

WHAT WAS, IS, AND WILL BE

The Reality of our Work and the
Hope of God's Kingdom

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Annual Report



...Make my joy complete by being like-minded, having the same love, being one in spirit and of one mind. Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of the others.

PHILIPPIANS 2:1-4 (NIV)

What if Christian workers were described like this?



LETTER FROM THE CEO

Denver Institute community,

As many of you know, our team has a history of creating remarkable annual reports. It's one of several things that caught my attention as I joined this team. If you haven't taken the time to read those, they are worth it! You can find them on our website. This year, we wanted to do something unique. So, within this report, you'll find a mini journal to help you reflect on:

- the toil and joy of your work right now
- your experience at work of the five problems we identified in the FOR Campaign
- how we can pursue a bigger, biblical vision for work together

Our hope is that you use this booklet as a tool to catalyze the discovery process of how your work can bring hope and life to your workplace and your city.

This mini journal weaves together the story of Denver Institute in 2023 with reflection questions built on the framework of the "what was, is, and will be" reality of the Kingdom of God. In each of these three sections, we'll provide theological framing related to your work and our work, reflection questions, and space to answer those questions. This past year was both pivotal and dynamic as we launched a five-year campaign for the future of work, church, and cities. This campaign outlines five problems stemming from society's un compelling vision for work — problems we hope to rally faithful workers like you to address.

I want to thank each and every one of you for your support of the FOR Campaign. We are so encouraged by your excitement about the future direction for Denver Institute. We are grateful for the emails, texts, feedback, input, and enthusiasm you shared with us! I am excited to report we have raised or received commitments for 54% of our \$4.5M goal by the end of 2025 because of your generosity and sacrifice.

Alongside the launch of the FOR Campaign, we refreshed the Denver Institute brand and completely revamped our website. We've seen a 500% increase in traffic since, and we plan to make the hundreds of articles in our archives

more easily accessible in the next year.

We added a podcast, published three books with InterVarsity Press, and graduated 11 fellows while welcoming 16 new ones into the 5280 Fellowship. The Women, Work, & Calling event grew by 70% year-over-year and expanded from 1 to 10 host sites around the country. We had our highest revenue year ever, and more than 20% of it was earned revenue through our events.

There is more to say about 2023 captured in the pages that follow. Please take the time to read it; none of this could have happened without you. More importantly, I want to encourage you to use the reflection sections in your own quiet moments to consider how God is asking you to serve him and others in and through your daily work so that workplaces and cities are transformed.

Gratefully, in Christ,

Ross Chapman
CEO, Denver Institute

WHAT WAS

A voice cries out, "In the wilderness clear a way for the Lord; build a level road through the rift valley for our God."

ISAIAH 40:3 (NET)

2023 was a pivotal year for Denver Institute

as the organization prepared a way for our next chapter. Before we look back at our work, we invite you to look back at yours.

LOOKING BACK

THE PAST OF OUR WORK

The now and the not yet of God's Kingdom are built on what was, those things which God has already accomplished. Biblically, this means, among other things, that God's work of creation, his calling of Israel, his work through the prophets, and the life, death, and resurrection of Jesus — all of what has come before — lays the foundation for both what is and what will be.

As an itinerant teacher in the first century, Jesus was aware of all God's work up until that moment, and he recognized how his daily

work actively joined his Father's work. It is hard to imagine Jesus didn't recognize that reality in his daily work as a craftsman. Our daily work can do the same.

"I remember the days of old; I meditate on all that you have done; I ponder the work of your hands." —Psalm 143:5



Take some time to reflect on what God has accomplished in and through you in the past year, particularly through your paid or unpaid work. Then, we'd love to tell you what he accomplished in and through our shared work together at Denver Institute.

1. What has happened that makes you shout, "Wow!"
Where have you seen God moving in your relationships, organizations, and communities?

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2. What happened that was hard or confusing or painful, the "thorns and thistles" of work?

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3. What new thing did God lead you to do? What difficult thing did God lead you to do?

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4. How did God show up unexpectedly? Where did you see the hope of God's Kingdom in your work in the last year?

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5. What resources, people, or tools did God give you to be a faithful worker (someone who is in the daily grind with God and for others)?

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5280 FELLOWSHIP

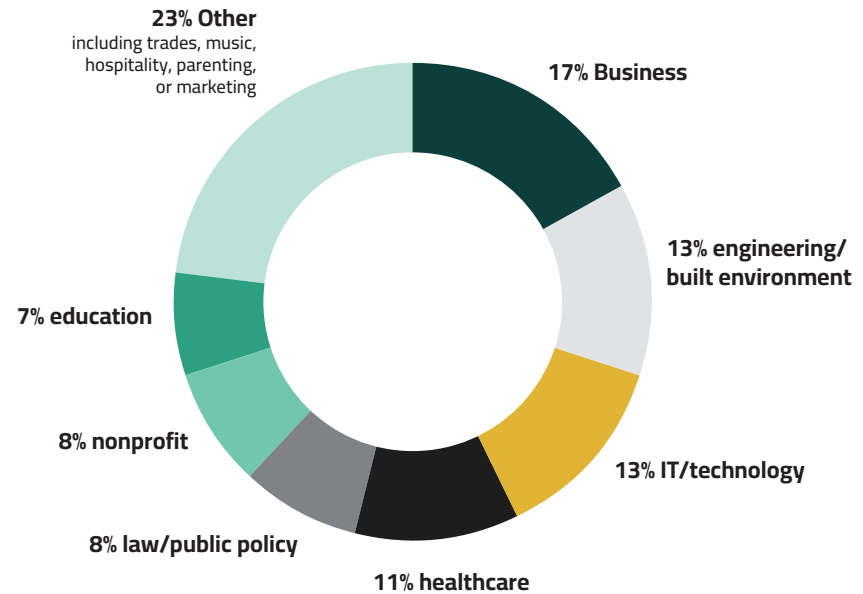
BRIAN GRAY

In May of 2023, Denver Institute graduated the seventh class of the 5280 Fellowship at a retreat where each Fellow presented their Rule of Life — a summary of the practices that would translate this 9-month formation experience into a long-term career posture. After a day of sharing the outcomes and learning from their Professional Projects, we commissioned the Fellows to the ministry of their work with God and for the world.

In the fall, we launched our eighth Fellowship class with 16 participants representing our highest ethnic and industry diversity to date. The Fellowship has served more than 150 Fellows over the past eight years, representing 51 churches across the Denver and Boulder metro areas.

We are encouraged by what God may do in and through our alumni over the next 20+ years of work that follows their Fellowship experience.

Below are a few examples of what our alumni give themselves to:



Many of our Fellows volunteer with area nonprofits or serve on nonprofit governing boards. More than 10% of alumni have founded, own, or run a company.

LOOKING AHEAD

The Fellowship has been a flagship effort of Denver Institute to serve our city by forming faith-integrated professionals, and we recognize the need to evaluate and better meet the vocational discipleship needs of a new generation of leaders. In order to launch new initiatives and determine the best long-term vocational discipleship strategy, we are placing the Fellowship on a sabbatical for a year. During this time, we will implement a systematic evaluation strategy to determine the best next step for the program, including testing new programming with our Fellowship alumni.

CITYGATE

CityGate is a national initiative of Denver Institute that gathers like-minded organizations into a collaborative, peer-learning ecosystem. Together we share best practices on effective programming, cultivate friendships, and partner on new initiatives that happen in multiple cities. In 2023, our partners at Circle City Fellowship in Indianapolis and Richmond Christian Leadership Initiative graduated their fourth and first classes of Fellows, respectively. As these cities adapt the 5280 Fellowship curriculum to their own contexts, we develop and test new learning activities that benefit the ecosystem.

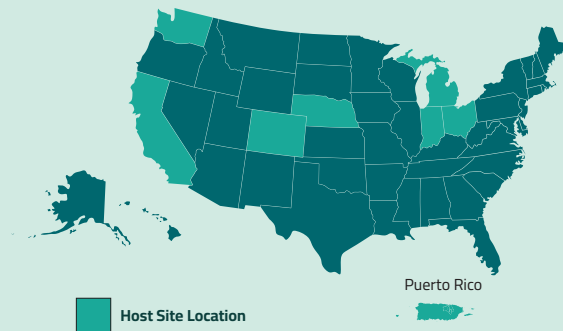
The highlight of 2023 was our CityGate Leaders Gathering in May at Gloop headquarters in Boulder. After taking a few years off from hosting live leader conferences during the pandemic, we were thrilled to convene 30 leaders representing 26 organizations from 22 different cities. Three learning goals emerged for these leaders: enhancing the way we partner with local churches, improving best practices on knowing our constituents' needs, and designing more creative formational resources in response.



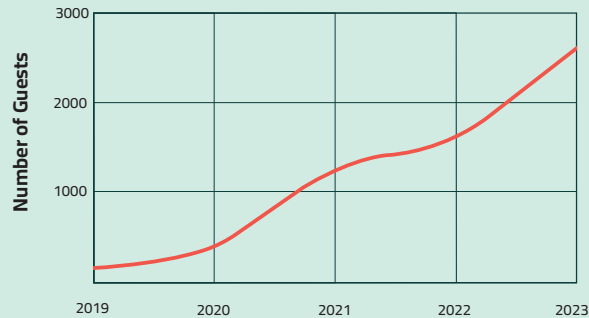
Dr. Steve Garber, pioneer and mentor for vocational formation and missional leaders, speaks to the CityGate Leaders Gathering

2023 STATISTICS

HOST SITES FOR WW&C



WOMEN SERVED OVER TIME



ADDITIONAL HIGHLIGHTS

64%

increase in attendance from previous year (366 to 604)

378

guests attending WW&C were new to Denver Institute as a whole

410

women continued to attend additional WW&C events in 2023

WOMEN, WORK, & CALLING

JOANNA MEYER

When Denver Institute hosted the first Women, Work, & Calling event in 2014, we knew women sought relief from the competing pressures of their personal and professional lives. We also knew that few had been introduced to a vision for work that united their roles, responsibilities, and skills through a broad understanding of calling.

But we never imagined the momentum that would build as we celebrated women’s gifts and the roles they play in God’s world. Over the last eight years, what began as a one-time, local event has become a growing movement of individuals, churches, and organizations preparing women for godly influence in public life.

2023 marked a year of accelerated growth, new partnerships, and effective resources to support vocational discipleship, both locally and beyond Colorado.



Last fall, we published *Women, Work, & Calling: Step into Your Place in God’s World*, a book whose simple, theologically rich framework helps readers navigate the challenges of working life. Book clubs formed across the nation and many women were introduced to a vision of living with God in all of life for the first time.

One participant took the book on a business trip to London, where she “sat weeping in a pub while I felt affirmed in the ways that God has created me to use creativity, strategy, and all this ambition to be a part of His redemptive work through my current role at a tech startup.”

Women, Work, & Calling’s annual event grew exponentially as we live streamed to ten host sites stretching from

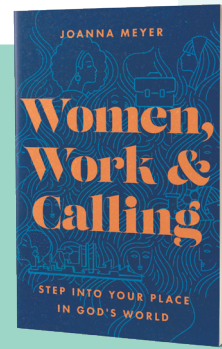
Spokane, Washington to San Juan, Puerto Rico. A nonprofit CEO, who led the Michigan host site observed, “We believe this is the catalyst for ongoing, intentional community for women who are Christians and thoughtful about their work and calling.”

This growing interest in Women, Work, & Calling led to the creation of a five-year plan to build an “ecosystem” of vocational discipleship that parallels the FOR Campaign. Current approaches to spiritual and leadership development rarely teach women that our daily work is integral to the mission of God. We continue to serve women through our events and resources, and will expand the number of potential participants through these strategic partnerships.

Rather than establishing Women, Work, & Calling chapters outside Colorado, our goal is to address this discipleship gap at the headwaters by equipping churches, faith-based nonprofits, parachurch organizations, and Christian universities to disciple their women for influence in public life. As one pastor at a large, multi-site congregation exclaimed, “I wouldn’t know how to start talking to our women about work!”

LOOKING AHEAD

In 2024, we look forward to launching ministry leader intensives, cohorts that will equip the women who develop one another with tools to incorporate vocational discipleship into their organizations. What a joy it is to envision even more women using their gifts to bring life and hope to our world!



BOOK

“I felt seen, heard, and understood — that I was designed by God to contribute fully, anywhere that He calls me. That the gifts He knit together inside of me are to bring Him glory. And that He blesses me with the ability to unite my worship of Him with the work He calls me to.” – Valerie, Michigan



ANNUAL EVENT

“We believe this is the catalyst for ongoing intentional community for women who are Christians and thoughtful about their work and calling.” – Donna, Michigan Host Site Leader

“It’s clear how and why this is more of a movement than a conference.” – Kathy, Denver attendee

**Women, Work,
& Calling**

SAVE THE DATE

Join women from around the world at WWC2024, Friday, November 1, in-person (Denver) or online.



EVENTS, MEDIA, AND PUBLICATIONS

At Denver Institute, 2023 was a year for growing programs and initiatives while also exploring new opportunities.



EVENTS

We continued to convene Christians for building relationships, spiritual formation, and professional development, welcoming more guests to our events and gatherings than any other year in our history. From ethics in technology to the practice of Sabbath to the importance of architectural design, the conversations at our events allowed us to explore faithful work from many different vantage points in community with other believers.

DATA HIGHLIGHTS

2,256

total attendees in 2023

91%

increase in attendees from 2022

69

events and gatherings in 2023

MEDIA

The Faith & Work Podcast grew **33% in its fifth year of production**, tackling common workplace challenges, broadening our vision for how God is at work in our communities, and offering tools to deepen our experience of God on the job. We also launched Teach Us To Pray, a podcast focused on prayer through Scripture in our work lives.



20 Episodes, 2,000 Downloads

In 2023, Denver Institute launched Teach Us To Pray, a new podcast focused on the simplicity and complexity of prayer.



"I appreciated the combination of inspiration, information, fellowship, and compassionate encouragement. I was challenged both intellectually and spiritually."

– Event Guest



THOUGHTS FROM ROSS CHAPMAN

LEADERSHIP TRANSITION

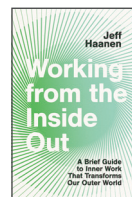
Transitioning leadership from the founder of an organization to the next leader creates growth opportunities. I have been encouraged by, grateful for, and proud of the way three key transition moments blossomed. First, the Denver Institute staff welcomed and trusted me and continued their work with excellence while being open to new ideas. It is a personal joy to know every team member is excited about our future. Second, our board and financial supporters increased their giving, provided wise counsel, and gave clarity to our strengths and opportunities. Last year was our best year for donor retention and revenue. Third, I am fired up about the new vision, refreshed brand, increasing number of partnerships, and future direction. Achieving organizational clarity and communicating it broadly was a massive and successful effort from our team.

THOUGHT LEADERSHIP

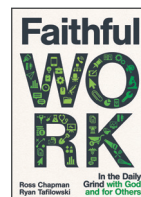
We also took the accumulated wisdom from our **ten years of history** at Denver Institute, synthesized those learnings into written form, and published three books with InterVarsity Press.



Women, Work, & Calling: Step into Your Place in God's World by Joanna Meyer provides a theological framework for women's work and influence and offers resources for the challenges of working life.



Working from the Inside Out: A Brief Guide to Inner Work That Transforms Our Outer World by Jeff Haanen offers a way out of the disintegration of our culture and toward a reintegrated life lived in response to God's voice.



Faithful Work: In the Daily Grind with God and for Others by Ross Chapman and Ryan Tafilowski invites you to reflect on the meaning and purpose of your life's work and to transform your work into service to those around you.



3 Books in 2023

Women, Work, & Calling won an IVP Reader's Choice Award in the Church Ministry & Leadership Category.

Both Women, Work, & Calling and Faithful Work debuted at #1 on Amazon in their respective categories.





**Jill Anschutz Looks
Back on Her Time with
Denver Institute**

GOD'S TRANSFORMING WORK

After graduating from Taylor University, Jill Anschutz knew there was more to work than picking up a paycheck, but she wasn't sure how to incorporate those principles in any meaningful ways. "I got some of the core faith and work ideas from my Christian college experience, but I didn't know how to implement them in my own life, and I didn't have a mentor who guided me in that. That's the shepherding role that Denver Institute has played for me."

After a challenging season of work, Jill met Jeff Haanen, who was then in the early stages of building what would become Denver Institute for Faith & Work. Jill served on the board in the early years of Denver

Institute, then transitioned onto staff as director of communications, where she was instrumental in the organization's early branding and sustained growth. After her time on staff, Jill served two additional terms on the board, transitioning off the Institute board in December 2023. As she looks back over her nearly 10-year tenure with Denver Institute, there are a few pivotal, early highlights that set the course for the years to come.

"There has been a steady increase in the footprint and reach of Denver Institute since the beginning. So much of the growth has been people drawing in other people. One of the components of that is the way we are able to tell stories of people who have basically been called by God to do something different or unique about their work, regardless of their level of leadership in a company. Having a place where we actually tell those stories that inspire other people has been a huge factor in how we've both served the community and attracted people to Denver Institute."

One of Jill's lasting contributions at the Institute was to establish a brand and a

voice that introduced Denver Institute and its vision for work to a growing audience. "How do we address the felt needs that people have in this space? Before I was on the team, that wasn't a lens that we applied to our communications. I think that's a part of what's contributed to our ability to continually have this growing community. I'm grateful that I got to be a part of that."

Denver Institute has brought to life, in the ordinariness of life and the dailiness of work, 'how do I serve God and live distinctly?' I feel like that's been the defining experience of my adult life.

More recently, Jill has been encouraged by the work of Denver Institute authors to create books and publications that serve an audience beyond the Front Range. "It's been an exciting season of Denver Institute voices being published, and hopefully that is just the beginning. It's

a great way for us to serve not only the Denver community, but people anywhere who are interested in integrating their faith and their work."

As she closes out this season with Denver Institute, Jill is excited about where the organization is heading in the future, and credits Denver Institute with catalyzing a different way to think about her work. "The dimension of work has been the place where God's transforming work has been the most evident. The combination of Denver Institute and my church has been the single biggest driver of my spiritual development in my life since college. Denver Institute has brought to life, in the ordinariness of life and the dailiness of work, 'how do I serve God and live distinctly?' I feel like that's been the defining experience of my adult life."



WHAT IS

Jesus replied, "Go back and report to John what you hear and see: The blind receive sight, the lame walk, those who have leprosy are cleansed, the deaf hear, the dead are raised, and the good news is proclaimed to the poor."

MATTHEW 11:4-5 (NIV)

While we remember what God has done, our work today remains marked by sin and the *in-breaking of God's Kingdom*. Christians have both a challenge and an opportunity to partner with God in our work as we wrestle with the now-and-not-yet tension of Christ's kingdom, which is why we launched the FOR Campaign.

WHAT IS YOUR NOW?

THE REALITY OF WORK

"The Kingdom of God is at hand." These words were often on the lips of Jesus (for example, Matt. 4:17, Mark 1:15, Luke 21:31). It was his signature line, theological shorthand for the focus of his ministry, and what his death and resurrection would bring about.

Theologians often speak of the at-hand-ness of the Kingdom as "realized eschatology," meaning that the Kingdom of God is both "already" and "not yet." God's Kingdom has not yet fully come, and will not until Jesus comes again, but we can experience it — and work toward it — already, in the here and now.

"At hand" means "right in front of you," or "near." It refers to something tangible, something you can pick up and touch and experience. When Jesus answered John the Baptist's disciples concerning whether he was the Messiah and if the Kingdom of God



was really at hand, he said: "The blind see, the lame walk, lepers are cleansed, the deaf hear, the dead are raised, and the poor have good news proclaimed to them" (Matt. 11:5).

Jesus' teaching on the Kingdom clearly invites God's people to join in the work of the Kingdom right NOW. Of Jesus' 132 public appearances in the New Testament, 122 were in the marketplace; of the fifty-two parables that Jesus told, forty-five had a workplace context.¹ Jesus was well acquainted with the workplaces of society. By making them the setting of his teaching, he emphasizes that work is one of the primary contexts for the work of the Kingdom.

¹ R. Paul Stevens, *Work Matters: Lessons from Scripture* (Grand Rapids, MI: Eerdmans, 2012), 134.

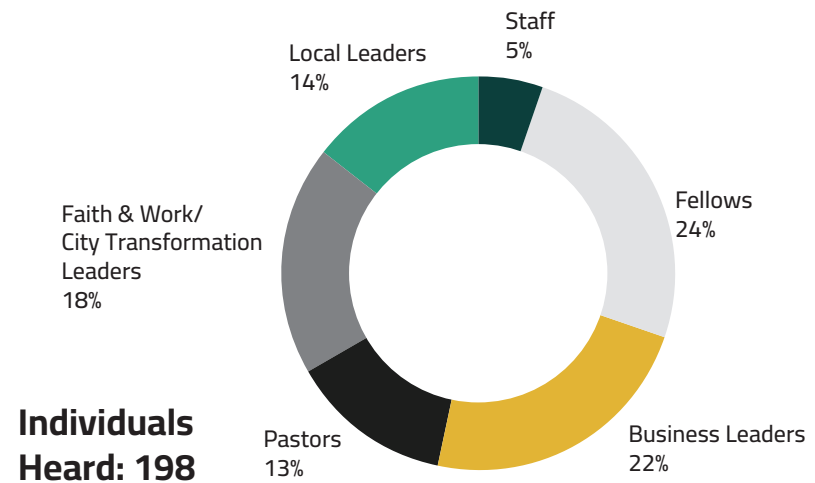
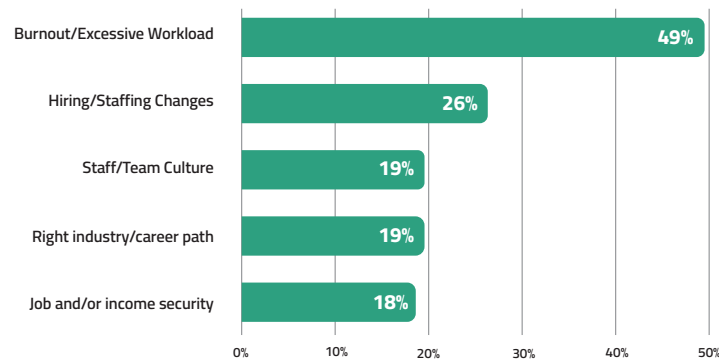
THE FOR CAMPAIGN

ROSS CHAPMAN

From September 2022 to January 2023, I listened to 198 individuals as we worked to identify and uncover the strengths and opportunities of Denver Institute; the needs of workers today; and the gaps, tensions, and problems with current conversations in the Church about work.

Also in January, we conducted a constituent survey to learn what challenges those who engage with Denver Institute encounter in their work. Burnout and excessive workload was experienced by half of respondents.

Challenges at Work for Denver Institute Community



Those same respondents also told us how they typically engage with Denver Institute. Importantly, the top two ways are digital: the content on our website and our podcasts.

TOP 4 WAYS PEOPLE ENGAGE WITH DENVER INSTITUTE

- Denver Institute Blog & Articles
- The Faith & Work Podcast
- Attended an Event
- Supported Denver Institute Financially



Combining the listening tour, survey, and doctoral research, the key findings for the future of Denver Institute could be summarized in three directives:

- 1 **Expand** geographically and **diversify** the audience
- 2 **Convene** and **mobilize** for workplace, industry, and city transformation
- 3 **Animate** imagination and **envision** integration of faith with everyday work

In February 2023, I completed my doctoral research that focused on:

- How large American cities and the Church contribute to an impoverished understanding of work’s contribution to God’s work in cities
 - The Church’s relationship with and posture toward the city
 - Work’s relegation to the margins of spiritual activity because of sacred/ secular divides
 - The current state of and beliefs about work in the U.S. workforce
- How the most relevant aspects of a theology of work relate to a theology of the city through a modified four-chapter narrative of Scripture.
- The case for recognizing the vocations of God’s people in every industry, workplace, and job as a primary vehicle for arriving at God’s vision of flourishing, of how heaven and earth meet in real time

From here, we spent several hours as a team taking in what we learned and beginning to articulate our vision, mission, core strategies, and missional goals. Our vision process looked like this:



In September of 2023, we publicly launched the FOR Campaign as our five-year vision for the future of work and workers, the Church, and cities.

The big problem we want to tackle, the reason we exist, is simply this: society lacks a compelling vision and purpose for work. We believe God has a very compelling vision for work that is central to who he is and who he made us to be. We are convinced it is Christians working faithfully within and for that vision that will give hope and life to our neighbors, city, and world.

From that bigger problem, we identified five resulting issues we feel the Denver Institute community can and should pursue over the next five years. In the following pages, you’ll have a chance to interact with each of those issues personally.



**Kyle Morrison on the
Intersection of Faith
& Business**

FROM THEORY TO PRACTICE

What do I want to do?"

It's a common question for most people at some point in their careers, and one that Kyle Morrison found himself asking at a vocational crossroad. Whether it's trying to discern a greater purpose in the work we do, or finding ways to use our passions in more meaningful endeavors, many Christians struggle with seeing how their work contributes to God's purposes.

While Kyle worked through his own vocational questions, he joined his employer at a 2019 Denver Institute event that focused on faith in the workplace. "Seeing people in real professional environments live out their faith was so encouraging," Kyle said. "[The attendees] were intentional and smart in their industry. The speakers at that event elevated my sense of what it could look like to be in business as a believer, and they inspired me to realize that I could feel really passionate about the work that I was doing."

The event had a lasting impact on Kyle, who later joined Denver Institute's 5280 Fellowship program as part of the 2019-2020 class. It was there that Kyle found a community similar to himself: professionals trying to figure out what faithful work as a Christian looked like. "The fellowship spawned a lot of things, like my ideas around trying to develop a case for doing business development as a believer and getting aligned with business owners who thought the same way."

After finishing the Fellowship in Summer 2020, Kyle transitioned to a role with Magneti, a Denver-based marketing and branding agency, and purchased the company in 2022. As CEO, Kyle is leading his team with an integrated theology of work as they build out Magneti's business strategy and organizational culture, a framework shaped in part by his time with Denver Institute.

"I feel more connected to calling in this role than ever before," Kyle explained. "When people ask me to name the most rewarding part of what I get to do, I tell them it's taking care of people. This is my flock. These are the people who are entrusted to me; investing in them and being a servant leader is directly connected to what motivates me in both a spiritual and professional sense."

That shepherding role has led Kyle and his team to consider different ways of doing

business and different ways of caring for their employees, giving Kyle the opportunity to move from theory to practice as he leads the organization. The team's initial changes include expanding leadership opportunities within the organization, pursuing the inclusion of diverse voices at all levels of leadership, and conducting internal research to solicit feedback from team members. That feedback led Magneti to implement a 401(k) matching program in Spring 2024. "I inherited something that was great. When I bought Magneti, it was paramount to keep that going," Kyle shared. "In the midst of transition and a lot of growth happening, keeping who we are front and center has been a grounding force for our people. Maintaining culture through an organizational transition has allowed our people to feel safe at work. Culture provides the environment for things to grow; if you don't have rich soil, nothing is going to grow."

"My greatest challenge on a daily basis is to choose the right activities and the right management and the right responses in the midst of leadership opportunities."

Kyle's change in thinking extends beyond Magneti's employees. Moving from internal to external constituencies, Kyle and his team are also rethinking what business development looks like. "There are many aspects of *imago Dei* in my approach to work: seeing people as having worth and dignity as defined by Jesus, and that I'm with them for a reason," Kyle explained. "And that reason may not be to sell them something. They may not need what I have, but there's still value and worth in interacting with them in a great way."

In addition to leading Magneti, Kyle has also continued to work through his own personal and professional development over the past few years. "I've seen God very clearly in the work I've needed to do to be a more whole and integrated person over the last two years," Kyle shared. "It's very clear that he's guiding that transformation in me; a very clear presence and marker of something I wouldn't have been able to do by myself. He's working in me for his purposes. He's shown up in ways that I didn't know that I needed in my own transformation so that I can be a healthier person at work and lead in the ways that he's called and equipped me to."

Today, his work is focused on maintaining a healthy organizational culture while expanding the business.

Learn More About Magneti:
www.magneti.com

WHAT

WILL

BE



"The time will come," says the Lord, "when the grain and grapes will grow faster than they can be harvested. Then the terraced vineyards on the hills of Israel will drip with sweet wine! I will bring my exiled people of Israel back from distant lands, and they will rebuild their ruined cities and live in them again. They will plant vineyards and gardens; they will eat their crops and drink their wine."

AMOS 9:13-14 (NLT)

Our vision for the future is that every person's work brings hope and life to their city. We labor with eager expectation for the day when Christ will redeem all things, including our work, our relationships, and our communities.

LOOKING AHEAD

THE PROMISE OF WORK

“All human wisdom is contained in these two words — wait and hope.” – Alexandre Dumas, The Count of Monte Cristo

The Christian life is a journey and a destination. God is faithfully working toward the future he has promised in which he will wipe away every tear, death shall be no more, there will be a new heaven and a new earth, and — according to the Bible — God’s story culminates with a City, the New Jerusalem (Rev. 21:1-3).



In God’s city, everything that was wrong is made right. All that humanity really longs for will be found in that city. Everything will be reconciled to God as heaven comes down to envelop earth.

We wait and help others long for that day, but not idly, of course. We get to help others learn to long for that day by working in a distinctly Christian way, making what is wrong right. Knowing how the story ends should drastically shape our work.

Take a few moments to stir up your own redemptive imagination about your work.

1. How can or does your work/industry shape or change the city or community in which you live?

2. How might God use your work, job description, or work relationships to “wipe away tears” so others can experience the goodness of his Kingdom?



THE FOR CAMPAIGN

THE FUTURE

Work Redeemed

Our vision is a future where every person's work brings hope and life to their city, just as Jesus did. In John 6:51, Jesus told the crowd he came to offer himself "for the life of the world" and to give "life to the full" as he says later in John 10:10. That is our great hope.

The author of life came to offer his life for the life of others. Our daily work is an invitation, an assignment even, from Jesus to join him in doing just that: offering our lives for the sake of others at and through work. Work does not receive a marginal amount of our time, energy, or investment. No, it is central to us as individuals and as a society. How then can we relegate it to the sidelines of how we join him in bringing hope and life to the world? Jesus cares how we see and approach our work.

Work is where we can bring the hope and life Jesus offers because the workplace is where we encounter the deepest longings and brokenness of humanity. The dreams, hopes, needs, and fears of the people in our communities enter the workplace everyday. Those who are in Christ have been deployed already to meet them there.

In Christ, your work can bring hope and life to your city. As more people are prepared to serve God and others in their daily work, we believe workplaces and cities will be transformed by the hope and life Jesus brings.

20,000 Christians

commit to foster relationships in their workplaces because people are already isolated and lonely at work, and this is growing.

100,000 people

affirm their daily work as essential to God's work in the world so that people experience life to the full where they spend the majority of their time.

25 churches

integrate God's view of work into their philosophy and strategy so that their congregations are equipped to be holistic, faithful workers at work.



100 faith and work organizations

learn from one another so that faith and work conversations around the country have shared vision, relationships, and impact.

10 businesses

integrate God's view of work into their philosophy and strategy so that more businesses demonstrate a commitment to create life-giving products, jobs, and workplaces.

3 city issues

positively impacted through private and social sector collaboration so that a repeatable path forward can take root in our cities and cities everywhere.

50 faithful workers

create practical, actionable content for their industry to close the imagination gap between affirming work as essential to God's work and knowing what it looks like in real jobs.



Zaneta Kelsey Works to Address Funding Inequalities

A FUTURE HOPE

As the daughter of one of the first African American database engineers in the country, a career in technology was almost inevitable for Zaneta Kelsey. After graduating from the University of Maryland Baltimore County with a degree in computer information systems, Zaneta began her career with IBM, eventually moving into marketing and leading teams at global brands. In 2011, Zaneta moved with her family to Colorado, where she worked as the global lead for marketing at Arrow Electronics while her husband planted a church near Denver's Five Points neighborhood.

Zaneta loved her work, but the time on the road took its toll on her family and their ministry. She decided to explore opportunities closer to home. "When I moved out of my role at Arrow, I decided I was going to pivot to being planted here in Colorado in particular, and to bloom where I'm planted," Zaneta explained.

In 2020, Zaneta was asked by Colorado Governor Jared Polis' office to assist in the state's pandemic response given her role as a state commissioner. She joined a new nonprofit that was founded to help small businesses survive and thrive during the pandemic and consulted with minority-owned businesses to help ensure their growth and sustainability during that time. As a Black woman with an enviable resume in the technology and business sectors, she was surprised to discover

the disparities in how these organizations were faring during the pandemic. “BIPOC [Black, indigenous, and people of color] businesses were falling out of the economy at an unprecedented rate,” Zaneta explained. “That really pricked my heart to ask, ‘Why?’”

As Zaneta discovered, a business’s viability during the pandemic was just one datapoint in a broader system faced by minority founders. Part of the challenge these minority-owned businesses faced was also a lack of funding via venture capital, “the primary vehicle that startups use to grow and scale their businesses,” Zaneta shared. According to Techcrunch, “funding to Black founders has been on a steady decline since 2021,” with Black founders raising only 0.46% of all venture capital allocated in 2023. “If the population of Black people in the US is around 14%, then at least we would expect to see that,” Zaneta shared. As Zaneta explains, lack of venture capital for BIPOC businesses has a ripple effect to the broader US economy. “By 2030, people of color will be the larger demographic in our country. If that’s the case, and people of color are not generating economic value in the country, our whole country will suffer because there won’t be enough people who are part of that larger demographic that are generating more wealth for the country.” That economic decline will impact tax revenue, defense spending, capital improvements, and a host of other programs that rely on a robust economic engine.

During the pandemic, she also connected with Kevin Allen, a recent Colorado transplant working to start his third technology business. But despite his own impressive pedigree and past tech business success, venture capital was hard to come by. The two began exploring ideas to address the venture capital inequalities in order to bring more minority-led businesses to fruition. After seeing the problem firsthand, Zaneta and Kevin decided to launch Access Mode, a nonprofit focused on cultivating early stage Black, Latino, Asian American, and Pacific Islander tech founders along their entrepreneurial journey. To date, more than 25 companies have completed the program and launched tech businesses to address needs and serve as a solution to business and societal challenges like better data visualization for oil and gas companies, accessible mental health for Gen Z, and support for the aging.

Thanks to Access Mode, more entrepreneurs have access to capital and coaching to move their dreams to reality, like the father who left his corporate job because his daughter’s school didn’t have enough substitute teachers. Today, he’s working on an app that would connect college students with open substitute teaching positions so that school districts have adequate candidates in the pipeline. “Multiplying that out over time is what it looks like for people of color to be invited into helping solve problems that affect their communities.”

Zaneta discovered an area of brokenness in her work, one that impacts more than minority founders. But discovery alone will not change the status quo. For Christians, redemptive imagination is essential as we work toward the restoration of all things — an imagination that Zaneta shared about as a panelist at Women Work & Calling in 2023. “This is what we are called to do when the Lord speaks about the good Samaritan, or when he talks about caring for those who do not have. Our great commission is to demonstrate him in every aspect of this world, and this is one of those aspects where we really need to demonstrate him,” Zaneta shared.

A hopeful vision of the future compels Zaneta’s work. “The Lord’s Kingdom come in this area would look like when there is someone who has been given vision and creativity and wants to bring that to life, that they would have the support they need to go from ideation to creation to marketplace without the roadblocks that currently exist,” Zaneta explained. “It would look like more support from mentors and networks and being connected to customers. It would look like being able to see more venture capital flow. The vehicle that was created for this space would be equitably distributed. It would look like more founders of color bringing things into this world that are helping people. I want to see his Kingdom come because he’s called us to this. He’s called us into being redeemers.”

Learn More About Access Mode: www.accessmode.org

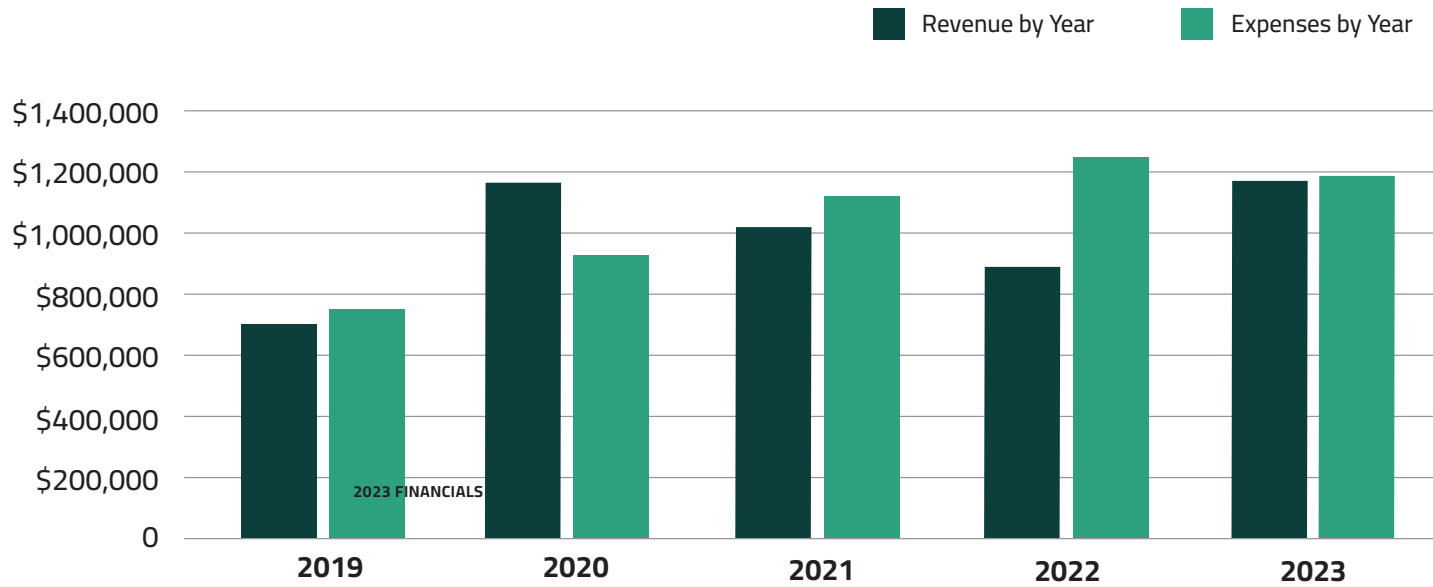
REVENUE

	2023 Revenue	2022 Revenue	\$ Change
Event Income	\$89,840	\$49,525	\$40,315
Sponsorship	\$94,680	\$70,064	\$24,616
5280 Fellowship & CityGate Income	\$51,816	\$47,311	\$4,505
Miscellaneous Income/Loss	\$5,450	-\$7,319	\$12,769
Media Income	\$9,751	\$10,778	-\$1,027
Earned Revenue Subtotal (sum of preceding rows)	\$251,537	\$170,359	\$81,178
Grants Subtotal	\$325,000	\$2,000	\$323,000
Donor Contributions Subtotal	\$602,843	\$709,638	-\$106,795
TOTAL	\$1,179,380	\$881,997	\$297,383

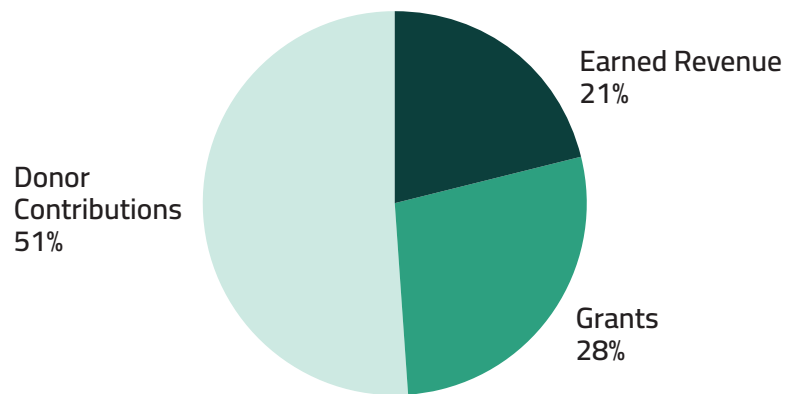
EXPENSES

	2023 Expenses	2022 Expenses	\$ Change
Public Events	\$298,883	\$307,664	\$8,781
5280 Fellowship/CityGate	\$218,345	\$234,998	-\$16,653
Education/Thought Leadership & Community	\$57,752	\$111,304	-\$53,552
Communications	\$141,276	\$121,716	\$19,560
Programs Subtotal (sum of preceding rows)	\$716,256	\$775,682	-\$59,426
Administration Subtotal	\$208,346	\$245,342	-\$36,996
Communications	\$258,818	\$207,647	\$51,171
TOTAL	\$1,183,420	\$1,228,671	-\$45,251

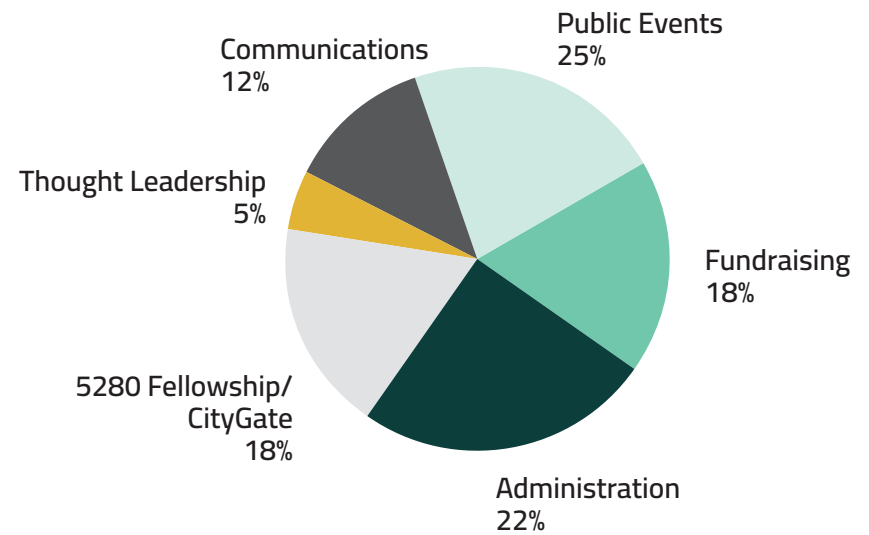
EXPENSES & REVENUE OVER TIME



REVENUE BY CATEGORY



EXPENSES BY CATEGORY



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Invest in a future where every person's work brings hope and life to their city. There are opportunities to invest through your business resources, your personal resources, and your time.



CONNECT

Attend an upcoming event to meet other community members and learn together.

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