The situation could switch from one to the other at a moment's notice, and it was that fact that made it most difficult for me to adjust to society when I returned. Since I've left the military, I have received three degrees and worked in a variety of fields. I finally learned that life is a journey and not a destination. I stopped trying to plan my life out many years in advance and began to pursue my passions and to go where they led me. I am now the Chief Technology Officer at an Information Security company called IntelliSecure and find myself in school again trying to gain the necessary skills for the next phase of my journey."



View my

Linked in



Michelle (Segura) Wyman, EMBA Cohort 72, was born and raised in South Louisiana/Cajun Country and claims she has “enjoyed bringing the Southern Lifestyle wherever I go. I grew up hunting, fishing, and playing outdoors. I participated in many team sports and became competitive in a few. After graduating in the top tier of my high school class, I kindly declined some athletic and academic scholarships and instead enlisted into the United States Air Force. I was unsure what I wanted to do for the rest of my life, so I figured that I would serve, travel, and grow up before deciding.”



Michelle completed Basic Training and Technical School in San Antonio, TX but “did not land the job I intended for my military career.” However, by the time she turned 18 years old, Michelle found herself stationed at

Aviano Air Base, Italy where she lived from 2004 until 2006. “While performing my daily duties in the Services Squadron, I also had the opportunity to travel with our base’s softball and soccer team throughout Europe, competing against other military installations. Living in Italy at such a young age, with no sense of familiarity, was the most transformative time in my life.” It was during this time that she was deployed to Iraq.

In 2005, at 19 years old, Michelle was sent to Balad, Iraq to assist with a lodging detail/

assignment for the base. “Half of the base was still in tents, the other half in trailers or hard sided pods. I worked the night shift from 7 PM until 7 AM, six days per week and would debrief new folks landing on base to explain the alarms, then tell them where they would bunk. “I was also in charge of accountability when we were mortared (I had to make sure everyone in my squadron was accounted for when the base was hit). Our base was nicknamed ‘Mortaritaville’ because we were attacked at least once per day. However,” she notes, “the opposition was not very good at aiming and in my four months there, we suffered no casualties on base.”



Michelle’s second deployment was to Al Udeid Air Base in Qatar. She describes this as a much safer location; however, this is “where my military experience impacted me the most. Aside from my daytime assignment, I was also tasked to run a mortuary detail once per week. I was assigned to transfer duty. Transfer cases would come in from down range and we would unload them from the planes since Al Udeid was a good midpoint in order to get the cases back stateside for identification. We would perform the detail in the middle of the night in full uniform. As a plane would land, in the pitch-black darkness, with no spectators, we would perform a ceremonial march to the plane, salute, unload the case in silence, and bring it to a refrigeration unit for

de-icing and re-icing of the contents before reloading the case onto the plane. If a U. S. flag was draped over the case, we knew it was one of our own and I took pride in knowing that I was helping to get the fallen home. My pride swelled, knowing the care and attention we gave, even when no one was watching. I felt so proud to serve a country that values sacrifice and integrity. My future decisions in life were indelibly tied to the experiences I had during that deployment.”

Shortly after Qatar, Michelle received orders to Nellis Air Force Base, in Las Vegas, NV. At not quite 21-years-old, she says “there was an adjustment period before becoming intrigued by the temptations that Vegas had to offer. I quickly became involved in coaching a competitive U-12 girls’ soccer team, which took up most of my free time outside of work.”

In 2008, when Michelle approached her reenlistment timeframe, she decided to end her military career after a four-year commitment and return to school full-time to finish a bachelor’s degree. Michelle states she continued to coach soccer while attending The University of Nevada, Las Vegas (UNLV).

“Fast forward to 2020. I’m now 34-years-old with a beautiful spouse and five-month-old baby boy,” she says proudly.

Michelle has worked in the energy industry for the past seven years and recently completed my EMBA at DU. Michelle is currently the **Director of Business Development for Encompass Energy Services**, a nationwide land surveying, mapping, and GIS company.

“I owe a great deal to my time in the military. The institution provided me with the opportunity to serve my country, travel, and meet individuals who became mentors and friends. Without having these experiences, I wouldn’t be who I am today. While serving in the military might not be right for everyone, it was exactly what I needed, when I needed it, to develop the skills necessary to become the mother, wife, and friend I am to the people that matter most.”

View my

Linked in





Marcus Institute for Brain Health

Anschutz Medical Center

The Marcus Institute for Brain Health is a medical institute focused on serving Military Veterans with mild to moderate brain injuries and the co-morbid psychological health issues. Spencer Milo, EMBA Cohort 75 (see story above) is the Director of Veteran Programs, Communication and Strategic Development for the Institute, and has provided the information for this article. Spencer is a medically retired, post 9/11 U.S. Army combat veteran who served in both Iraq and Afghanistan. He has become a passionate advocate and spokesperson for veterans and veterans' issues.

Spencer explains that "At the Marcus Institute for Brain Health we serve all veterans who have been in the U.S. Military-- we serve all branches, Army, Marine Corps, Air Force, Navy and Coast Guard who have suffered a Traumatic Brain Injury (TBI) and the often co-occurring psychological health issues. The era of their service and discharge status has zero effect on their eligibility to our program. We have also cared for a small number of retired professional ath-

letes and will be looking into serving First Responders once the COVID-19 Pandemic is in the past and we are able to ramp up our throughput again.”

His role at the Marcus Institute is one in which Spencer “wears” many hats— “I am the Director of Veteran Programs, Communications and Strategic Development.” He is responsible for overall leadership, program strategy, implementation and management for all aspects of Veteran programs, communications and strategic development strategy in order to ensure that all programs goals are aligned to the greater vision and mission of MIBH and its mission as the hub its National Consortium. To say it more simply, my role is to ensure that the Veterans who need our program not only are aware of it, can access it with ease and that any barriers that present themselves can be eliminated. I ensure that our program is holistic, patient centered and is at the level of quality that our Nation’s warfighter deserve during and after they complete the program through strategic partnerships and research.”

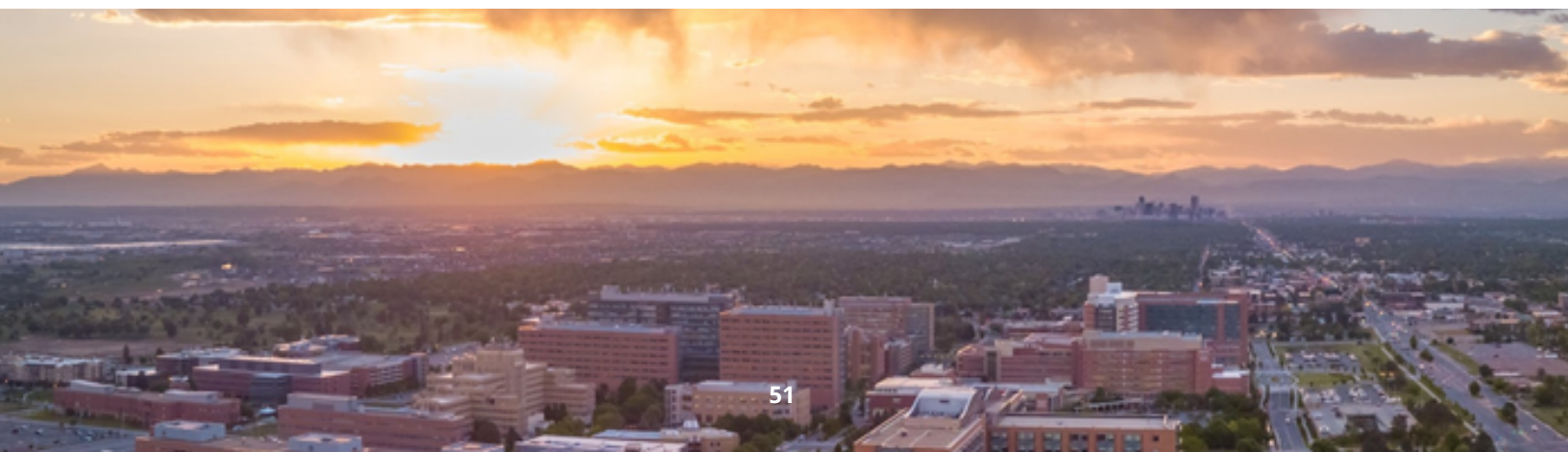
Drawn to this line of work because of his personal experience (from the many injuries he sustained) while serving in Iraq and Afghanistan and “from my lifelong belief and pursuit of servant leadership. I am a firm believer that my path will always lead me towards serving others in one way, shape, or form.” The mission of the Institute, according to Spencer, is to:

- o Ensure that the Veterans who have been dealing with the invisible wounds of war (TBI, PTS) have the highest level of care possible available to them and at no cost so that they and their families are able to have the same opportunities at living a high quality of life as they did prior to their injuries.
- o Highlighting the value of the private/public collaborations that are possible in healthcare (MIBH/VA) and we are trying to establish protocols for insurance reimbursement on treatment modalities that have been proven beneficial by research but are not commonly covered by traditional insurance policies, if ever.
- o Highlight the value of an interdisciplinary healthcare model and the economic impact this type of healthcare model can provide.

“Many patients we treat have a highly complex set of issues with Traumatic Brain Injury being the center piece to their co-occurring issues. This is why our interdisciplinary system is so critical to ensure we are treating the root cause of the issues and not just the symptomology. We consistently are faced with the stigmas that surround the invisible wounds such as TBI, PTS and other Psychological issues that our patient may or may not be dealing with. These stigmas are both internal and external (Patients, Providers, Public Opinion, Employers, etc.).

Asked how the Institute measures success, Spencer says: “For me personally, I rate our success on two metrics:

- o Former Patient referrals. (I feel that if our patients are willing to refer their “Brothers and Sister” then we are doing something right, the bond and trust between these folks is sincere and deeply rooted so they would not recommend something that was not beneficial.
- o I also rate success by the positive changes I am lucky enough to witness for our patients and just as importantly for their families upon completion of our program.



As an institute we rate our success on many different clinical metrics:

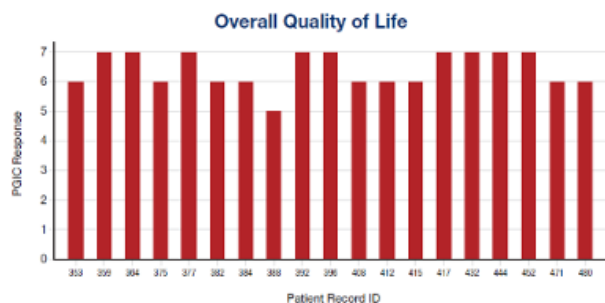
The images below are from the organization's annual report:

Clinical improvement of patients upon intensive outpatient program completion

The MIBH's primary benchmark is the clinical improvement of its patients. The Patient Global Impression of Change, or PGIC, is a clinically validated measure to assess clinical improvement over the course of treatment. With the PGIC, patients are asked to assess certain activities since beginning treatment and also asked to assess the degree of change they have experienced since beginning treatment.

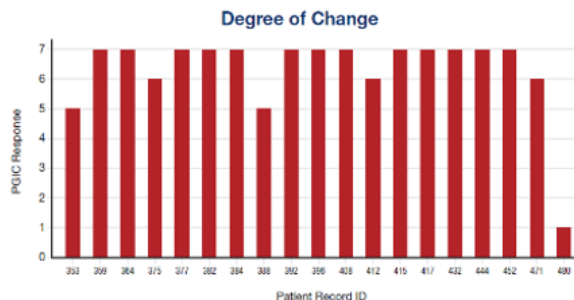
Patient Question:

Since beginning treatment at this program, how would you describe the change (if any) in ACTIVITY LIMITATIONS, SYMPTOMS, EMOTIONS, and OVERALL QUALITY OF LIFE, related to your condition? Answers are on a scale of 1 (No change) to a 7 (A great deal better).



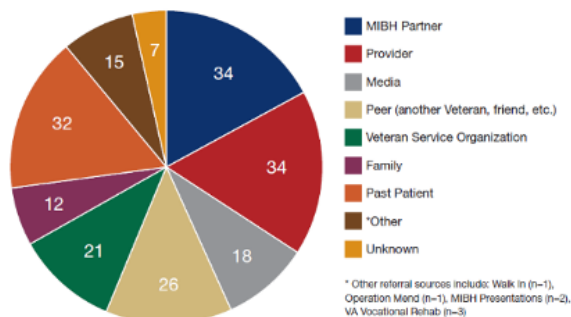
Patient Question:

In a similar way, please indicate the number below that matches your degree of change since beginning care at this program. Answers are on a scale of 1 (Much worse) to 7 (Much better).



This graph demonstrates that, of the 19 patients who have completed the intensive outpatient program from 07/01/19 through 12/31/19, all, except one, rated their degree of change as a 5, 6 or 7 indicating most felt they had improved to a high degree.

Patient Referral Source



Spencer notes that military families are vital to the success of the program: "We are confident that involving the family/caregiver/spouse/children as an integral part of the support structure from the very beginning provide a much higher percentage of success for our patients. Not only do we involve the family through our family program during the last week of our program we highly encourage their engagement from the initial intake in our process. The family is often effected in a different but no less impactful way as the patient can or has been, we provide resources outside of our program as well, whenever we are able to, finding and verifying these resources is another portion of my role under Veteran Programs and strategic partnerships.

MIBH utilizes both **Equine Therapy and Canine Therapy**. "We have a service dog organization in house through **Warrior Canine Connection** and they are directly involved in our patient's treatment plans.

I have spoken at DU during one of their annual animal assisted therapy conferences and have had an ongoing dialogue with **Phil Tedeschi, Executive Director at DU's Institute for Human-Animal Connection Program**. We have and are also working with Katy Barrs, Clinical Director at the Sturm Center, at the DU Graduate School of Professional Psychology and their military psychology specialty program."



Friends Across Campus

A new course for individuals working with veterans will be offered this coming January through **DU's Graduate School of Social Work**. Designed by Dr. Stephanie George, Associate Professor of the Practice, and entitled "Advanced Skills for Working with Military Families." The course is primarily for social workers in private practice or the community working with Veterans and military services members and their families. According to Stephanie, the class will give students an understanding of the issues military and veteran families face, and how to apply that understanding to clinical interventions. It will also cover individual service member concerns, spousal/partner relationships and family dynamics surrounding deployment, active duty and returning home permanently, or deployments and post deployment concerns related to PTSD and trauma.

Stephanie is a former social worker in the community who had been employed by the Department of Veteran Affairs for nine years and saw the importance of social workers having knowledge on military/veteran culture, VA and DOD systems as well as how to work with those affiliated (families). She brings national leadership with Veterans to the classroom as social work practice has included work with Veterans experiencing homelessness, trauma and neurosurgery hospital social work with adults and pediatrics. According to Stephanie, The Graduate School of Social work at DU has many students who are currently serving or who have served in the military, as well as those affiliated (spouses, children, parents, siblings).

Stephanie can be reached for further information at Stephanie.George@du.edu.



Community Impact

WWII Vet Gains a Sense of Closure

A couple of DU EMBA alums (Kent McGlincy, Cohort 69, and Dr. Dianne McAllister, Cohort 42), along with Barb Kreisman (editor) serve on the Board of Directors of **Wish of a Lifetime**, a non-profit started by Olympian **Jeremy Bloom**, which recently affiliated with **AARP**. Those of us lucky enough to be involved with the organization are in awe of what the staff accomplishes. Here is one poignant story about a recently granted wish:

On Christmas Eve of 1944, Hugh McNaughton and 12 other men were on a routine patrol in their PMB-5. As they returned at 1:00 AM on Christmas, the electrical system went out and so they flew back to the bay. However, that morning there was a dense fog over the bay and the plane crashed as they landed. The plane exploded and Hugh was one of the 6 survivors pulled from the wreck. Hugh did not remember the crash and spent three days unconscious. Most of what happened after the plane crashed was told to him by his commanding officer after he woke up. After

a long recovery process, he “didn’t care to fly too much” although he had once loved it and left Oahu to serve on a carrier boat. Hugh hadn’t been back to Oahu since.

Going back was something that had been in the back of his mind for a long time. A few years ago, Hugh and his family went to a WWII related event and afterwards Hugh found documents relating to the crash which was one of the first times his daughter had heard him talk about the event.

Hugh realized he is one of the few that have a first-hand experience with WWII and was seeking a sense of closure. Hugh had thought about it for a long time because he “wasn’t sure if he really wanted to go back or not” but ultimately decided to apply for a wish. He knew that going back would be very fulfilling because he had so many memories and would like to see what the base was like compared to 75 years ago.

On July 16, 2019, **Wish of a Lifetime from AARP** sent Hugh back to Hawaii to visit his old naval base and retrace his steps where the crash had happened. Upon returning



home from the trip Hugh recalled his favorite and most powerful moment at the Naval base saying, "You just don't know how much I appreciate that I got to go, I can't say anything more about it, it was perfect. The highlight was visiting the bay where I was stationed when I was in the service. The idea that I got to pay tribute to the guys was really special. When I was on the base where we used to launch our planes, it kind of got to me emotionally. I threw a lay in the water for all the men who went down there, to honor them." Since his visit, Hugh felt he gained a sense of closure and was able to officially say a proper goodbye to his lost crew.

To learn more about **Wish of a Lifetime**, or to donate to future wishes see www.wishofalifetime.org





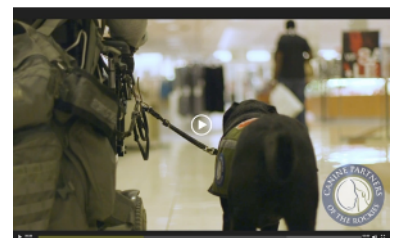
Canine Partners of The Rockies –

A Marine Gets a New Buddy

Brian is a Marine veteran. His first mobility service dog “Haylee” (from CaPR) and he were inseparable over the past seven years. Haylee died suddenly in Brian’s arms in December 2019 and after much grief, he applied for another dog from Canine Partners. **Three donors quickly joined and funded the placement of his new service dog.** Brian and Yampa recently certified with plans to achieve new goals in life together.

Brian’s story is a great example of how generous donors like you and our highly skilled dogs have become a LIFELINE for people with disabilities, enabling them to regain greater independence and live more fulfilling lives.

Here are some special sponsorship opportunities to help select the level of impact a gift will have on each life: \$6,000 = Six months of Advanced Skills Training for one service dog \$3,000 = Team Training for one client to learn to work with their new service dog \$1,500 = One month



To learn more about Canine Partners of the Rockies, or to donate, go to:

www.caninepartnersoftherockies.org/donate/

From Our Network



Brightening Everyone's Day at Craig Hospital

Some of our E Alums may remember having hot, tasty lunches served in room 335 while they were EMBA students. One of the favorites for many of us was the terrific lasagna catered by the Bent Noodle, which was owned and managed by a former student, **Guthrie Shaffer**, Cohort 46. Not only did we gorge ourselves at noon, but some of us often engaged Guthrie to cater family events. Unfortunately, those lunches are a thing of the past -- gone away temporarily with COVID.



Guthrie came to mind during recent TV coverage of the **East Troublesome Fire** which burned a major part of **Grand Lake, CO** and a portion of **Rocky Mountain National Park**. Prior to enrolling in the EMBA program, Guthrie was part of the Management Team at Grand Lake Lodge, a 100-year old institution that was jeopardized during the fires. He describes the 1994ish Lodge as a national historic landmark. "And for a group of those who worked at the lodge in the mid to late 90's, Grand Lake became very special. Many of us made lifelong connections. When the East Troublesome fire grew exponentially and headed toward Grand Lake, I heard from several old friends who were very concerned for the locals and specifically for the Lodge. The building means so much to so many."

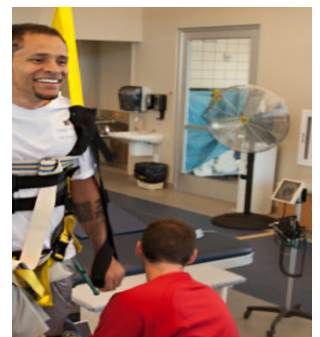


According to Guthrie, there was significant damage to parts of the community and many homes lost in the surrounding area, but the Lodge itself survived with much smoke and water damage.

Guthrie is now working at **Craig Hospital**, a world-renowned hospital and center of excellence, specializing in spinal cord injury rehabilitation and traumatic brain injury rehabilitation. Guthrie, who served on the **City of Centennial Budget Committee** for about three years while he owned and operated the Bent Noodle, says: "That experience made me realize I wanted to help others with what I do professionally. That is what got me to Craig Hospital, and I've been here for three years as Cafeteria Supervisor and also run two bistros."

Craig is a rehabilitation hospital for patients with a traumatic brain injury or a spinal cord injury and the people working at Craig give them a path forward. The patients and their families have typically been through a life altering event. And it doesn't end when they leave Craig, many patients come back for yearly evaluations and for rehab as outpatients. <https://craighospital.org/programs/traumatic-brain-injury>

According to Guthrie, "much has changed in the past year at Craig due to Covid--less visitation and we have somewhat cut off the outside." He concludes by saying "my job has evolved, but my purpose is still to brighten the day of everyone who comes to eat at Craig."





From the Review Mirror

Almost exactly four years ago Cohort 66 visited both Singapore and Hanoi as their international trip. I think I'd be correct in saying that none of us will ever forget the moment as we were told of the 2016 presidential election results just as we were entering the U.S. Chamber of Commerce. It was a surreal experience to be out of the country at that exact moment. The experience gave us perspective, however.



Upcoming Events



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.

Upcoming Webinars:

Title: Strategically Refocusing Your Organization Post-COVID, led by experienced executive and P&L leader Luis Demetrio Gomez

Date: November 12, 2020

Time: 11:30 AM

https://udenver.zoom.us/webinar/register/WN_PGeWU3EDQc-7OEa5gIL8wQ

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

Date: December 3, 2020

Time: 11:30 AM

https://udenver.zoom.us/webinar/register/WN_M202un2lQd-VSKX2aiOc7g

Upcoming Workshops:

- December 7-11, 2020 Denver Leadership Experience
- January 11, 2021 (tentative) Bailey Program for Family Enterprise – Family Operations Overview Workshop
- January 22, 2021 Emotional Intelligence through Insights Discovery
- January 29, 2021 Insights Discovery for Building Teams and Organizations
- February 16, 2021 weekly through May 2021 Professional Global Business Services (GBS) Certification Program
- February 17, 24, March 3, 2021 Building a Data Driven Organization
- March 15-17, April 1, May 6, 2021 Public Safety Leadership Development



The Graduate School of Social Work is committed to advancing social justice and building community. This autumn, GSSW is offering a range of online opportunities to connect, share your expertise and sharpen your social work skills. Learn more about our upcoming events below. Earn more about our

November Continuing Education Workshops

Managing Difficult Situations Now

Tuesday and Wednesday, November 10-11, 1-3 p.m. 4 CE hours

In this two-part session, learn how through leveraging creativity and mindfulness, and attending to your judgments, emotions and physical sensations, you can reduce stress. Attendees will understand how to embrace ambiguity and manage difficult situations in ways they can be proud of and based on context (the present) and not habit (usually influenced by emotional baggage). You will walk away with different ways to attend to judgments, emotions and physical sensations to develop self-awareness, breathing techniques as a centering and calming tool, and ways to create a vision of your highest and best self to guide you through your challenges. This session is experiential and highly interactive.

\$60 general / \$40 affiliate (alumni, adjunct, and field instructors) / free to students (limited to the first 10 students)

[Learn more >](#)

Foundations of Coaching

November 20, 2020 through February 5, 2021

Coaching promotes professional development and helps retain a highly skilled workforce. Through this virtual, five-module series, you will learn how coaching can transform individuals and organizations, engage in individual and collaborative learning with other professionals, and gain foundational knowledge and skills to begin coaching others. Each module contains pre-work setting the foundational concepts, a live learning session, and a follow-up exercise to support transfer of learning. Presented by the Butler Institute for Families.

Cost: \$250 (Early-Bird rate until November 2, 2020); \$300 after November 2

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.

Intergistic.org

Created by

ZMC
CREATIVE

| zmccreative.com





INTERGISTIC
SOLUTIONS