Colorado 14ers Comprehensive List of Offerings

Below are descriptions of most the professional development classes, workshops, programs, and offerings within the Colorado 14ers People Development Program. Because this is a fluid program with new opportunities continually being added and others ending, not all offerings are listed. Also, some instructors and/or programs Please note that registration information is not available in this document but can be found on either the People Development website calendar, PioneerWeb or through the particular hosting department or organization. For additional questions, contact Greg Giesen (greg.giesen@du.edu) in Professional Development.

A
AHHS Faculty Lecture Series
First Thursday of each month at 4 p.m. in AAC Special Events Room. Each month, a different faculty member shares their current research or presents recently published works.

AHHS Harper Distinguished Speaker Series
This annual free lecture series brings to Denver a prominent leader from a liberal arts field.

AHHS Livingston Lecture
The Livingston Lecture is an annual lecture that showcases the work of an esteemed AHSS faculty member.

Annual Legal and Trends Update
The Annual Legal and Trends Update provides faculty and staff members that manage people, programs and/or budgets with important information regarding pertinent changes to employment laws, University policies or practices and trends impacting the work we do. It is important that managers and supervisors at the University understand and are able to apply knowledge of workplace legal issues, regulatory compliance requirements and other policies and procedures. This program runs every February/March. Go to the Human Resources and Inclusive Community website for future dates.

Annual University Libraries Author Lecture
This annual free lecture series brings to the DU library a prominent author.

B
Bike to Work Breakfast
The Annual Bike to Work Breakfast is an opportunity for all faculty and staff who choose to ride to work on their bikes to grab a bagel and coffee together out on the lawn in front of the Anderson Academic Commons. Contact Chad King, DU’s Sustainability Coordinator for more information.

Building Waste Audit
Contact Chad King (chad.king@du.edu) , DU’s Sustainability coordinator, to schedule a waste audit.
Campus Safety Training Exercises
Come volunteer as actors/actresses for our training exercises. These are held throughout the year and the time commitment varies. For more information, contact Christina Atwood (Christina.Atwood@du.edu), the Campus Safety Pathway Guide, to start your acting career.

Change: Managing Your Emotions and Expectations class
Change is something that we face on a daily basis. Changes comes in many forms but not always on our terms. This session provides an overview of why people tend to resist change, how to adapt to change, and how to implement change.

Climate Survey
Contact the People Development team to talk about your next climate survey to assess the morale of your department/team.

One-on-one Coaching
One-on-One Coaching is available to staff and faculty for the purposes of working through an issue, concern, or simply seeking guidance. Contact Greg Giesen (greg.giesen@du.edu) in People Development to set up your first coaching session. For more information, click here.

Coaching Skills for Managers Class
Traditional supervision without coaching is about getting things done. Using coaching as a skill set while supervising others not only gets things done but grows and develops the employees at the same time. Coaching Skills for Managers provides the three-step framework to take your employees to the next level. This class is scheduled twice per year.

Colorado 14ers Mountains
To learn more about each of the Colorado 14ers mountains, click here. www.14ers.com

Community Gardens / Community Garden Work Day
Contact Chad King (chad.king@du.edu), DU’s Sustainability Coordinator, to learn more about the Community Gardens.

Complete at 2-Hour Ride-Alone with Campus Safety
To schedule, Contact Christina Atwood (Christina.Atwood@du.edu), the Campus Safety Pathway Guide, for more information.

CPR & AED (Automated External Defibulator) Certification from DCS
Participants will be trained in adult, child, and infant CPR, choking response, and use of an Automated External Defibrillator. Certifications are through the American Heart Association and last 2 years. Staff and Faculty may sign up for this course in the training section of the employee tab on Pioneerweb. For more information, contact Christina Atwood (Christina.Atwood@du.edu), the Campus Safety Pathway Guide.
Crimson Classic 5K
The Crimson Classic is an annual 5K run and 1.5 mile walk for the DU community in September. For more information, contact the Wellness Program Coordinator.

Culture Fest, Hosted by the Office of Internationalization
Formerly Festival of Nations, we have changed the name of the event to CultureFest. We believe this new name better encapsulates the mission and goals of the event. A 35-year-long tradition, this event highlights and celebrates the cultural diversity here at the University of Denver through performances, food, videos, and interactive booths.

CWLC Community Language Class to Expand Language Skills Beyond English.
The Community Language Institute offers noncredit, nontraditional language learning opportunities to the Denver metro community in the evenings with online practice and cultural exploration, as well as in individual, self-directed language study formats. These classes are ideal for lifelong learners who want to learn a language and build communities around languages and cultures.

Daniels College of Business: Emerging Leaders Program
The transition from an individual contributor to a manager role is undoubtedly one of the most exciting (and intimidating) career steps to make. The Daniels College of Business offers newer managers an opportunity to face this career change in a dynamic, engaging and safe environment. With the support of a robust leadership curriculum, experienced faculty and a cohort of managers who are at similar points in their careers, Daniels can help you develop into a successful and fulfilled leader.

Daniels College of Business: High Performance Leadership Program
The High Performance Leadership Program (HPL) at the University of Denver’s Daniels College of Business is an intensive experience for individuals who have significant leadership responsibilities, and are looking to hone their skills in order to take on larger and more critical challenges in their jobs. In a fast-track format, you’ll experience the best the Daniels has to offer: high-caliber faculty, rigorous and innovative classes and an accomplished peer group.

Daniels College of Business: The Denver Leadership Experience
The Denver Leadership Experience is a 5-day transformational leadership workshop for experienced professionals. Developed from the Daniels Leadership Model, this program delivers timely, relevant and innovative leadership essentials for our ever-changing, increasingly complex business world.

Diversity Summit on Inclusive Excellence
In 2007, the University of Denver made an institutional commitment to Inclusive Excellence, the philosophical and practical concept that inclusiveness and excellence are one in the same, which guided the Summit focus to Include Excellence. Originally, the Diversity Summit highlighted the success and ambitions around IE and diversity of DU administration, faculty, staff and students but has grown to incorporate leaders in diversity and Inclusive Excellence.
from Denver, the region and the nation. The Diversity Summit has featured keynote speakers active within academia as well as those from the business sector.

**Drumming Out Stress with Professor Francis Agyakwa**
Drumming Out Stress is a research and evidence-informed therapeutic drumming activity that helps professionals to relive work-related stress by learning to play the Djembe drum. Get ready to have some fun!

**Eight Simple Rules to Managing Conflict**
Conflict is unavoidable and has the power to be a real asset to any business or personal relationship if managed correctly. To complete Eight Simple Rules to Managing Conflict, you must watch all eight short videos on Fridays@Noon. Click on the Fridays@Noon tab on the People Development website (www.du.edu/peopledevelopment).

**Effective Meeting Facilitation**
Effective Meeting Facilitation, like Eight Simple Rules above, is a Fridays@Noon video presentation. Click on the Fridays@Noon tab on the People Development website (www.du.edu/peopledevelopment).

**University College's Enrichment Programs**
The Enrichment Program connects the intellectually curious adult to DU's outstanding faculty, facilities and programming, and Denver's rich cultural community through non-credit classes. With adult education offered through short courses, lectures, seminars, weekend intensives, and evening classes, you can explore a wide range of subjects: from history and contemporary issues to science, literature and the arts—without the pressures of exams, grades or admission requirements. For more information, click here. http://universitycollege.du.edu/enrichment/.

**Faculty Senate**
The Faculty Senate is empowered by its Constitution to be the primary body through which the faculty participate in the shared governance of the University of Denver. The Senate is composed of approximately 50 Members who are elected to represent the academic units of the University. The Senate's meetings are held monthly throughout the academic year. Click here to learn more. http://www.du.edu/facsen/.

**Fire Extinguisher Training**
Fire extinguisher training is on-demand with a minimum class size of 15 people. If that minimum isn’t met, the course will cancel. Contact Christina Atwood (Christina.Atwood@du.edu), the Campus Safety Pathway Guide, for more information.

**Fridays@Noon**
Fridays@Noon is an educational series held on a monthly basis from 12:00-12:50pm. Professional development topics are explored and interviews with on-campus experts are
conducted. For more information, go to www.du.edu/peopledevelopment and click on the Fridays@Noon link.

G
Get to Campus More Sustainably
Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this presentation.

Global Friends Program
Welcome to the Global Friends Program! The purpose of this program is to promote friendship across cultures within the University of Denver community by matching international students with a faculty or staff member.

Global Lunch at the International House
The International Student & Scholar Services team has regular events for the DU community including International luncheons.

Green Office Certification
DU's Green Certified Office program is a voluntary, flexible pilot program and friendly competition between offices, designed to help the University meet its environmental goals. Through this program, the Center for Sustainability encourages, supports and rewards faculty and staff for taking the lead in adopting environmentally responsible office practices in their workplace.

Guided Meditation with Kara
Mindful breathing and meditation sessions with Kara allow you to take a few moments to check in, breathe and connect. No experience is necessary and all DU community members are welcome. 20 Minute sessions.

H
Healthy Cooking Workshop
Join your fellow faculty and staff in learning healthy ways to prepare delicious meals. Healthy seasonal menus are created by Chef Raymond Liegl and taught at the Knoebel School of Hospitality Management.

How Can I improve DU’s Energy Efficiency?
Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this presentation.

How Can I Improve the Sustainability of Our Purchasing?
Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this presentation.
How Does Waste Work?
Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this presentation.

I
Introduction to Inclusive Excellence
This topic is a Fridays@Noon video presentation.

Instructional Workshop from University Libraries on Library Research
The reference librarians at University Libraries offer many different instructional workshops, guides, and tutorials to help the DU community learn about library research.

Intercultural Development Inventory (IDI)
The Intercultural Development Inventory (IDI) is an assessment tool intended to help individuals and groups better understand their ability to adapt their behaviors and perspectives to other cultures. Individuals will receive a personalized report summarizing their current level of cultural competence and also receive an Intercultural Development Plan® that outlines appropriate activities for further growth. Group profiles are also available for teams that wish to see their combined average score. Contact Heidi J. Perman, M.A. Heidi.permam@du.edu 303-871-2788 for more information.

Internationalization Summit
The annual internationalization Summit aims to promote a higher education community that is actively and purposefully engaged with a globalized world by celebrating, challenging, and understanding what internationalization means at the University of Denver and beyond.

Interviewing & Hiring Techniques
This topic is a Fridays@Noon video presentation.

K
K-Cup Recycling Program
Coffee. It’s how millions of us start every day. More and more of us are using convenient Keurig® brewers and K-Cup® pods to deliver our delicious morning brew. The truth is most people are not aware that those little pods are not recyclable when they are intact. Sadly, most of these pods end up in landfills, not decomposing. Now, the reality is these pods CAN be recycled if the plastic, aluminum and coffee grounds are separated using our Recycle A Cup® cutter. In just a few simple steps, you will be able to use the grinds as compost and recycle the rest of the pod...it’s just that simple!
Leadership Academy
The Leadership Academy is a professional development opportunity for staff and faculty with an emphasis on developing the leader from within. This six-month program consists of half-day sessions (every three weeks) comprised of learning modules, discussions, and practical applications of leadership principles with an emphasis on self-awareness. These sessions will include pre-work and post-work, presentations, dynamic speakers, as well as a group project. This program will run from January to June and is open to all benefited employees with a minimum of one (1) year of employment at the university; two (2) years preferred. Participation is limited to 12-15 employees.

Leading From Within
This personal empowerment program, facilitated by Greg Giesen and Mike Bleier, is designed to help you become the leader you were meant to be in all facets of your life. With a combination of inspirational concepts and discussions, self-reflective exercises, powerful outdoor activities, and a support group to help you succeed, you will walk away from this workshop with a renewed sense of purpose, passion, and motivation to lead your life as the authentic leader you were destined to be. For more information, go to www.du.edu/professional. This is a 1-day class.

Living Legends of Dance in Colorado
This annual event honors individuals who have made an outstanding contribution to dance and occurs on the third Sunday in October at 4 pm – 6 pm in the Anderson Academic Commons, Special Events Room.

Lynda.com
Lynda.com is a continually growing and evolving library of training videos and tutorials covering a wide range of software, technologies and business topics. DU faculty and staff members can take advantage of free 24/7 access to the entire library of training. Click here to get started.

Make, Manage and Measure Social Media
This three-day workshop presented by University College and The Center for Professional Development will teach attendees the in's and out's of maintaining a modern web presence. Victoria O'Malley, social media expert, delivers techniques and strategies for business and individuals alike. This class is currently unavailable.

Manager-360 Assessment
360-reviews are a powerful tool with an important purpose – to harness the power of multi-faceted perspectives to identify strengths and weakness and develop performance. Managers have a unique and often limited perspective when it comes to their employees. The 360° feedback gives managers the ability to gain insight from people who work closely with them (including their manager, peers & direct reports) about their strengths and growth areas as a manager. A 360-reivew is more of a process than simply an instrument to complete and

www.du.edu/peopledevelopment
requires a planning session (to set it up correctly) and one-on-one coaching with the manager(s) who are being evaluated once the results are in. For more information, contact Greg Giesen, greg.giesen@du.edu.

Managers: Your Best Kept Secret to Health, with Ken Pinnock
This interactive session explores the role that managerial and leadership style, behavior and workplace programs play in overall employee wellbeing (focusing more physiological impact). Many well-meaning – wellbeing programs focus on employee behavior and what “they” need to/or can do to improve health, while the role of the organization and managers is often not emphasized, or even addressed. The role of building a positive work culture and employee resilience will be discussed along with specific practices and programs shown to reinforce employee health and well-being.

Managing Work-Study Students Training
People Development provides a training opportunity for student employee supervisors on best practices for managing student employees. While the focus is for work-award supervisors, it’s open to all student employee supervisors. Student employees have an impact on DU’s programs and services. It’s important to understand best practices for overseeing the work-study student.

Mentor Program
Mentoring is an opportunity for an experienced member of the University of Denver community (staff and/or faculty) to provide personal, professional, and/or career-related guidance to a fellow staff or faculty member (mentee) seeking such assistance. For more information, go to www.du.edu/peopledevelopment and click on Mentor Program.

Mondays At 3: A Story for Managers Learning to Lead by Greg Giesen
Mondays At 3 is a heart-warming novel about the trials and tribulations of a struggling manager, Justin O’Brien, and the incredible transformation he goes through after meeting advice columnist, Dr. Mac. Their correspondence turns into a friendship that reveals to Justin the secrets of leadership that completely turns his life around. To get your complimentary copy of this award-winning book, email Greg Giesen (greg.giesen@du.edu).

Pioneer Symposium
Pioneer Symposium is back! To celebrate, we've decided to expand the event into a series over the course of the school year to give you more opportunities to deeper your understanding and explore important topics of our day. Return to the classroom and learn how DU faculty are addressing important issues concerning our students, our community and our world.
Each of the four programs will begin with a welcome luncheon featuring a keynote speaker. Following the faculty-led classroom sessions, join fellow Symposium attendees over drinks and share ideas, insights and more following an afternoon of academic stimulation.

**Presentation Skills Basics Class**
This course, taught by Greg Giesen of People Development, focuses on the Top 10 Keys to Making an Effective Presentation. To really develop your skills, practice is critical. And the best way to practice is to join DU’s Toastmasters Club (DU Speaks). DU Speaks meets every-other Thursday from 12-1pm. Contact Greg Giesen (greg.giesen@du.edu) for more information on either of these offerings.

**Professional Development Speaker Series**
The purpose of the Professional Development Speaker Series is to provide professional and personal development training for faculty and staff. This program is offered on a quarterly basis. For more information, go to www.du.edu/peopledvelopment.

**Psychology of Humor with Professor Aimee Reichmann-Decker**
How does humor uniquely contribute to being human? To engage such a lofty question, this presentation will reveal a humor top ten list. Taking a psychological perspective, we will focus on the importance and benefits of humor, understanding what people consider funny, and how one’s sense of humor changes throughout the lifespan. We will consider how humor and mirth can improve lives and lead to world peace. Additionally, attendees are approximately 9.713% funnier after this talk.

**Queer & Ally (Q&A) Training, Level 1**
Open-to-individuals, trainings are offered each quarter, and sessions can be requested for offices, classes and organizations.

**Resilience: Building the Bounce in Your Step with Ken Pinnock**
Resilience is the ability to bounce back and recover from or adjust to set-backs or change and move forward. This program explores the importance and role of resilience toward employee well-being, engagement and productivity in today’s workplace. The pace and breadth of change in the workplace places demands on employees to adapt, respond and perform in an-going basis. Resilience is a state that can be reinforced and learned. This course will consist of two sessions in participants will have a chance to practice some resilience building exercises and share their experiences with their classmates.

**SafeTalk**
The Department of Campus Safety is committed to providing excellent service and resources to the DU community. Please join us for this next installment of our quaterly series - SafeTalk. This
event provides DU community members with an open forum to interact with Campus Safety and discuss important safety issues affecting our community.

**Self-Defense Course**
In response to requests from the community, the Department of Campus Safety now offers free, 90-minute basic self-defense classes for students, staff and faculty of all genders. These courses go over basic self-defense and risk-avoidance techniques. This class is perfect for community members who cannot dedicate 15 hours to a more intense Rape Aggression Defense (R.A.D.) class but still want to feel prepared to defend themselves if necessary. Staff and Faculty may sign up for this course in the training section of the employee tab on Pioneerweb.

**So You Want to Bike.**
Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this presentation.

**Staff Advisory Council**
The purpose of SAC is to create "One DU" by uniting and supporting staff through advocacy and collaboration. The SAC lobbies to get policies and procedures implemented that directly affect all staff members' morale, interests, working conditions and professional development.

**StrengthsFinder Workshop**
StrengthsFinder is one of the most popular self-discovery assessments available to determine your strengths. Through the StrengthsFinder assessment, participants will learn their top five signature strengths and how to leverage these strengths for overall success. Included is a personalized strengths discovery guide and action planning guide. (Online assessment required prior to class). Contact Shannon Seales (shannon.seales@du.edu), to bring StrengthsFinder to your team/department.

**Supervisor Core Competencies Workshop-1**
This half day, intense and interactive workshop is geared towards new supervisors looking for a basic foundation to begin their supervisory role or experienced supervisors seeking back-to-basics competencies and tools to improving their role as a manager and leader. Content covers: • The Nature of Supervision and Communication • Performance Management and Professional Development • Onboarding, Engagement & Retention • Communication. This course is required for the Supervisory Skills Pathway-1. Contact Shannon Seales, Shannon.seales@du.edu, for more information.

**Supervisor Core Competencies Workshop-2**
This half day, intense and interactive workshop is geared towards new supervisors looking for a basic foundation to begin their supervisory role or experienced supervisors seeking back-to-basics competencies and tools to improving their role as a manager and leader. Content covers: • Managing Diverse Populations • Team Building • Conflict Resolution and Verbal De-escalation • Managing Meetings. This course is required for the Supervisory Skills Pathway-2. Contact Shannon Seales, Shannon.seales@du.edu, for more information.
**Sustainability Literacy Assessment**
Contact Chad King ([chad.king@du.edu](mailto:chad.king@du.edu)), DU’s Sustainability coordinator, to learn more about this assessment.

**Sustainability Council**
The Sustainability Council was established to support the University of Denver as a community strongly committed to the pursuit of excellence by including and integrating environmental values, environmental issues and sustainable practices into every aspect of its endeavors.

**Sustainable Management**
A workshop on developing best practices for a sustainable built environment, this course provides a valuable resource to building managers, owners, and directors of cafes, churches, non-profits, restaurants, or other small business. This course will provide a detailed approach of operating and managing buildings as well as educating building users. Based on materials developed at the University of Denver that align with Certifiably Green Denver, time will be spent on the implementation, measurement and reporting of sustainable approaches to waste diversion and minimization, procurement, cleaning, education, energy and water. All participants will leave with a better understanding of sustainable business practices, will have completed one case study, and will have a resource guide for future projects.

**Sustainability Summit**
The Sustainability Summit is a student-run sustainability conference each spring at the University of Denver.

**Team Building with People Development**
Team Building is a highly customized and recommended process for teams and work groups. Low-Impact team building is light, fun, and helps a group get to know each other better. Medium-Impact team building focuses on group cohesion and improved communication. High-Impact team building instills a deeper level of trust, open-communication, conflict resolution, and feedback. Contact Greg Giesen ([greg.giesen@du.edu](mailto:greg.giesen@du.edu)) in People Development for a consultation.

**Team/Manager Diagnosis**
Struggling teams and work groups can benefit by a team/manager diagnosis. This involves brief individual interviews with the whole group (plus a few pre-selected individuals who have impact on the group or are impacted by the group) in order to adequately assess the situation, identify growth areas, and suggest recommendations to move forward.

**Title IX Training offered online in Canvas**
Title IX of the Education Amendments of 1972 (Title IX) protects people from discrimination based on sex in education programs or activities that receive Federal financial assistance. Title IX states that: “*No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.*” Title IX training for faculty and staff...
is mandatory. If you have not received a Canvas invitation to the online course, contact shannon.seales@du.edu.

**True Colors Personality Styles workshop presented by the People Development team**

True Colors™ is a user-friendly version of the Myers-Briggs. The colors of Orange, Green, Blue and Gold are used to differentiate the four central personality styles. Each of us has a combination of these True Colors that make up our personality spectrum, usually with one of the styles being the most dominant. By identifying your personality and the personalities of others using True Colors provides you with insights into different motivations, actions and communication approaches. (Taking the True Colors assessment is not required). For more information, contact Greg Giesen (greg.giesen@du.edu) for more information.

**U**

**University Library Association Lecture Series**

Usually the second Thursday of September, October, November, January, February, March and April, at 1:30 – 3 p.m. in Anderson Academic Commons Special Events Room. A DU faculty member, local author, historian or person of interest presents to members of the Library Association. Guests are welcome.

**V**

**W**

**Waste Audit**

Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to learn about and schedule a waste audit for your department and/or building.

**Wellmetrics Portal**

The Wellmetrics Portal is an incentive portal for all benefited employees to learn about, participate in and record healthy activities and earn points. Contact Julie Casper, Julie.casper@du.edu for more information.

**Wellness Innovator for your department**

Are you passionate about wellness and want to support the wellness community at DU? If you are interested in serving as a liaison between well@du and your department, learn more about the Wellness Innovator Program and complete an application.

**What Are Carbon Offsets?**

Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this presentation.

**What is DU Doing in Sustainability?**

Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this presentation or watch it on Fridays@Noon.
What is the Green Office Certification?
DU's Green Certified Office program is a voluntary, flexible pilot program and friendly competition between offices, designed to help the University meet its environmental goals. Through this program, the Center for Sustainability encourages, supports and rewards faculty and staff for taking the lead in adopting environmentally responsible office practices in their workplace.

Women’s Conference
The Women's Coalition, sponsors of the annual Women's Conference, is the umbrella organization to which all seven University of Denver women's groups belong. They promote information sharing between groups to further the status of women on the DU campus.

Why Sustainability?
Contact Chad King (chad.king@du.edu), DU’s Sustainability coordinator, to schedule this Presentation or watch it on Fridays@Noon.

Yoga Classes
DU’s Wellness Program provides complimentary weekly Yoga classes every week. For more information, go to www.du.edu/wellness.

YouTube Videos
The People Development team have posted a series of YouTube videos for your viewing in the areas of motivation, leadership, sustainability, conflict, wellness, feedback, emotional intelligence, inclusive excellence, public speaking, teams, personal growth, change management and customer service.

Zero Waste Athletic Event
Ritchie Center Athletics, in partnership with a variety of student groups across campus, is leading the charge to institute zero waste games at the University of Denver. We define zero waste as a proactive effort to redesign the way in which we purchase, process, and dispose of materials associated with an event or operation. The overarching goals of zero waste are to minimize waste generation and to maximize diversion from the landfill through smart and efficient collection of reusable, recyclable, and compostable materials. DU Zero Waste Hockey Games are a product of interdepartmental collaboration: the effort brings together representatives from Denver Athletics, Custodial, Sodexo, students, and other sustainability partners to aspire to a goal of a 90% diversion rate. Zero Waste Hockey relies on volunteer zero waste "Goalies" to minimize contamination in the waste streams.