



# 2017 ANNUAL REPORT

*Not Exactly  
Business As Usual*

# LETTER FROM JAMIE VAN LEEUWEN & BARBARA GROGAN

## *Not Exactly Business as Usual*

The Global Livingston Institute (GLI) is, in short, thriving. If we were a business, our shareholder dividends would be increasing and our shares would have more than quadrupled since 2009. And if this were an earnings report, our growth for the past year would have outpaced our expectations and our earnings forecast would be promising. Analysts would give us a “strong buy” rating, and we believe that you would be inclined to invest in us.

And here is why.

**You would invest because we think big.** Our vision is to make this organization one of the leading international community development initiatives in the world within the next five years. When seeking global experts on social impact investing and community investment, we want to be at the top of the list of organizations who are doing it better than anybody else on the planet. It is an aggressive goal, but also an achievable one for a diverse team that has learned to work collaboratively between two very different countries and across two very different cultures.

**You would invest because we think differently.** Our Women’s Leadership Summit celebrated its fifth year of bringing women together from around the world to engage in conversations about empowerment and global leadership, changing trends and ensuring that women who should have a seat at the table are included. Our fourth International Youth Summit celebrated diversity and encourages innovation by helping youth participants from Denver, Aurora, New Orleans, and Oakland exchange ideas with delegates from the Democratic Republic of Congo, Uganda, and Rwanda. And our fourth iKnow Concert Series rocked the house this year with over 52,000 concert goers in three different communities and over 8,500 people tested for HIV.

### **And you would invest for the Return on Investment (ROI).**

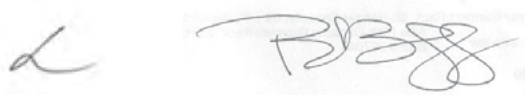
With 10 academic partnerships in place and over 1,000 scholars and community leaders having traveled to Africa, our returns are encouraging. From Cornell to Creighton to Colorado, we placed more than 30 interns in community development initiatives this year who are researching and advising on key issues ranging from education and public health to arts and culture. We have a social impact company that is generating revenue and putting hundreds of Ugandans back into the workplace through job placement and training, helping to increase incomes on average by 73 percent. We have a music festival that is reaching millions on social media and creates over \$600,000 in economic impact in rural Uganda. And today, we are proud to report that less than a decade into operations, every dollar that GLI raises generates another dollar through earned revenue.

But here’s the deal. The Global Livingston Institute is not a business and our ROI should not be measured on dollars invested in the company but rather on the human impact these dollars have on the people we serve. We should be measured by the father who brought his six-year-old son to his first concert, rather than staying home because they couldn’t afford to go. We should be measured by the family that will thrive under the mother who has been promoted at Pizza Hut and has doubled her income and her ability to provide for her children’s education and health care without having to depend on a non-government organization. And we should be measured by the people who tested positive for HIV this year who we helped get into treatment and connected with services that will improve and extend their quality of life and prevent the spread of this disease.

Companies grow when the foundation is right and the idea is right. But companies flourish when the people who come to work each day are deeply passionate and committed to the work they are doing and the vision they have set. GLI is employee owned and operated, and as we Listen together we like what we are hearing. And as we Think together, we like what we are learning. And as we Act together, we like how we are growing.

And as a stakeholder, we thank you for investing both in the work that we do and the communities that we serve. Through your support, we believe that our valuation has a lot of potential.

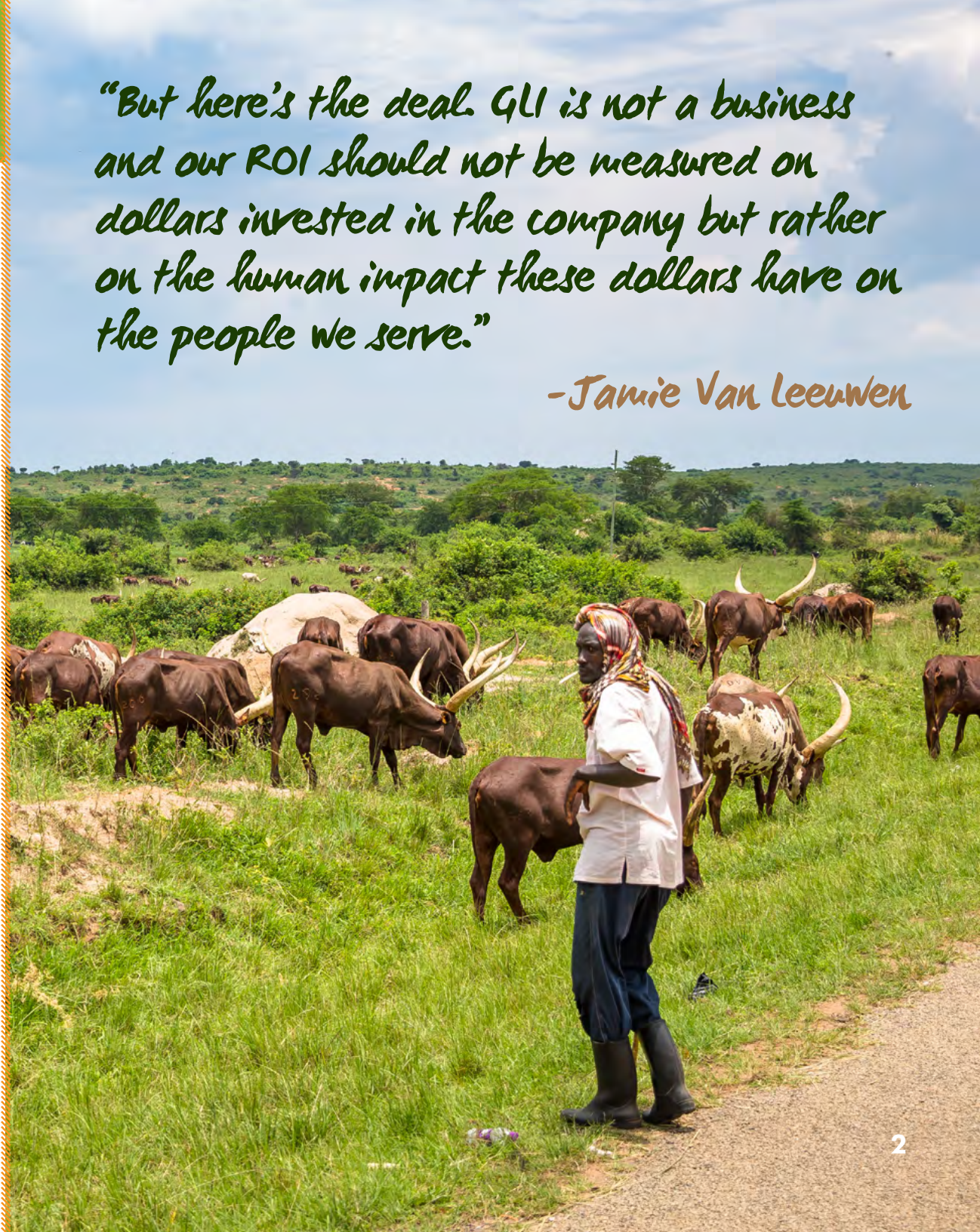
*Listen. Think. Act.*



Jamie Van Leeuwen, Founder & CEO  
& Barbara Grogan, Board Chair

*“But here’s the deal. GLI is not a business and our ROI should not be measured on dollars invested in the company but rather on the human impact these dollars have on the people we serve.”*

*-Jamie Van Leeuwen*



*GII is dedicated to improving  
communities globally.*



# MISSION AND VISION/2017 IN NUMBERS

*The mission of GII is to educate students and community leaders on innovative approaches to international development and empower awareness, collaboration, conversations and personal growth.*

**4,000+**  
*scholars and community  
leaders engaged in Colorado*

■ Colorado

**47** *immersion trips*



**92%**  
*of high school students  
received scholarships*

**135** *scholars went  
to East Africa with GII*



**125**  
*community leaders went  
to East Africa with GII*

**200+**  
*Ugandans employed* ➔ Uganda



**52,000+**  
*people attended  
our music festivals*

**8,500+**  
*tested for HIV*



**27**  
*research internships  
in Uganda*

*We are employing collaboration in East Africa that erodes traditional power dynamics and more deftly unleashes the power of academic institutions.*



# ACADEMIC PARTNERSHIPS

In 2017, GLI focused on drilling deeper with its academic partners. Many of our greatest successes this year were underpinned by engaged university partners, and the focused energy of passionate students. These institutions have committed to our mission for the long haul, and as a result we are able to build more resilient and creative experiences. We guarantee that students will think differently about Africa and grow to appreciate the complexity required to activate effective community development throughout the world. Our hope is that we are at the frontier of international education and our innovative model will be deployed by the next generation of global citizens. We rely on university partners that are willing to reimagine the future classroom, and we want to thank Colorado State University, Colorado Mountain College, Colorado College, Colorado School of Public Health, Cornell University, Creighton University, Denver Center for International Studies, Denver Schools of Science and Technology, Regis University, Rollins University, University of Colorado at Colorado Springs, University of Colorado at Denver, University of Denver, the United States Air Force Academy, and Western State Colorado University for their support.



Students from the University of Colorado Denver visit GLI's office in Kampala, Uganda.

*"Our partnership with the Global Livingston Institute teaches University of Denver students the value of deep listening and true partnership as they take an innovative approach to international community development."*

*- Rebecca Chopp  
Chancellor, University of Denver*



*"From understanding international public policy to producing African music festivals that improve public health through HIV testing, partnering with GLI gives our students and faculty a platform and the tools to redefine what collaboration and innovation in the global classroom can look like."*

*- Dorothy Horrell  
Chancellor, University of Colorado Denver*

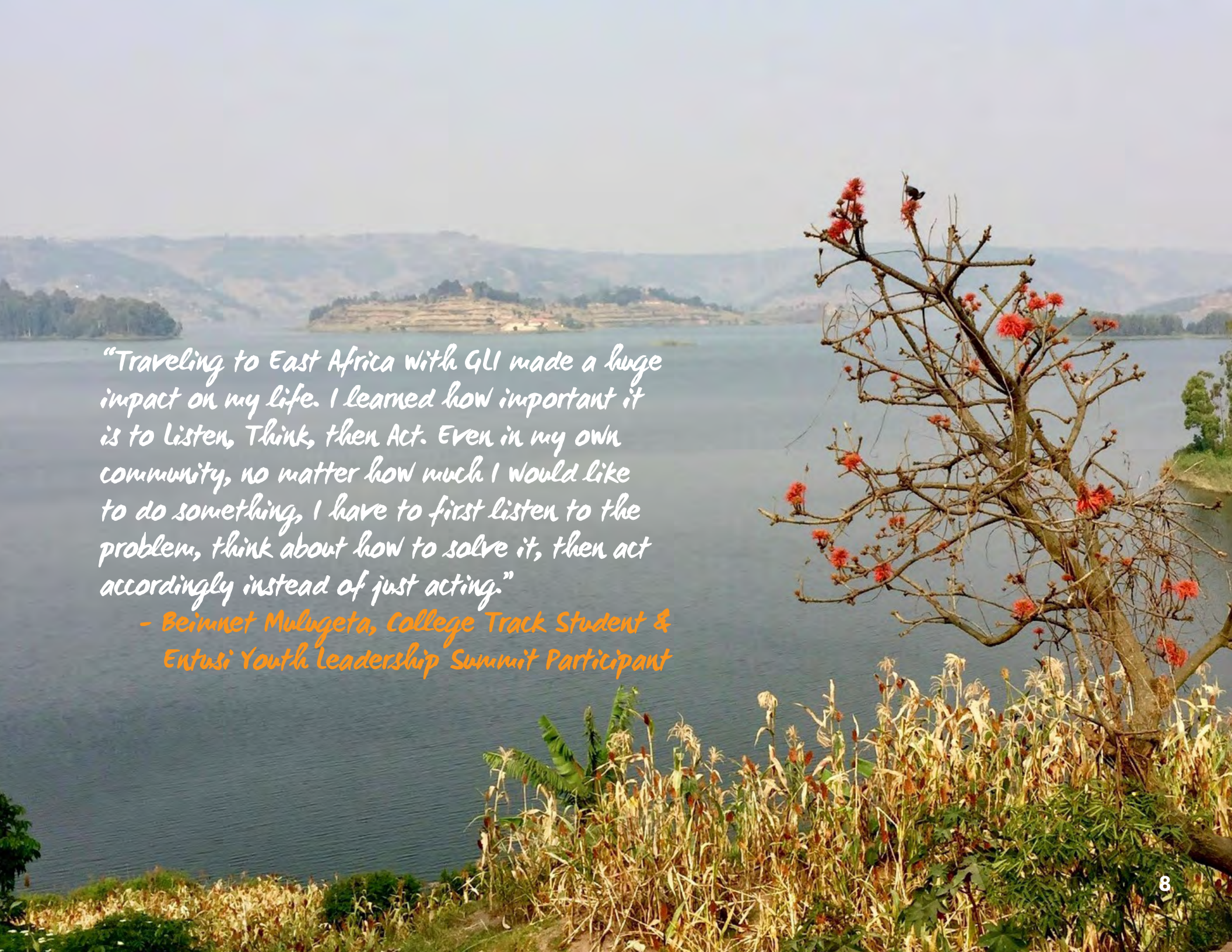


# ENTUSI YOUTH LEADERSHIP SUMMIT

In partnership with City Year Denver and College Track, the fourth annual Entusi Youth Leadership Summit at the Entusi Resort & Retreat Center was the largest to date. This year, we sponsored more than 50 young people from across the U.S., Uganda, Rwanda, and the Democratic Republic of Congo to gather at Entusi for three days of culture sharing, dialogue and leadership development. We've always believed that amazing things happen when you bring smart students together – students who might never otherwise sit in the same room together – to have conversations about complex and difficult issues. Friendships were made, barriers were broken down, and the students who participated are back home with new perspectives and ideas to better their own communities.







*"Traveling to East Africa with GII made a huge impact on my life. I learned how important it is to Listen, Think, then Act. Even in my own community, no matter how much I would like to do something, I have to first listen to the problem, think about how to solve it, then act accordingly instead of just acting."*

*- Beinnet Mulugeta, College Track Student & Entusi Youth Leadership Summit Participant*

# DSST: BIOLOGY & ENTREPRENEURSHIP

In 2017, for the third consecutive year, GLI partnered with Denver Schools of Science and Technology to engage globally minded high school students in immersion trips focused on biology & conservation, and entrepreneurship. Through this global classroom, students traveled to East Africa to gain a better understanding of complex issues and how they can confront them by building relationships and engaging with community partners.



Biology students have the opportunity to explore the rich biodiversity of East Africa, while also learning about the unique challenges of pursuing economic development and conservation. Similarly, students in the entrepreneurship program meet with a variety of businesses, startups and social enterprises to see firsthand the impact of thinking big and thinking differently!

Students return to the U.S. equipped with a nuanced understanding of international development, which they gained through the Listen. Think. Act. framework. Their experience in East Africa affords them a greater sense of self and the role they can play in the global community, as well as in communities closer to home.



*"GII's Listen, Think, Act model is cultural exchange the right way; allowing for authentic exchanges with critical insight into the role that power and privilege plays in all interactions. I am grateful to have had the opportunity to experience Uganda and Rwanda through the GII lens, through which I was able to gain a better understanding of entrepreneurship in a different context and walk away inspired by the human capacity to problem solve all across the world."*

*- Nicholas Kukucka,  
DSST Entrepreneurship Teacher*



*“The Women’s Leadership Retreat was one of those life-changing moments. The experience of successful women leaders supporting emerging African leaders was inspiring and heart-warming.”*

*- Cynthia James  
Transformational Coach/Inspirational  
Speaker and Best-Selling Author*



# 5TH ANNUAL WOMEN'S LEADERSHIP RETREAT

When we began this conference back in 2013, the roof at the Entusi Resort & Retreat Center was only half complete. Five years later, the facility is complete and the Women's Leadership Retreat is our longest running program in Uganda. More than 125 women representing six continents have participated in the Women's Leadership Retreat since its inception, and this year's conference was facilitated in partnership with the Paper Fig Foundation and was our biggest one yet. More than 40 women from the public sector, private sector and NGO community gathered for three days of dialogue on how to support one another, advocate for women leaders and create positive change in our communities.



*"It's a place and time where I met extraordinary women in different positions from East Africa and the US. I learned leadership skills, gained confidence, and became inspired through the stories I heard. Sharing with and listening to these women helped me work smarter and motivated me to strive harder to make a difference in my life and business."*

*- Pam Tusiime, Entrepreneur*



# iKNOW CONCERT SERIES

2017 was our fourth year of hosting free HIV awareness music festivals across Uganda in partnership with Reach a Hand Uganda. This year, more than 100 musicians and artists from the U.S. and Uganda came together to put on concerts in Lira, Masaka and Kabale. A combined 52,000 people attended the shows, more than 8,500 people were tested for HIV, thousands more received other medical services such as cervical cancer screenings and family planning counseling, and hundreds of people donated blood at the concerts. We also estimate that more than \$600,000 was put directly into the local economy because of these massive community events.

This means that in four years, we've hosted more than 79,000 people at our concerts and more than 15,500 have received a free HIV test – and 100 percent of those who have tested positive have been directly linked with care. These events are about public health, culture sharing, and economic development. We thank our sponsors at Arrow Electronics, U.S. Mission to Uganda and AIDS Information Center for helping this initiative continue to grow! *For more information, check out our concert series website ([www.iknowconcertseries.org](http://www.iknowconcertseries.org))!*



# ENTUSI RESORT & RETREAT CENTER

If you last visited Entusi in 2013, you might not recognize the bustling peninsula that the Lake Bunyonyi community has created today. As our community development initiatives around the lake have grown, so has the responsibility and engagement of the Entusi team. Members of the Entusi staff are coaching swim lessons, hosting youth recreation leagues, teaching computer literacy classes, facilitating mental health training, and managing a boat business—all on top of running the #1 resort in southwest Uganda! As we look to 2018, Entusi will be scaling a sustainable farm to provide diversified crops at lower prices, while also reducing dependence on generators by completing a solar overhaul. Entusi is a perfect example of GLI's framework in action and evidence of what can happen when everyone in a community gets a seat at the table to take ownership of their community.



**ENTUSI**  
RESORT & RETREAT CENTER

# WORKFORCE DEVELOPMENT

## Social Impact

In addition to our passion for education, GLI believes that job creation is what will ultimately act as the catalyst to move people out of poverty and into sustainable living conditions in East Africa.



We are committed to job creation and workforce development that demonstrate a social impact and a social return on investment. We initiate programs or partner in opportunities where there is the potential to invest and grow Uganda's human capital.

In 2018, GLI intends to train 250-500 Ugandans in soft-skill and technical skill development and place 250-500 Ugandans into the workforce. In order to meet these overarching goals, GLI will take a multi-sector and entrepreneurial approach to workforce development by leveraging the strengths of our partner social impact business, Staffable Africa.

### 2018 Social Impact Commitments:

- 60 percent of the persons receiving trainings and employment will be women.
- Persons engaging in the workforce will increase their incomes in the first year by 75 percent.
- Employers and collaborators will work closely with GLI to ensure that persons hired into the work place are paid fairly and provided with a quality work and social environment.
- Recognizing we are stronger together than apart and that we provide unique value propositions to one another, GLI and Staffable Africa will partner to provide training support and talent placement opportunities.



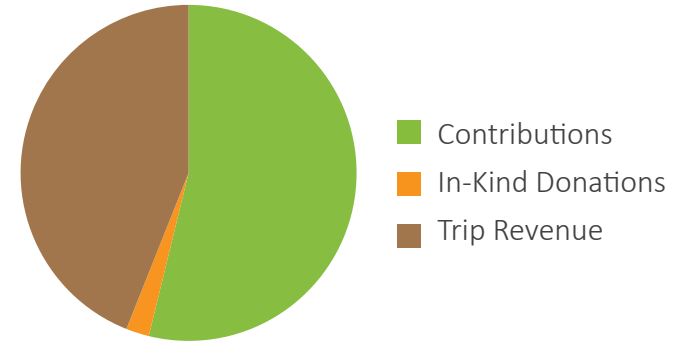


# 2016 FINANCIAL SUMMARY

## Revenue

		% of TOTAL
<b>CONTRIBUTIONS:</b>	<b>\$503,276</b>	<b>54%</b>
<b>IN-KIND GIFTS:</b>	<b>\$20,818</b>	<b>2%</b>
<b>TRIP REVENUE:</b>	<b>\$411,161</b>	<b>44%</b>
<hr/>		
<b>TOTAL REVENUE:</b>	<b>\$935,255</b>	<b>100%</b>
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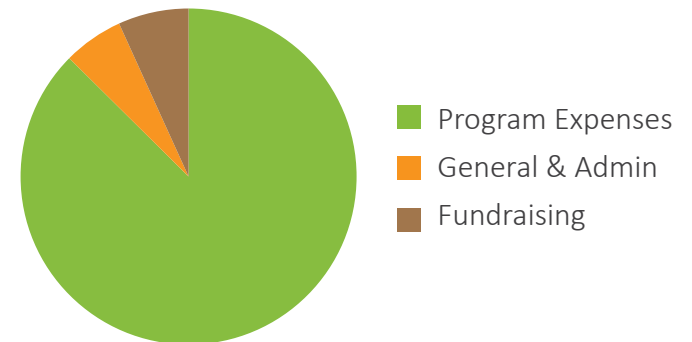
## Revenue



## Expenses

		% of TOTAL
<b>PROGRAM EXPENSES:</b>	<b>\$756,790</b>	<b>87%</b>
<b>GENERAL &amp; ADMIN:</b>	<b>\$50,051</b>	<b>6%</b>
<b>FUNDRAISING:</b>	<b>\$58,747</b>	<b>7%</b>
<hr/>		
<b>TOTAL EXPENSES:</b>	<b>\$865,588</b>	<b>100%</b>
<hr/>		

## Expenses



**NET INCOME: \$69,667**

*\*Numbers are based on 2016 unaudited financials.*

# STAFF



## **Jerry Amany, Research Coordinator**

Jerry Amany is a Ugandan who is passionate about Research and International Development. He earned a Bachelor of Arts degree from Makerere University in Kampala, Uganda, and he will soon complete a master's degree in International Relations and Diplomacy from Makerere. He has worked on several research and development projects in the NGO sector over the past five years. Jerry enjoys nature, and his hobbies include reading, jogging, making new friends and watching movies.



## **Raymond Bokua, Manager of Entusi Resort & Retreat Center**

Raymond Bokua has worked at The Global Livingston Institute's Entusi Resort & Retreat Center on Lake Bunyonyi since its opening in 2013. He currently serves as the Manager of Entusi, where he coordinates all of GLI's initiatives in Uganda and manages guest relations at Entusi. Raymond was born and raised in the suburbs of Kabale, Uganda.



## **Kate Deeny, Director of Workforce Development**

Kate Deeny began working with The Global Livingston Institute and Staffable Africa in September 2017. Her role focuses on growing workforce development capacity for GLI and solidifying academic and corporate partnerships to support and grow recruitment and training capacity for entry-level Ugandans.

Kate has a background in philanthropy and nonprofit program management. Kate earned a Bachelor's degree in political science from Santa Clara University and a Master's degree in Business Administration and Social Work from the University of Denver.



## **Ryan Grundy, Executive Director**

Ryan Grundy is the executive director of The Global Livingston Institute and has worked with the organization since 2012. In this capacity, he manages the day-to-day operations of the organization and oversees all GLI's programming – both in Colorado and East Africa. Prior to this role, Ryan worked in Colorado Gov. John Hickenlooper's Office of Community Partnerships. He graduated from St. Edward's University.



## **Maeve McHugh, Development Coordinator**

Maeve McHugh joined The Global Livingston Institute in 2017 as the Development Coordinator. She is responsible for pursuing and managing grants and executing fundraising campaigns and events. Additionally, she is responsible for managing and growing GLI's donor relations and communications. Maeve earned her Bachelor of Arts degree in International Affairs at George Washington University, where she studied international development and international politics.



**Martina Namuddu, Director of East Africa Logistics**

Martina Namuddu has worked with The Global Livingston Institute since 2011. In June 2014, she was named Director of East Africa Logistics, a role that allows her to manage the GLI’s Kampala Campus and oversee all of the logistics for the GLI’s programming throughout East Africa. Martina was born in Mbarara, Uganda, and has resided in Kampala since the age of 15. She graduated from Cavendish University Uganda, where she studied business administration and management. Martina is passionate about international development and travel, as well as international business management. She spends her free time reading and traveling internationally.



**Reagan Nowamani, Executive Director of Entusi Resort & Retreat Center**

Reagan Nowamani has worked at The Global Livingston Institute’s Entusi Resort & Retreat Center on Lake Bunyonyi since 2012, when GLI began construction. Since its opening, Reagan has served as general manager and now executive director. In this capacity, he manages the entire staff and oversees each conference and event held at Entusi. Reagan was born and raised on Lake Bunyonyi, where he still resides.



**Will Tesconi, Director of Academic Partnerships**

Will Tesconi has served as the Director of Academic Partnerships for the Global Livingston Institute since 2015. In this role, he manages GLI’s emerging institutional partnerships and programs with other educational institutions and staff both in the U.S. and East Africa.

Additionally, Will oversees GLI’s accredited courses, internships, fellowships and research initiatives.



**Stephanie Underwood, Accountant**

Stephanie Underwood manages the day to day operations of the finances and budgeting processes. Stephanie’s experience working with non-profits as an accountant involves multiple organizations, both nationally and internationally. She enjoys partnering with organizations that are

making a difference around the world. Stephanie has a Master’s of Accountancy from Keller Graduate School.



**Jamie Van Leeuwen, Founder & CEO**

Jamie Van Leeuwen founded The Global Livingston Institute in 2009 to encourage students and community leaders to think bigger and differently about international development. Today, he serves as the GLI’s Chief Executive Officer. Jamie has been traveling to East Africa for

more than a decade and continues to develop innovative partnerships between GLI and members of the public, private and nonprofit sectors in Uganda. In addition to his role as GLI’s CEO, Jamie is also Senior Advisor to Colorado Gov. John Hickenlooper.

**We are an organization that relies heavily on talented and hard-working interns. Our GLI interns are members of the team and are treated like our full-time staff. Special thanks to all of our 2017 interns listed below!**

Lauren Beagh  
Jay Belmonarch  
Bianka Bubic  
Delaney Butz  
Crystal Cordova  
Connor Corrigan  
Lily Dines  
Jacinta Do  
Mary Faurot

Renata Fernandez Comez Sainz  
Jake Fiocchi  
Evan Fullenbach  
Natasha Hamilton  
Wendi Hart  
Keni Herman  
Brian Kelley  
Jonah Landy  
Abby Laudi

Catherine MacCormick  
Natalie McMillan  
Amandine Meunier  
Catherine Morehouse  
Kiran Nair  
Laura Pappas  
Zeyu Qui  
Olivia Raitano  
Danny Rubin

Alyx Saupe  
Emma Schmoll  
Sahil Shah  
Evan Thompkins  
Kayla Tuchman  
Lexie Van Waes  
Ted Weiss  
Matt Vanderwerken  
Maggie Vlasimsky

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*Barbara Grogan, GLI's Board Chair, speaks at GLI's 2017 annual celebration.*

## Thanks!

On behalf of GLI's board of directors and staff in Colorado and Uganda, we are so grateful you took the time to read our 2017 annual report. As we continue to think really big and really differently about international development, we are excited for what 2018 has in store – and we hope you'll be a part of it!

If you would like any additional information about GLI or to find out how to get involved with our programs, please contact Ryan Grundy at [ryan@globallivingston.org](mailto:ryan@globallivingston.org) or give us a call at 720-598-7348.

Feel free to find us or write to us at our office: INDUSTRY Denver, 3001 Brighton Blvd., Suite #2662, Denver, CO 80216.

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January 1, 2017 and December 18, 2017*

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