Annual Report 2024

COLLABORATION

The Joy of Working with God & Others







TWO ARE BETTER THAN ONE, BECAUSE THEY HAVE A GOOD RETURN FOR THEIR LABOR.

— ECCLESIASTES 4:9

TABLE OF CONTENTS



LETTER FROM THE CEO 5	
PERSONAL REFLECTION 7	
CITYGATE 8	
WOMEN, WORK, & CALLING 10	
ISSUE & INDUSTRY RENEWAL 14	
DENVER REDEMPTIVE LABS	
COLLABORATION DATA 18	
ADDITIONAL PROGRAM DATA 20	
FINANCES 21	
STAFF & BOARD 24	
CO-LABOR WITH DENVER INSTITUTE	
CONTACT US	



LETTER FROM THE CEO

DENVER INSTITUTE COMMUNITY,

The most central truth about anyone who follows Jesus is the mystery of that person's **union with Christ.** Union with the Son of God, the Lord of Lords, the Great I Am, is the good news, the Gospel. Narrow articulations of the Gospel reduce salvation to individual soul rescue and religious activity, sidelining the vast landscape of human work and public life. In contrast, the good news of union with Christ invites every believer to **co-labor** with God in all of life, making even ordinary work a sacred participation in His mission to renew all things.

These two biblically-rooted realities must be the foundation of our daily work, and if they are, one of our central dispositions must be col**labor**ation.

That's why "Embrace Relationships" is one of our five guiding principles for what it means to be a faithful worker and faithful business. It is more than a strategic approach or a best practice it is our calling, our vocation. It is a way of working rooted in the very heart of God and his grand story of redemption. Whether we are launching bold initiatives, working through tensions, or tending to our everyday responsibilities, we join God and those in Christ in his work to renew all things.

The theological foundation for collaboration begins with our **union with Christ**—you are in Christ, and Christ is in you (Jn. 14:20). From this flows **common union**—we are in Christ together, as one: a community, the Church. And from this, we embrace a **common mission**—to **co-labor** with Christ to bring hope and life to the places we've been placed.

Co-laboring with God was the vocation and invitation he extended to humanity as his image-bearers. To co-labor with God right where we are is to work in our shared calling. Our calling isn't to be discovered; it's to be displayed.

The New Testament continues with the language of

"CO-LABORERS," SUNERGOI, LITERALLY "WITH WORKERS,"AND APPLIES IT TO ALL THOSE WHO ARE IN CHRIST

(see Rom. 16:3, 9, 21; 1 Cor. 3:9; 2 Cor. 1:24, 8:23; Phil. 2:25, 4:3; Col. 4:11; PhIm1:1, 24; 3 Jn. 1:8).

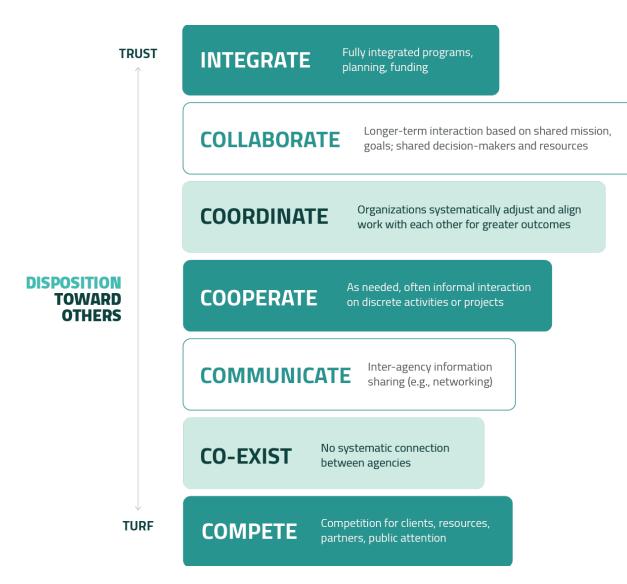
God intends us to do this work not in isolation, but in relationship — with Him and with others.

Denver Institute's mission is to prepare people to serve God and others so that workplaces and cities are transformed. We are convinced and committed to doing that preparatory work with co-laborers who also prioritize **a kingdom mindset, seeking alignment around mission not only around belief.** Theologian Miroslav Volf writes, "God invites us into the work of God not because God needs us, but because God loves us and wants us to participate in the joy of God's own work." ¹ When we collaborate, we imitate him by recognizing and inviting co-laborers.

In the pages that follow, you'll see how this theme of collaboration has shaped the work of the FOR Campaign as we highlight a few areas where it has moved our common mission forward. Each of these efforts is an expression of our desire to reflect God's collaborative nature in real, tangible ways.

To help us live this out practically, we've embraced the Collaboration Continuum developed by the Tamarack Institute—a thoughtful framework that helps teams, organizations, and networks grow in trust, alignment, and shared action.² From loose cooperation to deep integration, this tool challenges us to examine how we work with one another:

TAMARACK COLLABORATION CONTINUUM



At Denver Institute, we've used this continuum to examine our own practices, collaborative opportunities, and our disposition toward others. We ask questions around commitment—do we share a common vision of transformation of and for workers, work, the Church, and cities rooted in Jesus' vision? Questions of capacity—do we have complementary strengths that make our work a tactic in each other's key strategies?

Questions of chemistry—do we enjoy and trust one another? This tool has helped us choose co-laborers with wisdom, grace, and purpose.

We invite you to do the same. Imagine what might happen if you approached your own spheres of influence—your workplace, your church, your community—with the mindset of a co-laborer in God's work. It feels like a difficult time to commit to collaboration; it is much easier and more in vogue to shout and claw for power and influence. Dear Church, now is the time to recognize again that we are co-laborers, united by our shared union in Christ.

Honored and humbled to co-labor with you for the hope and life of our workplaces and cities,

ROSS CHAPMAN CEO, Denver Institute for Faith & Work

Miroslav Volf, Work in the Spirit: Toward a Theology of Work (New York: Oxford University Press, 1991), 111.
Tamarack Institute, Collaboration Spectrum Tool (Waterloo, ON: Tamarack Institute, 2017),

PERSONAL REFLECTION

I THANK MY GOD IN ALL MY REMEMBRANCE OF YOU, BECAUSE OF YOUR PARTNERSHIP IN THE GOSPEL FROM THE FIRST DAY UNTIL NOW.

- PHILIPPIANS 1:3-5

The Greek word the Apostle Paul used to describe collaboration was **koinonia**. It is often, unfortunately, translated merely as "fellowship." That translation is not wrong, but it also does not fully carry the power and weight of what Paul was describing. "Fellowship" can evoke campfire-ish, happy, "everything-is-great" moments. Nothing against that kind of fellowship, but that was not what Paul had in mind with **koinonia**. Rather, Paul envisioned Christians laboring side by side, hands to the plough, driven by a shared mission. **Koinonia** does not occur around a campfire — it occurs in the world, in cities, in workplaces, in industries. **Koinonia** is how God's light continues to overcome the darkness.

As you read this report, we hope you'll glimpse how we at Denver Institute are living out **koinonia**—and how God may be inviting you into joyful, co-laboring partnership with us, and in your daily work with God and others.

To that end, here are a few prayer prompts that can help move you toward deep, transformative partnership in God's work.

Please pray these prayers as you read this report, and let us know how God is calling you from the campfire to the field, from comfort to calling, from mere connection to deep purposeful partnership in God's work.

GOD, WHO DO YOU WANT ME TO PARTNER WITH IN THE WORK YOU HAVE GIVEN ME TO DO?

GOD, WHO MIGHT MY WORK IMPACT THAT I AM CURRENTLY NOT AWARE OF?

GOD, YOU HAVE GRACIOUSLY INVITED ME TO CO-LABOR WITH YOU. WHAT AREA OF MY WORK AM I WITHHOLDING FROM YOU?



CITYGATE

Cities are increasingly complex, fragmented, and still full of workers. At Denver Institute, we've committed ourselves to learning from and encouraging organizations in cities across the US with a passion for the transformation of cities through the everyday work of Christians.

CityGate curates generative relationships among practitioners and leaders that enable collaboration and Spirit-led risk-taking, making this network a catalytic, Spirit-led force of co-laborers. CityGate is an opportunity for Denver Institute to be a faithful steward of the friendships, innovation, and spiritual encouragement that can take place among leaders in our "industry."

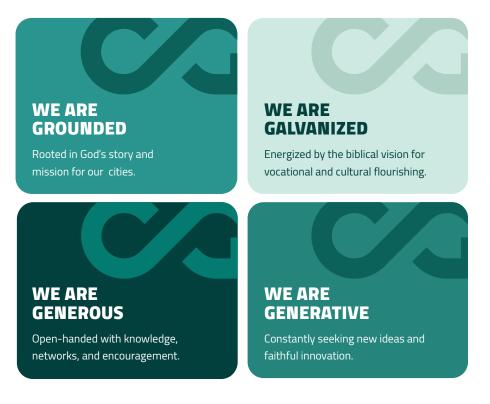
THE INVITATION

So why do we do this? Because we believe God is inviting His people to engage the city where he placed them—not just through churches, but through professions, organizations, and industries. CityGate is our faithful "yes" to that invitation. It exists as one response to the longing for connection, desire for courage, and need for clarity among Christian leaders serving the Church to integrate faith and work in real time. We are a community that recognizes the transformation of cities begins with transforming the way we work within them. God's invitation is clear: to foster collaboration rather than competition, to embrace risk with holy expectancy, and to steward the influence He's entrusted to us—together. CityGate is how we respond—with faithfulness, intentionality, and a posture of generosity and abundance.

WHAT WE'VE DEVELOPED

Leaders and key team members from institutes for faith and work, vocational discipleship ministries, nationally-focused resourcing centers and organizations, and city transformation efforts gathered in September in Boulder to think deeply, lead faithfully, and risk boldly–together. From this gathering, these leaders co-created a robust suite of initiatives designed to support leaders and multiply impact in their cities. We launched six collaborative projects, including industry network development in Austin, Denver, and New York, piloted spiritual formation experiences and resources for leaders that create space for reflection on their own discipleship journey, and formed a steering committee of six organizational leaders.

CityGate is envisioned around our 4G framework:



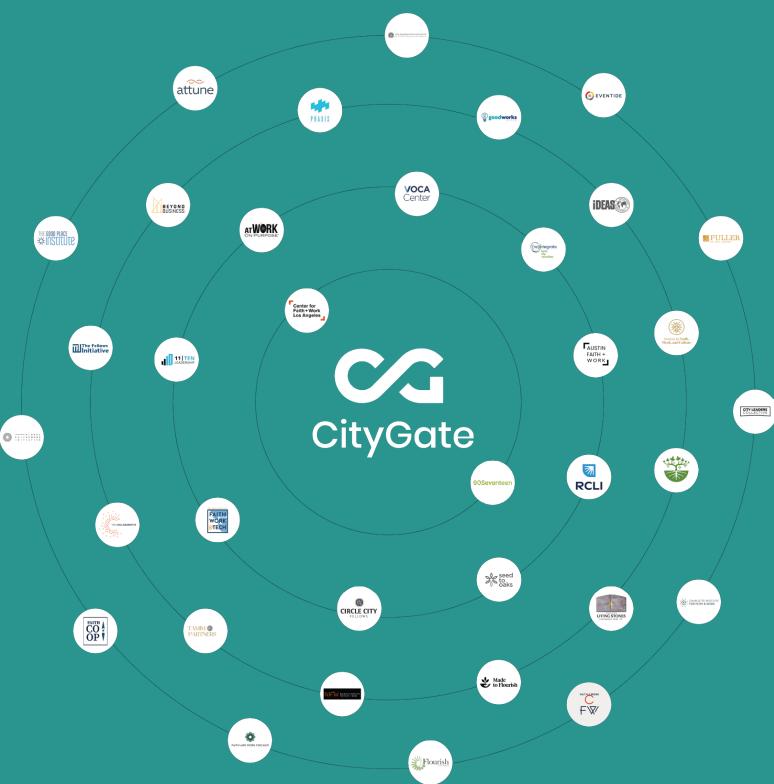
These values are not just aspirational—they are active. They define the way we build relationships, launch initiatives, and steward the resources, ideas, and strategies entrusted to us.

THE IMPACT

While the work we've done reflects our commitment to faithfulness, the fruit of that work—stories of leaders changed, collaborative ventures launched, and cities impacted—will tell the real story. As we look ahead, CityGate remains committed to being a bridge between vision and action, faith and work, our current cities and the New City, and Denver Institute remains committed to being a steward, lead servant, and active participant alongside our co-laborers across the country.

A CONSTANT THEME IN THE CITYGATE MEETINGS IS HOW CONNECTIONS FORMED WITH FAITH AND WORK LEADERS IN OTHER CITIES ARE ENCOURAGING GOOD WORK IN MORE AREAS AROUND THE COUNTRY.

— Executive Director at Faith Co-Op, Chattanooga, TN



Women, Work & Calling

WOMEN, WORK, & CALLING

Women, Work, & Calling invites Christian women into a broader story for their lives–one that connects their hearts, ambition, and influence to God's heart for their workplaces and communities. It fills a gap in women's discipleship by convening networks of like-minded peers, cultivating their imagination for work and civic leadership, and catalyzing them for godly influence in our world.

What began as a one-time, local event has grown to be a movement with global reach. From Denver to Dayton, San Diego to San Salvador, women praise the vision and resilience they gain through WWC.

"

I FEEL SEEN AND UNDERSTOOD IN A WAY THAT ISN'T THE NORM IN THE CIRCLES IN WHICH I ROAM. THANK YOU FOR CREATING SPACE FOR CHRISTIAN WORKING WOMEN THAT ENCOURAGES AND SUPPORTS WHO WE ARE CALLED TO BE AND THE STRUGGLES THAT COME WITH THAT CALLING.

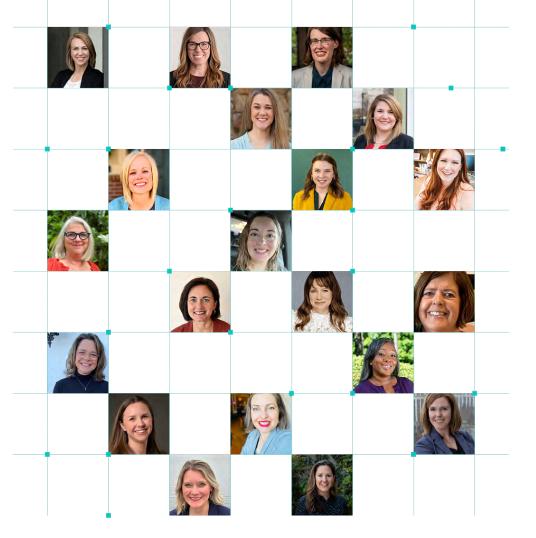
— WWC24 ATTENDEE

2024 marked a pivotal year in the initiative's growth as we pursued collaborative partnerships with churches, faith-based nonprofits, Christian higher education institutions, and independent ministries that play a formative role in women's career journeys. We continue to serve individual women, but strategic collaborations multiply our efforts as we build an ecosystem of vocational discipleship.

Last fall, we launched the **Ministry Leaders' Intensive**–a 5-monthonline cohort that teaches concepts and tools for vocational discipleship. Twenty-one leaders joined us from CRISTA Ministries (Washington), Baylor University (Texas), Northwestern College (Iowa), Covenant College (Tennessee), Charlotte Institute for Faith & Work (North Carolina), Compassion International (global), and church networks in California, Michigan, and Nebraska. The cohort was instrumental in training leaders to incorporate faith and work concepts into their discipleship and professional development strategies.

> THE MLI CAME AT A PIVOTAL TIME TO PREPARE ME FOR LEADING A FAITH AND WORK INITIATIVE AT OUR CHURCH. THE CONTENT, TEACHING, AND LEARNING WERE EXCELLENT. IT'S MATERIAL THAT I CAN COME BACK TO REPEATEDLY AND WILL HELP SET OUR PROGRAMMING.

- DISCIPLESHIP LEADER, EASTERN HILLS COMMUNITY CHURCH



MINISTRY LEADERS' INTENSIVE: 2024 COHORT

We also celebrated the launch of "women and work" affinity groups at churches in Aurora and Englewood, Colorado and independently organized efforts in Rockwall County, Texas and Culver City, California. Locally, the Professional Women's Network, hosted by a volunteer leadership team, continues to draw hundreds of women from across the Front Range for quarterly connection and encouragement.

Adaptable tools like Women, Work, & Calling book clubs, quarterly webinar series, groups that meet to discuss episodes of Denver Institute's podcasts, and the newly-released discussion guide "Getting Clear about Calling" carry WWC's vision and missional DNA wherever women long to be equipped.

This commitment to collaboration culminated in WWC24, the initiative's signature event, which broke attendance records with 1,300 women involved in Denver, 17 host sites across the nation, and in 27 countries worldwide. That's 4x growth over the last two years!



WWC EVENT ATTENDANCE OVER THE YEARS



God is on the move through his daughters' work! We celebrate individual lives changed, faith communities expanding discipleship strategies to include women's work, and the growing wave of faithful women shaping their workplaces and communities.

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BEING INVOLVED WITH WOMEN, WORK, AND CALLING FOR THE PAST FIVE YEARS HAS BEEN ONE OF THE MOST CONFIRMING EXPERIENCES FOR ME AS A CHRISTIAN WOMAN ANDPROFESSIONAL. AS SOMEONE THAT WAS CALLED BY GOD TO BE IN THE WORKPLACE, IT IS WONDERFUL TO HAVE NOT ONLY A SAFE PLACE TO TALK ABOUT PROFESSIONAL CALLING AS A WOMAN, BUT BUILD COMMUNITY WITH LIKE-MINDED WOMEN. WOMEN, WORK, AND CALLING IS A PLACE WHERE I CAN OPENLY AND EXCITEDLY SAY, "I LOVE JESUS, I LOVE MY FAMILY AND I LOVE MY JOB! magne

— WWC24 ATTENDEE

WWC24 BROKE ATTENDANCE RECORDS WITH 1,300 WOMEN ATTENDING FROM DENVER, 17 HOST SITES ACROSS THE NATION, AND FROM 27 COUNTRIES WORLDWIDE.



ISSUE & INDUSTRY RENEWAL

A significant part of the FOR Campaign, our five-year commitment to the future of work and workers, churches, and cities, includes collaborating with other organizations and individuals on three significant city issues facing the Front Range. Housing affordability became one of these causes, a place where we hope to see private, public, and social sectors working toward the common good. Housing is an issue that touches many industries, perhaps most obviously, workers in real estate. So, as we worked with nonprofits, churches, and government leaders, we also co-convened about 80 real estate professionals through three gatherings, co-hosted with Redemptive Real Estate and National Christian Foundation.

While we recognize any progress with housing affordability will be slow and hard, we see our role as **convening** a broad section of leaders, **cultivating** an imagination for what might be helpful in and through their work, and **catalyzing** them toward that action. We are encouraged by the intentional progress we've seen so far.

WHY HOUSING AFFORDABILITY?

Studies found Colorado to be the second worst state in affordable housing deficit, facing a shortfall of 100,000 homes and apartments.¹ Home prices have doubled in the past decade, which is three times the rate increase over lagging average incomes.² The implications are widespread: employers struggle to attract and retain workforce, wealth and poverty gaps widen, and housing vulnerability and homelessness increase.

[1] Joe Rubino, "Denver's zoning code fix aims to speed up affordable housing projects along the Front Range," The Denver Post, March 10, 2024,

[2] Common Sense Institute, Denver Housing Affordability Report, February 1, 2023,

Denver Institute sought to expand awareness and build Kingdom imagination toward housing affordability in several ways:

Co-hosting events like Is There
Hope for Housing? gathered
information from guests in order
to create a practical resource
list for ways to impact access to
housing through government,
employers, churches, nonprofits,
and individual action



TAKE A LOOK AT THE RESOURCE LIST HERE →

- Collaborating with other organizations working on housing solutions
- Convening quarterly gatherings of real estate professionals to discuss redemptive solutions
- Encouraging employers to innovate on employee housing costs

We found many **faithful believers** working in the housing space, and we want to highlight a few projects that we see as particularly hopeful and with whom we are proud to co-labor.

01. ABUNDANT GROUND

This initiative of our friends at Mile High Ministries helps churches to discern how they could develop their underutilized land (5,000+ acres in the five Denver counties alone) into affordable housing and community impact development. We co-hosted several learning events with Abundant Ground in 2024 and we continue to encourage churches to drive both their missional desires and their financial needs through community impact projects.



DOES YOUR CHURCH HAVE UNDERUTILIZED LAND?

Learn more about working with Abundant Ground. +



Learn more about the YIGBY legislation (HB25-1169) and encourage your legislators to support the bill. →

02. YIGBY LEGISLATION

Several partners have organized support of legislation to ease the process for churches and religious education organizations to develop housing and community impact projects on their land. The movement is nicknamed YIGBY, which stands for "Yes in God's Backyard"–a play on the NIMBYism (Not in My Back Yard) that can often oppose community development. Through shared educational resources and church and business leader support letters, we've seen HB25-1169 introduced for the 2025 state legislative cycle.

03. SYCAMORE EQUITY

We love the work our friend Glenn Bean is pursuing by founding Sycamore Equity. Through down payment co-investing, it helps ministry and nonprofit leaders afford homes near the communities they are serving. This enables leaders to be and stay rooted in the communities they serve even when the housing market is unaffordable for those leaders. A kingdom imagination like this creates companies that can address city issues like housing.



EXPLORE DOWN PAYMENT CO-INVEST-ING WITH SYCAMORE EQUITY. →





DENVER REDEMPTIVE LABS

The Front Range has been a hotbed for starting and owning business in the past decade. Colorado is in the top 5 states with almost 50% of our workforce employed by small businesses, and Denver Start-Up Week is the nation's largest annual gathering in the entrepreneurship space. We have noticed this entrepreneurial spirit particularly within the Christian community and we've seen growing connection to Denver Institute from business founders, owners, and entrepreneurs-through-acquisition ("ETA").

New York City nonprofit Praxis is a well-known venture-building ecosystem with a redemptive imagination, supporting founders, funders, and innovators motivated by their faith to address the major issues of our time. They are a like-minded organization with particular expertise in forming and supporting entrepreneurs, so we partnered with them in 2024 to launch the first Denver Redemptive Lab using several Praxis tools. Labs serve early-stage venture founders by connecting them to a peer community, creating shared wisdom from mentor sessions, and encouraging them toward a Kingdom vision and leadership practices for their companies.

In seeking to provide this opportunity for more venture builders in the Front Range and create space for them to learn from one another, we re-launched The Workshop (previously the "Founder's Forum") as a quarterly community to connect and resource faith-driven leaders who start, own, or run businesses. We believe that Christians serving in these roles have outsized agency to use their business for the blessing of their neighbors and employees. Through The Workshop, we desire to **convene** a peer network of these leaders, **cultivate** their Kingdom imagination for their business and leadership, and **catalyze** redemptive action in and through their companies.



MATT BARNES IS THE OWNER OF PROFESSIONAL TOUCH LAUNDRY SERVICES AND A 2024 DENVER REDEMPTIVE LAB LEADER. THROUGH HIS KINGDOM VISION AND BUSINESS ACUMEN, HE WORKED TO STABILIZE THE PERMANENT EMPLOYMENT OF PREVIOUSLY SEASONAL WORKERS AND RESPONDED TO THE LOCAL IMMIGRATION CRISIS BY HIRING WORK-AUTHORIZED IMMIGRANTS IN HIS LAUNDRY PLANT.



WHAT WILL THE CREATIVE ACTION OF CHRISTIANS BE?

— PRAXIS

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Founders and Mentors from our first Denver Redemptive Lab

COLLABORATION DATA

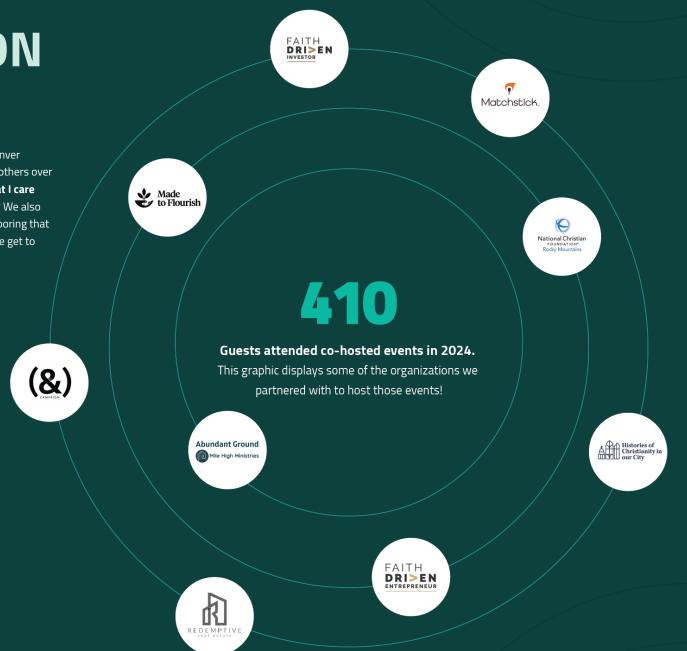
Koinonia (partnership) is woven into every aspect of our work at Denver Institute. These pages highlight some of the ways we worked with others over the past year. **Before collaborating, we ask Do you care about what I care about?** and **Can we work together toward the renewal of our city?** We also reference the Collaboration Continuum to identify the type of co-laboring that is appropriate for the project, initiative, or strategy. It is a joy that we get to answer these questions with a resounding "yes" so often.



Denver Institute podcasts featured 27 thought leaders and practitioners in 2024.

50

In 2024, Denver Institute events featured over 50 speakers including pastors, entrepreneurs, philanthropists, doctors, real estate agents, authors, executives, lawyers, nonprofit leaders, and on!





ADDITIONAL PROGRAM DATA







Increase in total LinkedIn followers



FOLLOW US ON LINKEDIN →

PODCAST DATA

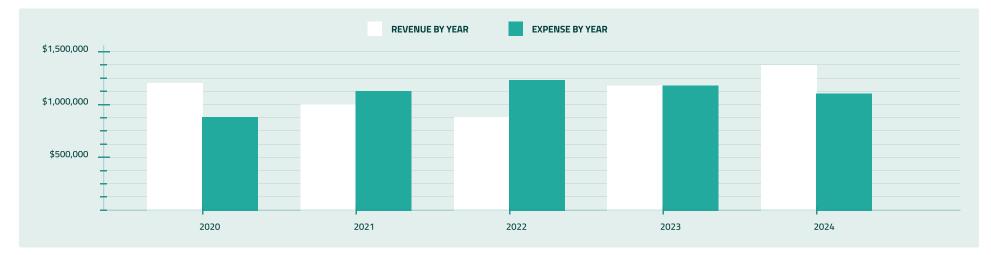


Listen to the Denver Institute podcasts



FINANCES

EXPENSES & REVENUE OVER TIME

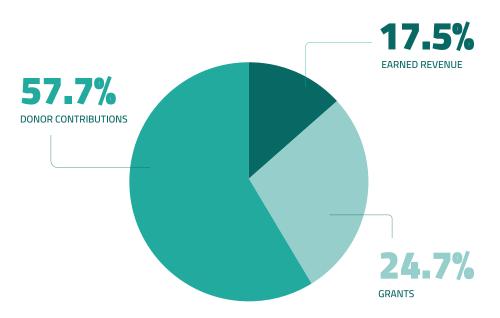


REVENUE

	2024	2023	2022
EARNED REVENUE			
Event Income	\$98,540	\$89,227	\$49,525
Sponsorship	\$93,000	\$94,680	\$70,064
Additional Program Revenue*	\$31,181	\$52,633	\$44,169
Misc Income/Loss	\$8,018	\$6,514	-\$7,319
Media Income	\$10,092	\$9,351	\$10,778
EARNED REVENUE SUBTOTAL	\$240,831	\$252,406	\$167,217
GRANTS SUBTOTAL	\$340,000	\$325,000	\$2,000
DONOR CONTRIBUTIONS SUBTOTAL	\$793,204	\$602,869	\$709,638
TOTAL REVENUE	\$1,374,036	\$1,180,275	\$878,855

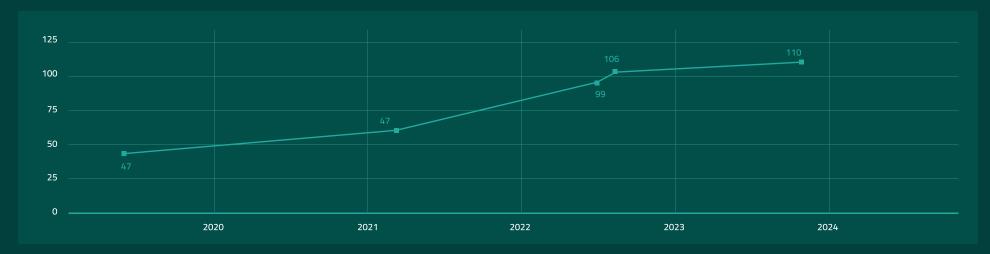
*Additional Program Revenue primarily consists of tuition for the 5280 Fellowship and Ministry Leaders' Intensive and any money earned by CityGate.

2024 REVENUE BY CATEGORY



MONTHLY PARTNERSHIP OVER TIME

We are grateful for the generosity of our 110 Monthly Partners whose regular giving provides us with many of the resources we need to do our work!

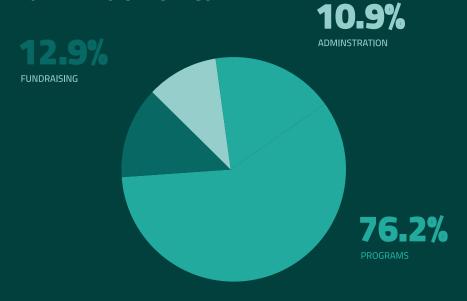


EXPENSES

	2024	2023	2022
PROGRAMS			
Public Events	\$286,816	\$303,917	\$300,196
Vocational Formation	\$388,537	\$211,165	\$225,992
CityGate	\$58,074	\$103,771	\$107,876
Additional Programming & Communications	\$175,648	\$162,944	\$145,967
PROGRAMS SUBTOTAL*	\$909,076	\$781,798	\$780,033
FUNDRAISING SUBTOTAL	\$153,399	\$214,753	\$239,562
ADMINISTRATION SUBTOTAL	\$130,146	\$181,302	\$209,075
TOTAL EXPENSES	\$1,192,621	\$1,177,854	\$1,228,671

*Program expenses increased in 2024 due to an adjustment in the allocation of personnel time. Staff hours were more accurately designated toward program-related activities, reflecting the organization's ongoing focus on mission-driven work. This change resulted in a higher proportion of expenses being classified under program services.

2024 EXPENSES BY CATEGORY



Denver Institute for Faith & Work is a nonprofit incorporated in the State of Colorado and is tax-exempt under Section 501(c)3 of the Internal Revenue Code. Denver Institute is also accredited by the Evangelical Council for Financial Accountability (ECFA).

TWO ARE BETTER THAN ONE, BECAUSE THEY HAVE A GOOD RETURN FOR THEIR LABOR.

- ECCLESIASTES 4:9

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MEBIT

STAFF & BOARD

DENVER INSTITUTE STAFF

Ross Chapman, CEOAbby Worland, VP of Operations & FinanceBrian Gray, VP of FormationJoanna Meyer, Executive Director of Women, Work, & CallingJeff Hoffmeyer, VP of AdvancementPamela Ramon, Advancement ManagerNaomi Hartman, Public Engagement AssociateGrace Bryan, Marketing FellowLisa Slayton, CityGate Cultivator

2024 DENVER INSTITUTE BOARD OF DIRECTORS

Doug Smith (Chairman & Treasurer), Retired Engineering Executive Marcy McGovern (Secretary), Financial Advisor at Edward Jones Bob Larkin, President of Treatment Technology Jeanne Oh Kim, Pediatrician at Children's Hospital Colorado Eric Most, President of National Christian Foundation Rocky Mountains Adrienne Tafilowski, Executive Director of Mile High Workshop

CO-LABOR WITH DENVER INSTITUTE

The most important way you can co-labor with Denver Institute is by serving God and others in your daily work. Faithful work like this leads to the transformation of workplaces and cities, and we are grateful for the big and small ways you live out our mission.

If you are interested in more opportunities to join the work of Denver Institute, we encourage you to **INVEST, PARTNER, and CONNECT.**



INVEST

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.



PARTNER

Are you interested in cohosting an event with Denver Institute? Would you like a Denver Institute staff member to speak at your church or organization?

Do you see another way we could work together toward a common goal or mission?

Let us know! Send us an email at hello@denverinstitute.org.



CONNECT

Attend an upcoming event to meet other community members, learn together, and take redemptive action in your workplace and city.

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8100 E Arapahoe Rd., Suite 303 Centennial, CO 80112 720.227.3947 hello@denverinstitute.org

