



**POSNER**  
CENTER

**2015** Annual Report



*[Being at the Posner Center] helped our organization be less isolated. We're big, but we're part of something bigger. I like being reminded every day that there are organizations and people doing amazing things in this building, and I feel like it inspires us to do our best work and push others to do the same. — Posner Tenant*



## From the Executive Director

**Our Mission:** To build a community of innovators who grow lasting solutions to global poverty.



We also broadened our network by holding four roundtables to explore collaboration with Colorado businesses, service organizations, refugee and immigrant organizations, and local, state, and federal government partners. In addition, our new IEEE Global Classroom supported dozens of trainings—helping to build capacity in areas like fundraising and cultural awareness—as well as a new Development Practice Certificate from Regis University.

Finally, our inaugural Poverty Hack, an international development hackathon focused on developing innovative solutions to organizational challenges, engaged over 100 Tenants, Members, and stakeholders from around the U.S. and the world.

The Posner Center will continue to build on these programs in 2016, but will focus even more on our other values of Impact, Entrepreneurship, and Diversity. We will build on baseline survey results included in this report to assess the impact of Coloradoan international development organizations and determine how we can help them do their jobs better. In addition, we will explore new partnerships to ensure that our Tenants and Members provide aid when needed, but are also working to develop sustainable, business-focused solutions to global poverty. Finally, we will redouble our efforts to ensure that the Posner Center community is inclusive and that our Colorado-based organizations and businesses are representative of the people they serve in developing countries around the world.

Thank you for all that you have done to make the Posner Center and Colorado the home of collaborative global solutions.

**Doug Vilsack**  
Executive Director

### COLLABORATORS,

**In 2015, the Posner Center became more than a building; it became a community.**

Colorado is home to a large community of international development organizations—a surprising fact to many that don't call our beautiful state home. Now that we have found each other, our task is to help make each other better. In line with the Posner Center's vision, we are now working to make our community the leader of collaborative international development. While maintaining and bettering our fantastic space remains a priority, our focus is now on finding new ways to strengthen our growing network of 50+ Tenants and 100+ Members in Colorado and to increase their ability to combat global poverty in countries around the world.

One of the most important steps the Posner Center took in 2015 was defining our core values to include Collaboration, Education, Innovation, Impact, Entrepreneurship, and Diversity. All Posner Center programming is rooted in these values.

In 2015, the inaugural round of International Collaboration Fund grants supported seven projects—from Denver to Tanzania to Cambodia—and engaged over 20 of our Tenants and Members.





# 2015 By the Numbers

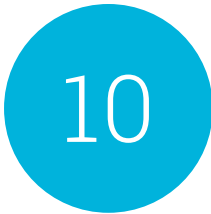
## TRULY GLOBAL

Our Tenants and Members work in nearly 100 countries across the globe.

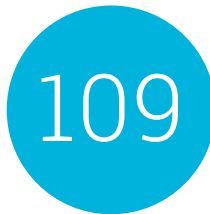
Did you know that Colorado is home to over 200 international development organizations? We are truly a state with global impact, and the Posner Center is a central hub for the majority of these groups, either as Tenants or Members. See the full list of our Tenants on the last page of this report.



**Total Tenant Organizations at Year End**



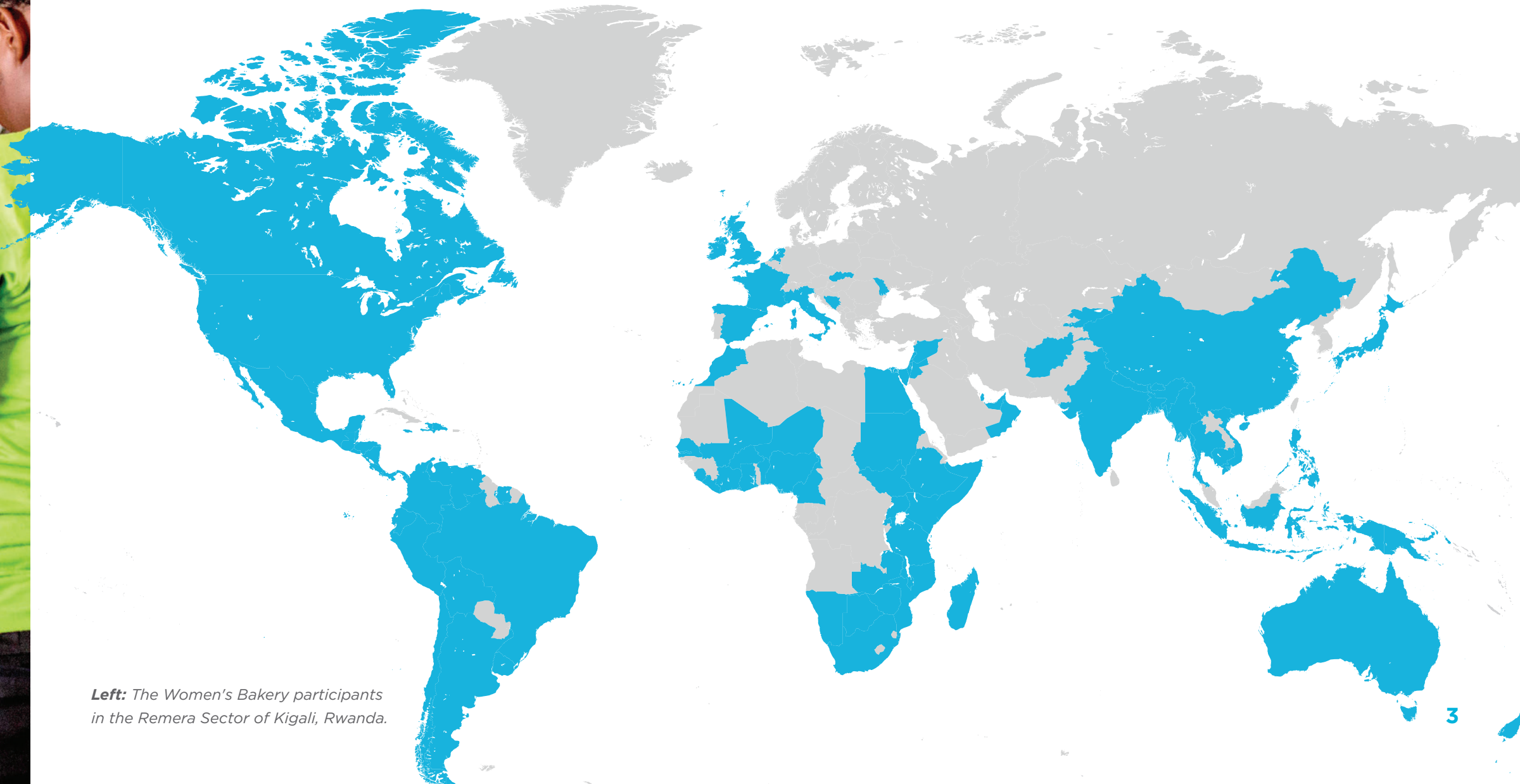
**New Tenants in 2015**



**Total Member Organizations at Year End**



**New Members Added in 2015**



*Left: The Women's Bakery participants in the Remera Sector of Kigali, Rwanda.*



# Posner Impact

Why collaborate? And, exactly how does co-locating 60 international development organizations in one building really create impact? How is the Posner Center model different, and why does it matter?

These are questions we’ve asked from day one. We were confident that a mission-driven center focused on collaborative international development could change the game, but there were still many questions about how it would play out.

We believed that working collaboratively, rather than in a silo, would result in more resources for our Tenants and Members; we believed that a beautiful space, filled with inspiring, entrepreneurial organizations, could foster creativity and innovation; and, we believed that employing meaningful programming would establish avenues for powerful relationship-building—even increasing individual happiness and performance. But we had to prove it.

So, from very early on, we made evaluation a priority. This was not just so that we could prove our hypothesis correct, but so that we could clearly articulate to everyone—our donors, our potential and current Tenants, other development organizations, and shared spaces around the world—specifics about our impact.

Here, we show you our first real look at results.



Friends of ENCA Farm was awarded their first ever grant and hired their first in-country staff member in the Philippines.



Through the International Collaboration Fund, Engineers Without Borders USA and Bridges to Prosperity worked together to review their respective models and to co-design a bridge in Guatemala.



LeAnn of World Child Cancer USA went from working in complete isolation at her kitchen table, far away from her UK-based colleagues, to having the benefit of an entire building of potential partners to turn to for support and other resources.



Engineers Without Borders USA launched a new Domestic Programs Initiative that will enable them to use their expertise to solve infrastructure challenges right here in the US.

## ORGANIZATIONAL SUPPORT

How being at the Posner Center *supported* Tenant organizations the most in 2015:



79%

Formed stronger networks

61 of 77 individuals either agreed (37) or strongly agreed (24) with this statement



79%

Learned from other Tenants

61 of 77 individuals either agreed (41) or strongly agreed (20) with this statement



75%

Increased organizational visibility

58 of 77 individuals either agreed (41) or strongly agreed (17) with this statement



74%

Collaborated more

57 of 77 individuals either agreed (38) or strongly agreed (19) with this statement



73%

Improved staff morale

56 of 77 individuals either agreed (26) or strongly agreed (30) with this statement

## ORGANIZATIONAL IMPACT

How being at the Posner Center *impacted* Tenant organizations the most in 2015:

- Collaborating with other organizations
- Utilizing the work space
- Building professional networks
- Increasing staff morale
- Improving access to resources and opportunities
- Raising the profile of their organizational brand
- Attracting and retaining talent
- Being part of Denver’s international development community
- Enjoying the workspace and its culture
- Being able to host events in the space

## FAVORITE THINGS

Tenants’ three favorite things about working out of the Posner Center:

- The great space / vibe / atmosphere
- Being part of an international development community and culture
- The ability to collaborate with like-minded organizations and people



# Tenant Impact

## FOUR POSNER ORGANIZATIONS RESPOND TO THE EARTHQUAKE IN NEPAL

The Posner network of Tenants and Members is active across the globe in all aspects of development. This broad reach was evident during the Nepal earthquake, when numerous organizations responded quickly, supporting humanitarian efforts and helping to build resilience.

On April 25, 2015 a 7.8 magnitude earthquake struck Nepal, killing over 8,000 people, injuring 21,000 others, and causing immense damage to infrastructure across the country. Several Posner Center Tenants and Members work in Nepal or support local partners there. Their responses to this natural disaster help to paint a picture of the destruction, portray some of the myriad responses, and highlight ongoing opportunities for supporting Nepal as it rebuilds.

Following the earthquake, Edge of Seven (Eo7), Embolden Alliances (EA), Engineers Without Borders USA (EWB-USA), and iDE quickly sprung into action. They independently mobilized their networks for financial support to address immediate needs, working in ten different districts across Nepal. Initial responses emphasized relief, providing water, non-perishable food, medicine, and durable plastic for temporary housing. EA, EWB-USA, and Eo7 worked through a local implementing partner, and iDE utilized their existing organizational infrastructure to provide relief. They describe a devastating amount of damage, in areas both close to and far from the epicenter.

As development organizations, they quickly turned their efforts towards building resilience in affected communities. Eo7 built seven temporary schools and is working to make all of them permanent structures in 2016. As a result of the crisis, Eo7 also re-envisioned their organizational mission. Moving

forward, their work will focus more on building infrastructure, particularly schools, as a mechanism for long-term development.

iDE initiated agricultural rehabilitation activities to allay further hardship and to support communities in their emotional and psychological healing. These activities included the provision of seeds and seedlings as well as the development of eight nurseries to centralize the production of seedlings. This allowed farmers to continue rebuilding efforts and simultaneously supported food security.

EA partnered with a local organization to develop and deliver a First Aid Train-the-Trainer program that trained 75 teachers and nine students, who represented 16 schools with 4,500 total enrollments. EA also supported an additional local partner to implement, evaluate, and improve programs that support livelihoods and agricultural diversification in two earthquake-affected districts.

EWB-USA mobilized teams of qualified structural engineers to support Namlo and All Hands Volunteers, two NGOs already working on the ground. These volunteers dedicated 2,200 hours to long-term reconstruction planning, and produced a manual on safe demolition practices for the 750,000 damaged structures. They also inspected headquarters buildings for Namlo and iDE to allow for their continued safe operations.

iDE, EA, EWB-USA, and Eo7's work in Nepal after the earthquake demonstrates the dual importance of relief and longer-term, resilience-building activities. It is through organizations like these, combined with the efforts of local communities and the broader international network, that countries can recover from natural disasters.



Photo: Eva Capozzola, Edge of Seven



**Right:** The Posner Center’s “How Do You Want to Collaborate” chalkboard wall.

# COLLABORATION

## INTERNATIONAL COLLABORATION FUND

In 2015, the Posner Center launched the International Collaboration Fund (ICF). This strategic grantmaking program is aimed at supporting innovative thinking and fostering collaboration among organizations in our network and beyond.

In its inaugural year, the Posner Center funded seven ICF proposals, ranging from \$5,000 to \$20,000, for **a total of \$60,000 disbursed**. Grants covered three categories: scoping grants to assess a collaborative project or effort, capacity-building grants for strengthening the Posner network, and project grants for implementing collaborative activities. Funds for the ICF were provided by Joanne Posner-Mayer, CoBank, the Shuyler Family, and numerous individual donors.

A scoping grant to Children's Future International (CFI), Denver Urban Gardens (DUG), and iDE demonstrates the value of a collaborative approach to development. The goal was to assess the feasibility of developing an income-generating program at CFI's learning center in Battambang, Cambodia, by using their land for agriculture. iDE's Farm Business Advisors in Cambodia contributed technical expertise and market research while DUG provided resources and training for supporting community-led gardening efforts. Their approach drew on the strengths of each organization and resulted in a plan to develop a demonstration plot on CFI's land that builds on iDE's agricultural expertise in the region.

In 2016, the Posner Center plans to strengthen the ICF, increasing opportunities for sharing successes and challenges, and raising additional funds to support innovative approaches to development. **To learn more about giving to the International Collaboration Fund**, email [info@posnercenter.org](mailto:info@posnercenter.org).



Photo: Brett Stakelin, Regis University

## COLLABORATION SURVEY

The Posner Center surveys each Tenant organization annually about their connections with other Tenants. The survey captures data on various types of partnerships, from networking and cooperation, to coordination and collaboration. The analysis of this data helps the Posner Center better understand how connections are built and demonstrates some of the incredible successes of this collaborative community.

## Successes

- Tenants identified a total of **57 partnerships before** joining the Posner Center, and a total of **291 after** moving into the building.
- Collaboration—measured by an increase in “collaboration partnerships” before and after moving into the Posner Center—**increased 288%**.
- **90%** of high-level collaborations are those initially funded by the International Collaboration Fund.
- Tenants arriving in 2014 increased the number of networking partnerships an average of **1233% since** entering the space.
- Since joining the Posner Center as a Tenant, organizations with just one staff member in the building saw a **17-fold increase** in their collaboration partnerships, followed by organizations with 2-4 staff in the building, which saw a **15-fold increase** in collaboration.

## Challenges

Approximately **20% of organizations** were not mentioned as having any type of partnership.

A few cited barriers to collaboration include:

- Organizational or project size, with medium and large-sized organizations not finding as many 'peers' with whom they can partner.
- Company structure, particularly for large or established organizations.
- Limited options for partnership due to geographic or issue area focus.



***Right:** The IEEE Global Classroom in action as iDE hosts a meeting of leaders from around the world.*

# EDUCATION

## IEEE GLOBAL CLASSROOM

In 2015, The Posner Center was awarded a \$50,000 grant from the Institute of Electrical and Electronics Engineers (IEEE), the world’s largest professional association for the advancement of technology. IEEE’s goal is “the advancement of technology for humanity,” and its investment in creating the IEEE Global Classroom has strengthened Tenants’ ability to learn from, connect to, and support change in the communities in which they work.

### The Details

- Two High-Definition pan-tilt-zoom cameras for capturing participants and facilitators
- A beam-forming microphone for capturing audience participation throughout the room
- Advanced noise-canceling technology
- Wall-mounted touch panel for all room functions
- Videoconferencing capability
- Ability to record all presentations and meetings





DEVELOPMENT PRACTICE  
GRADUATE CERTIFICATE

In the Fall of 2015, Regis University launched a Development Practice Graduate Certificate in the IEEE Global Classroom. This program was designed to utilize technology to integrate students in the developing world as practitioners of development who remain in, learn from, and actively contribute to, their communities.

Instead of traveling to the United States for schooling, international students engage with classmates around the world and in Denver through the Classroom’s unique technology.

For the first course, there were **24 students from nine nations, aged 19-81**. Faculty from institutions across Colorado, including the University of Colorado and Colorado State University, were engaged as instructors.

The Master of Development Practice Program has been approved by Regis University and will incorporate a sliding price scale, with some international students able to earn a Master’s degree **for 1% of the cost of a similar degree at Columbia University**.

***Right:** Dan Wessner, Professor at Regis University and Posner Center Board Member, leads a Development Practice class in the IEEE Global Classroom.*





***Right:** Bob Nanes (formerly with iDE) chats with Chad Dear of USAID during the Posner Poverty Hack in July 2015.*

# INNOVATION

## CHALLENGING OURSELVES

Innovation is closely linked with creativity, risk, curiosity, and vulnerability. Creating spaces for new ideas is central to cultivating innovation. The Posner Center intentionally facilitates programming that generates dynamic dialogue, spurs new ideas, and supports innovation in international development.

### Tech Salon

In 2015, Posner began participating in a program called The Technology Salon, an intimate event that generates frank discussions between information and communication technology experts and international development professionals. The network of Tech Salons held in cities around the world, including Washington D.C. and Nairobi, confront new applications of technology in international development. The first Tech Salon, held in September 2015, focused on Improving Monitoring and Evaluation with Information Communication Technology and featured lead discussants from GeoPoll, TechChange, CauseLabs, and TerraFrame.

### Innovators Dinner

In May 2015, Posner Center hosted the first annual Innovators Dinner, a fundraiser highlighting leaders in the global international development community. The first Innovators featured were Tom Vilsack, a world leader in agriculture and rural development, and Christie Vilsack, a world leader in international education.





**Right:** Shots from the first ever Posner Poverty Hack, where six participants even flew in from Mexico to join in on the fun.

## POSNER POVERTY HACK

International development is complex and organizations do not always possess all of the skills and tools needed to address challenges in communities where they work. The first ever Posner Poverty Hack, a unique take on a traditional “hackathon” format, brought people from across sectors and geographies together to collaborate in teams and come up with solutions for real challenges faced by Tenant organizations in their field work. From July 15th-17th, 47 participants—with expertise in areas ranging from business, to technology, to government—hacked solutions and competed to be selected as the best, most feasible solution. Members of the winning team received prizes. The Posner Center secured funding and consulting work for the winning Tenant organization (Comunidades Unidas Peru) to take its proposed solution from idea to implementation.



**Left:** Allison Maytag and Michael Carpenter celebrate the CU Peru win with the top team at the Posner Poverty Hack.

## ACCELERATING INNOVATION

Before joining the Posner Center as Tenants, the leadership of Comunidades Unidas Peru (CU Peru) wondered if they could manage the modest cost of a half-seat lease. As a small nonprofit organization founded and run by health students, the organization typically had a limited footprint in the Loreto Region of the Peruvian Amazon.

In 2015, CU Peru was selected to become a ‘Challenge Organization’ for the Posner Poverty Hack. To their surprise, the CU Peru team was selected as the winner, securing \$5,000 in prize money, 40 hours of custom software development from Quick Left, and 20 hours of branding time from Chromedia to implement the winning solution. They are using this support to develop *CliNexo*, a text-message system to improve communication between community health agents and other health care providers in the Loreto Region. Indicating the transformative value of the event for CU Peru and the communities in which they work, COO Allison Maytag said, **“It’s so incredible to have this idea just a couple of months ago and have no expertise in technology and...to be able to take something to go all over Loreto is mind-blowing.”** *CliNexo*, when fully implemented, will provide an extremely affordable, reliable mechanism for communication between remote villages, strengthening health care provision and increasing trust in and utilization of the health care system.



# What Lies Ahead

## WHERE WE CAN IMPROVE

### Living our Values

The Posner Center has made great strides in incorporating our core values of Collaboration, Education, and Innovation into our programming, but we must work strategically to mainstream our values of Impact, Entrepreneurship, and Diversity throughout our network.

We know that we are having a positive **IMPACT** on our network; our Tenants and Members say so, and our building is jam-packed. But how can we quantify our contribution to the work of our Tenants and Members and determine if they are doing development better than those that aren't interested in collaboration? To answer this question, we will do a better job of listening to and documenting the needs of our Tenants and Members, and will visit their operations in-country to better understand the challenges that they face.

**ENTREPRENEURSHIP** is the key to lasting sustainable development. In fact, a desire to mainstream this value was the key reason our founding organization, iDE, decided to build the network of organizations that would become the Posner Center. To better live this value, we will take advantage of Colorado's strong startup community and other partners around the world to develop programming that supports business-focused, scalable solutions to global poverty.

Our greatest challenge is **DIVERSITY**. We are a center focused on international development located thousands of miles from the communities where we work. How do we best support development that is truly grounded in the needs and strengths of communities worldwide? There is no easy answer to this question, but we will work hard to address this challenge by partnering with refugee and immigrant communities here in Colorado, promoting capacity-building opportunities for the in-country staff of our Tenants and Members, and connecting in-person with the communities in which our organizations work around the world.

## LOOKING FORWARD

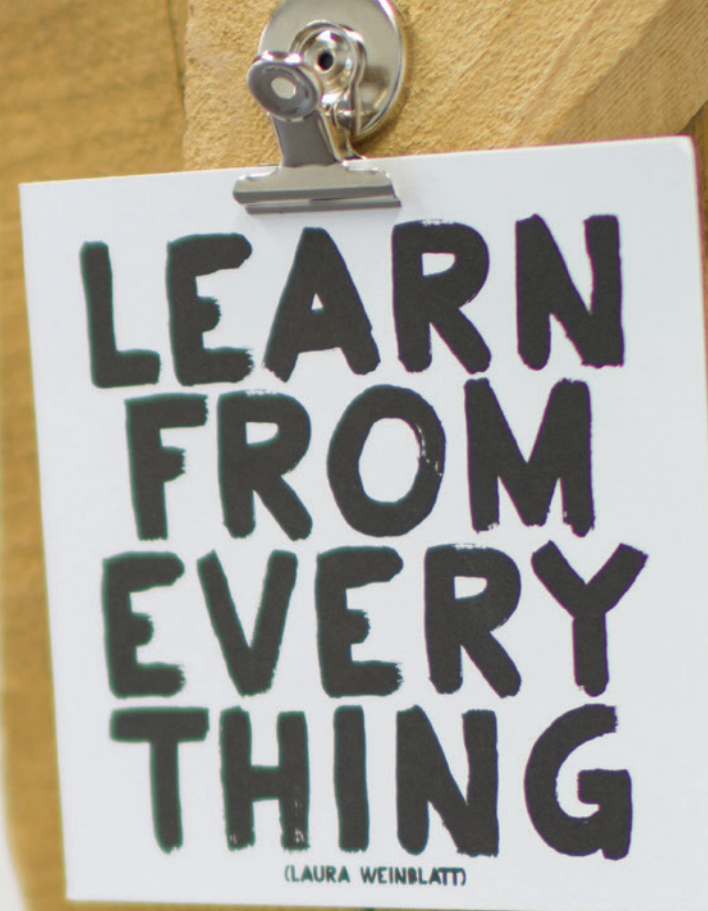
### Colorado's Big International Tent

The Posner Center has succeeded in bringing together the majority of international development-focused organizations and social ventures in the Denver Metro Area, but we must engage new partners in the broader international community here in Colorado. In 2016, we will develop additional programming to support:

- **Member organizations outside of Denver** in communities like Aspen, Boulder, Ft. Collins, and Colorado Springs.
- **Colorado businesses with international operations** that are interested in partnering in the development of communities and emerging markets where they do business.
- **Colorado universities and colleges** interested in developing practical, real-world curricula to train the next generation of international development practitioners and investing in the education of students from developing countries themselves.
- **Government and civil society organizations** in Colorado and beyond that are interested in partnering to promote our state as a hotbed of international collaboration.

### Beyond Colorado

The Posner Center is one-of-a-kind, and we receive many requests for information about how we are structured and if we plan to expand our footprint in Colorado and beyond. We will consider that question deeply in 2016 through conversations and consulting opportunities with international development networks in other cities in Colorado, throughout the United States, and internationally. Please send an e-mail to [info@posnercenter.org](mailto:info@posnercenter.org) if your organization or business is interested in collaborating.







# 2015 Financials

## 2015 STATEMENT OF FINANCIAL POSITION

### Assets

Cash and cash equivalents - unrestricted	\$148,077
Cash and cash equivalents - temporarily restricted	55,000
Accounts receivable	3,560
Contributions receivable - unrestricted	—
Contributions receivable - temporarily restricted	15,000
Prepaid deposits	19,911
Property and equipment - net	212,970
<b>Total assets</b>	<b>\$454,518</b>

### Liabilities and Net Assets

<b>Liabilities</b>	
Accrued expenses	\$11,428
Refundable deposits	37,617
Note payable	33,340
<b>Total liabilities</b>	<b>\$82,385</b>
<b>Net assets</b>	
Unrestricted	
Operating	\$122,503
Net investment in fixed assets	179,630
Temporarily restricted	70,000
<b>Total net assets</b>	<b>\$372,133</b>
<b>Total liabilities and net assets</b>	<b>\$454,518</b>

## 2015 STATEMENT OF ACTIVITIES

### Revenue & Other Support

	<b>Total</b>
Tenant rentals	\$488,310
Individual and corporate contributions	179,591
Foundations	138,728
Membership dues	12,170
Other program income	11,686
Interest income	23
Net assets released from restrictions	—
<b>Total revenue and other support</b>	<b>\$830,508</b>

### Expense

Program services	\$630,846
Supporting services	
Management and general	56,472
Fundraising	33,950
<b>Total expense</b>	<b>\$721,268</b>
<b>Change in net assets</b>	<b>\$109,240</b>
Net assets, beginning of year	262,893
Net assets, end of year	<b>\$372,133</b>

# 2015 Posner Tenants

access.mobile	Kimetrica
Africa Agenda	Konektid International
Africa Development Promise	Laboratory to Combat Human Trafficking
AfricaAid	Magneti
Bridges to Prosperity	Market Share Associates
Building Bridges	Meet the Middle East
Catapult Design	Mobile Accord
Children's Future International	Mortensen Center for Engineering in
Chinook Fund	Developing Communities
Colorado Mental Wellness Network	National Native American AIDS
Comunidades Unidas Peru	Prevention Center
Cross Pollinate Consulting Solutions	One Acre Fund
DelAgua	One Person Acted
East African Social Impact Fund	Peace Corps
Edge of Seven	Recreation Project, The
Elephant Energy	Regis University
Engineers Without Borders USA	Renew Strategies
Facing History and Ourselves	Restoration Project International
Friends of ENCA Farm	Rights Consulting & Investigations
Foundation for Global Scholars	Rural Community Assistance Corporation
Getches-Wilkinson Center	S.O.U.L. Foundation
Global Accelerator Network	SalusWorld
Global Health Connections	Sayara International
Global Health Foundation	SCOPE International
Global Hope Network International	Spencer Associates, Inc.
Global Livingston Institute	Technology Partnership
Governors' Climate and Forests Fund	Vertile House, The
Grassroots Global Development Foundation	Walking Tree Travel
Hope Shines	Women With A Cause
iDE	Women's Bakery, The
IEEE Smart Village	World Affairs Challenge
Into Your Hands-Africa	World Child Cancer
Kaffa House Coffee Company	

# 2015 Board Members

Richard Shuyler - Board Chair	Avery Bang
Elizabeth Ellis - Vice Chair	Diana Walker
Chris Woldum - Treasurer	Gete Mekonnen
Dan Wessner - Secretary	Dan Harris
Mary Perkins	

# 2015 Key Supporters

57 Tenants and 100+ Members!	Harry L. Willett Foundation
Joanne Posner-Mayer	Roy A. Hunt Foundation
CoBank	Biennial of the Americas
IEEE	iTriage
Harvey Family Foundation	QuickLeft
The Shuyler Family	Global Accelerator Network
Gene & Ruth Posner Foundation	

Being at the Posner Center has had a significant impact on our organization. We now have program space that suits nearly every need. We aren't spending staff time scrambling for meeting space, or paying extra for it. — Posner Tenant



The Posner Center is a community of nearly 60 international development-oriented businesses and organizations in a 25,000 square-foot shared space in Denver's Curtis Park neighborhood, spurring innovation by enabling groups to cross-pollinate through the exchange of ideas, the overlap of programming, and the generation of more comprehensive and lasting solutions to global poverty.

**For any questions, please contact:**

720-382-7631 • [info@posnercenter.org](mailto:info@posnercenter.org)



**POSNER CENTER**  
FOR INTERNATIONAL DEVELOPMENT

[posnercenter.org](http://posnercenter.org)