

REWRITING THE STORY



2016 ANNUAL REPORT

edify

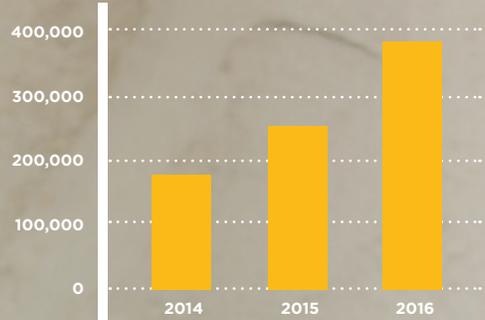
GOING ~~NOWHERE~~ WE'RE NEEDED.



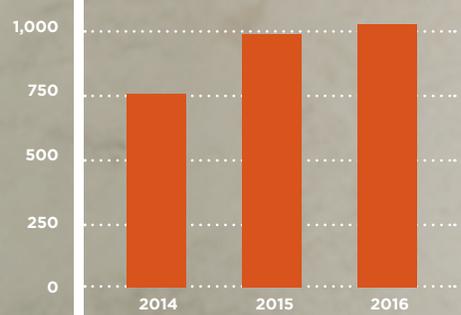
OUR MISSION

To improve and expand sustainable Christ-centered education globally

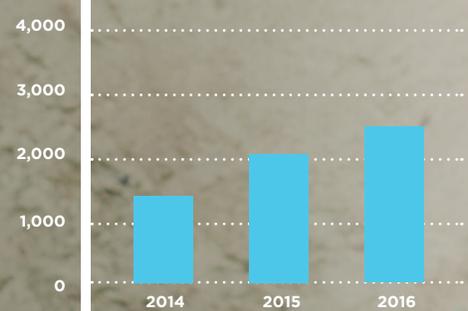
Students Impacted



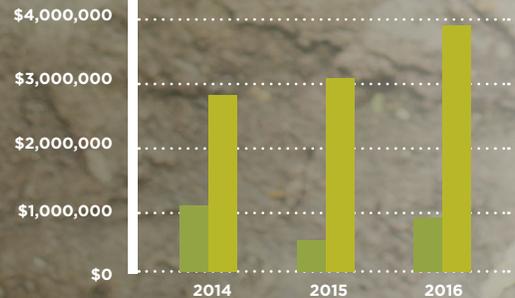
Schools Impacted



Teachers Trained



Loans to Schools (\$USD)



■ New Edify capital ■ New loans made to schools

“You’re worthless.” “You are all alone.” “Your life will never change.”

These are the words that many of the world’s poor hear as the narratives of their lives. With these messages they begin to believe the story that their lives are worthless and that there is no chance for change. What if the stories could be rewritten? What if you could help to rewrite these stories? What if they could know that they have infinite worth, they are not alone and their lives can change?

Edify experienced strong growth in 2016. Revenues increased 11% and money sent to the field increased by 43% from 2015. It was our privilege to come alongside amazing men and women who own and operate low-fee Christ-centered schools. They educate the poor of their country and help rewrite the story for thousands of children. The education entrepreneurs who put their faith into action are role models of redeemed lives.

Edify comes alongside school proprietors in four ways:

- + Training of school leaders and teachers to develop Christlike character in students and provide a high-quality education
- + Loan capital to expand and improve school facilities
- + Training of school leaders to manage and grow their schools effectively
- + Education technology to enhance learning outcomes and employability

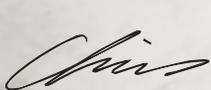
Edify has just completed its seventh fiscal year. Over that time, we have impacted 2,144 schools, 7,400 teachers and 573,028 students. The students have an opportunity for a new life through a quality education with a Biblical worldview. God is in the business of rewriting the stories of our lives. “If anyone is in Christ, they are a new creation, therefore the old has gone, the new has come” (2 Corinthians 5:17).

The world tries to script our lives with a distorted story but God rewrites with truth. He called Abram out of comfort to become Abraham, the father of a great nation. He chose Saul of Tarsus, who was a persecutor of the early church, to be Paul, the greatest missionary the world has ever known. He has called Silvia in Guatemala, Godfrey in Rwanda, and Tsedale in Ethiopia to a new story.

Please enjoy reviewing our 2016 results and these stories of education entrepreneurs who put their faith into action. We are very excited about what God is doing through Edify, and we acknowledge these positive results can happen only through Him.

What if individual stories could be rewritten? They are! What if you could help to rewrite the stories? You can! What if nations can become Godly and can start to flourish? They will, God willing!

Thank you for playing a part in helping to rewrite stories,



Chris Crane | CEO
and Co-Founder



Tiger Dawson | President
and Co-Founder





I AM ~~ALL~~ NOT ALONE



“Every school operated in isolation and felt lonely, weak and vulnerable in the battle.” - *Haimi Walter, School Entrepreneur and Chair of Christian School Owners Fellowship*

When Edify arrived in June 2013 for a feasibility study, the general state of Christ-centered schools in Ethiopia was very poor. The country’s education system was rooted in decades of communist influence. The 1970s and 1980s were dark times, during which the communist government banned evangelical churches and private schools, forcing believers to go underground.

In 1991, a ray of hope emerged when the evangelical church ban was removed and private schools became legal to operate. However, education was made secular by law and all schools were prohibited from offering religious education during school hours. Land was scarce and expensive, forcing Christian schools to operate in rented residential buildings often not suitable for educational purposes. Sustainability proved difficult due to frequent termination of contracts by landlords.

Because of this challenging climate, the schools operated in isolation and saw one another as competitors. This environment along with legal restrictions took its heavy toll; all private schools struggled and some had to close their doors. Loneliness, demoralization, and hopelessness were the order of the day.

Edify’s entry into Ethiopia was a catalyst to the encouragement and growth of Christ-centered education. Its African leadership staff, under the direction of Dr. Makonen Getu, began showing teachers how they could obey God by practicing their profession as mission in the market place. Things began to change when Edify helped establish the CSOF (Christian School Owners Fellowship) in 2014. The CSOF develops strategies and plans through regular leadership meetings and annual general assemblies to coordinate financial loans as well as training activities for proprietors and school staff. Edify continues to

stand alongside the CSOF through technical and financial support.

Crosspoint School Proprietor, Tsedale, comments on what Edify has meant to her: **“We are so encouraged by this vision that Edify brought to our country. It has taken us to a higher level...really, we know we are not alone. They support us and give us a lot of new ideas. It is just amazing...”**

Today, the land issues and the prohibition of teaching the Gospel in schools continues as before. However, many school owners are no longer isolated or alone. They are united together and serve as one body in Christ. They have gone from being weak and vulnerable to creating a safety net of mutual support. They are no longer easily intimidated but encourage each other to withstand threats. They have begun promoting the Gospel after school hours and also in strategic ways.

The boldness and commitment to Christ-centered education has come as a result of building community and taking ownership of their support network. They have overcome isolation by coming together to encourage one another. They have grown in confidence by taking responsibility for owning, directing and implementing the CSOF program.

We believe that Christ has brought these men and women together as a body to accomplish more together than they can individually. We believe that God is rewriting the story of this nation through the work of His people. Since Edify began its work in Ethiopia, we have worked with 41 schools and have impacted 17,729 children in just two years. There is more to come! 



Guatemala

NOW THERE IS HOPE FOR THE FUTURE



God has changed the trajectory of Silvia's life in miraculous ways. First, she was healed from cancer. Then, after doctors told her she would not be able to have children, she was blessed with a daughter.

In Guatemala, the quality of education is extremely low, coupled with a high dropout rate. USAID estimates that "the net enrollment rate for middle school (7th to 9th grade) is less than 40 percent" (June 2016). Inspired by her strong faith and the desire to see her daughter and other children in the community raised in a school with Christian values, Silvia sold everything she had to open a school for them. This school is not a typical school; named "Amigos de Jesús" (Friends of Jesus), the school ministers to students with a wide range of physical and learning disabilities. Silvia's vision is to lead and serve like Jesus, and to teach her students that there is hope for the future.

Before working with Edify, Silvia faced many challenges, and at times it was hard to keep the school running. The greatest challenges were remaining compliant with Guatemala's Ministry of Education and having adequate personnel to assist with all of the special needs of the students. Additionally, they could not afford text books, and teachers prepared lessons with whatever materials they could find.

When Silvia received an email from Karla de Pineda, Edify's Program Director in Guatemala, inviting her to attend a training, she jumped at the chance. Over the next few months, Silvia attended five Edify trainings focusing on

Christian transformation, business skills and professional development.

Through Edify's partnership with Amigos de Jesús and Silvia's growing friendship with Karla, Silvia has hope that her school will not only continue to impact her current students but will also have the opportunity to impact her community long-term.

Silvia said that she and her students are "always looking for ways to encourage [our community]. First with our attitude and second with our hands. If we have to clean, we clean. If we have to care for our neighbors, we care for our neighbors. That is what Jesus did. The Word in action. Jesus...raises us up from where we are to be greater."

Silvia embodies *Hebrews 11:1*— "Now faith is confidence in what we hope for and assurance about what we do not see." As she prays for her students, like Jonathan, who she hopes will walk again, and Raya, who she hopes will overcome her sensory disabilities to better interact with society, Silvia knows that she "can rest in the fact that He will do His will and that [she] played a part in the miracle of what He does here."

Silvia represents one of the many school entrepreneurs Edify walks alongside in Guatemala, and her students are among the nearly 7,000 students Edify has impacted in the country. Please pray for Silvia and these amazing proprietors who are transforming the lives of thousands of students. 

STUDENTS
IMPACTED
BY EDIFY
in 2016

115,206

GHANA

112,732

PERU

50,627

DOMINICAN REPUBLIC

32,251

LIBERIA

26,791

RWANDA

20,376

BURKINA FASO

16,692

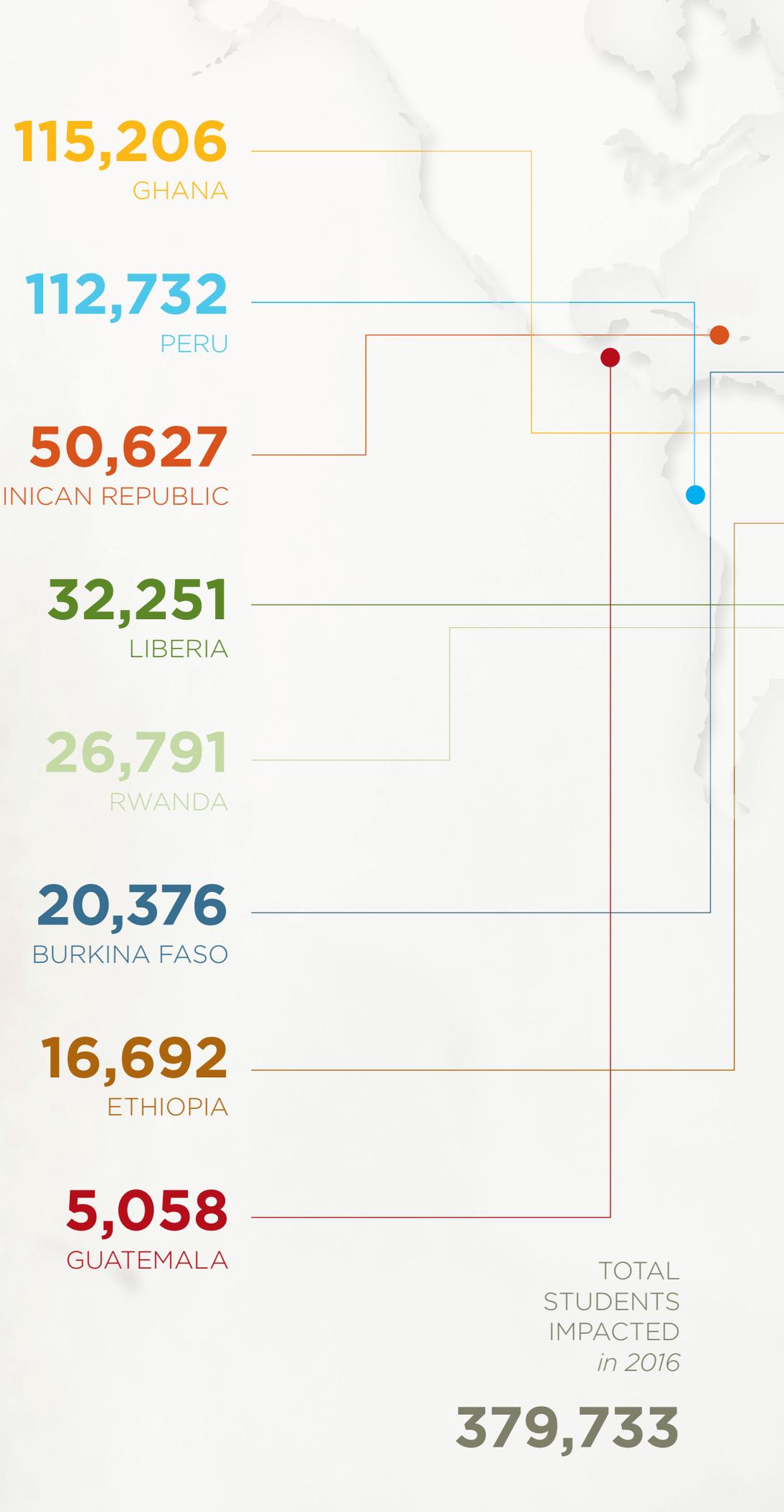
ETHIOPIA

5,058

GUATEMALA

TOTAL
STUDENTS
IMPACTED
in 2016

379,733



EDIFY'S FIELD PARTNERS

BURKINA FASO

MicroAID
Lending

AEAD - Association Evangelique d'Appui au Developpement
Christ-centered Training

University of San Diego - School of Leadership and Education Sciences (SOLES) School
Leadership Training

DOMINICAN REPUBLIC

ASPIRE
Lending

Esperanza International
Lending

Chrysalis International-AMO
Christ-centered Training

Aprendi
Christ-centered Training and School Leadership Training

ETHIOPIA

Berhan International Bank
Lending

Joshua Multi Purpose Civic Society
Lending

Child Development Training and Research Center (CDTRC)
Christ-centered Training

AWANA
Christ-centered Training

Child Evangelism Fellowship
Christ-centered Training

University of San Diego - School of Leadership and Education Sciences (SOLES) School
Leadership Training

GHANA

Christian Community MicroFinance Ltd. (CCML)
Lending

Sinapi Aba Trust
Lending

Child Evangelism Fellowship
Christ-centered Training

Prof. Paul Kim - Stanford Mobile Inquiry-based Learning Environment (SMILE)
Education Technology

Centre for Technology Initiative (CTI)
School Leadership Training

WorldReader
Education Technology

University of San Diego - School of Leadership and Education Sciences (SOLES) School
Leadership Training

GUATEMALA

FAPE (Foundation for the Support of Small Business)
Lending

ACSI (Association of Christian Schools International)
Christ-centered Training

LIBERIA

Foundation for Women Liberia
Lending

ALPHA
Christ-centered Training

AWANA
Christ-centered Training

Cornerstone Leadership Academy
Christ-centered Training

University of San Diego - School of Leadership and Education Sciences (SOLES) School
Leadership Training

PERU

ADRA (Adventist Development and Relief Agency)
Lending

ASIDME (Service and Development Action for the Microbusiness)
Lending

Desarrollo Cristiano Del Peru (Christian Development of Peru)
Christ-centered Training

RWANDA

Goshen Finance
Lending

Urwego Bank
Lending

Cornerstone Leadership Academy
Christ-centered Training

University of San Diego - School of Leadership and Education Sciences (SOLES) School
Leadership Training



Rwanda

KNOWING THE WAY OUT



Godfrey is Edify's Rwanda Program Director

Everything about the situation Godfrey was born into meant life would be a struggle. Born into extreme poverty in Uganda, he was the fourteenth child in a polygamous family, which would grow to include 22 children in all.

His Muslim mom had very little education, and his Catholic dad had only finished ninth grade. None of his older siblings had finished high school. In fact, not one person from his entire village had made it through high school before Godfrey.

However, with her entrepreneurial spirit, Godfrey's mom started a small village business selling pancakes. This income helped her send Godfrey to one of the low-fee private schools in the area. His mother was convinced that it was worth it to "eat nothing" if it meant her child could have a good education.

Often, Godfrey had to walk more than six miles to and from school, but in time, he successfully completed seventh grade. When Godfrey's mother struggled to pay his school tuition (about \$12 a month), Godfrey was crushed that he was no longer able to attend school. This meant he now had to do manual labor to help support the family.

Godfrey's story is one of overcoming great obstacles. The turning point came after months of hard labor digging and burning charcoal and not being able to attend school. Someone from his village recommended him to another school—where he was offered a scholarship. This school created a significant new beginning for him because it is where he met the Christian teacher who led him to the Lord. Godfrey

constantly shared his faith with his Muslim mother, who accepted the Lord and then introduced each of his siblings to Jesus.

In high school Godfrey learned that he could become whatever he wanted in life irrespective of his background. After attending Cornerstone Leadership Academy Godfrey excelled in university, scoring the highest grade-point average a student had ever received. He later joined Edify as the Christian Transformation Officer in Rwanda. Because of his strong character and servant leadership displayed in his role at Edify, Godfrey received a scholarship and completed his MBA through an online program at Colorado Christian University. He was also promoted to Program Director where he currently serves.

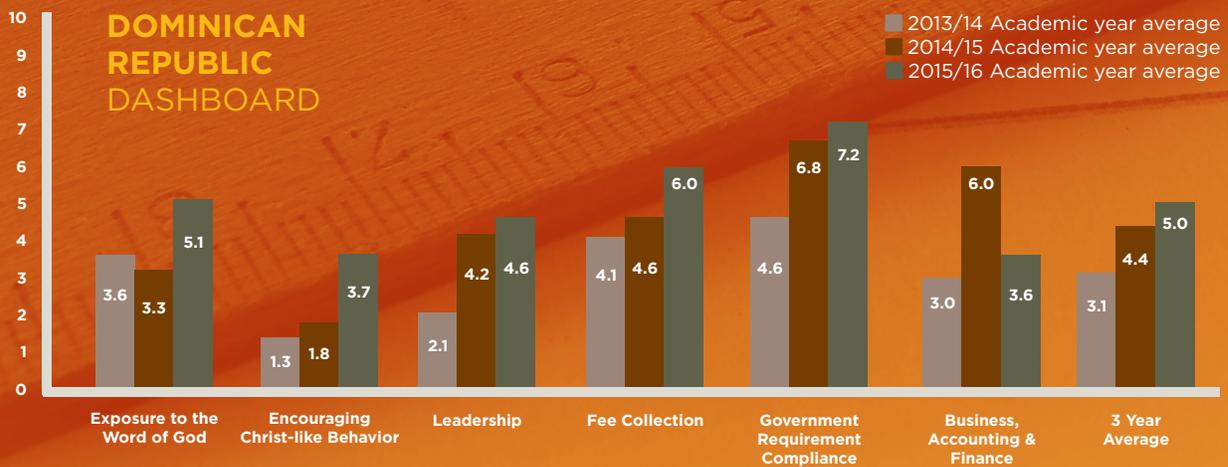
Godfrey is helping his brothers and sisters go to school, and he has been able to help one of his younger brothers complete his university education. His success not only impacted his immediate family, but also his entire village. Godfrey says, "I think all my village lacked was the inspiration from a single child who made it. All we heard about were people trying hard but never making it. The success of a single child influences not only their family but an entire community. When you educate a child in Africa, you educate a community." 

WHAT DOES MEASURING RESULTS LOOK LIKE AT EDIFY?

We take intentional steps to make sure that Edify's programs are effective.

The Results Framework approach to program assessment is a roadmap that shows how each of Edify's activities contribute to achieving Edify's mission—to improve and expand sustainable Christ-centered education globally.

We started this process of assessment in the 2013/2014 academic year in the Dominican Republic and in the 2014/2015 academic year in Ghana. We surveyed a random sample of schools to measure progress on 6 key indicators.*



Building on the foundations developed by the Dominican Republic and Ghana teams, each Edify country team will develop a Results Framework, and develop definitions and a School Survey for the 6 indicators outlined above. Each country will survey a random sample of engaged client schools to establish a baseline against which progress will be measured. This will result in

a dashboard for each country with the same indicators. Edify is developing a schedule for this process to begin in each of its countries. We will also measure improvements in student learning outcomes.

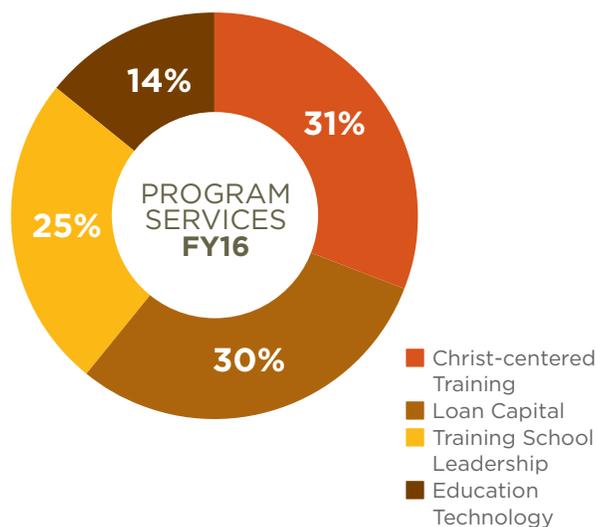
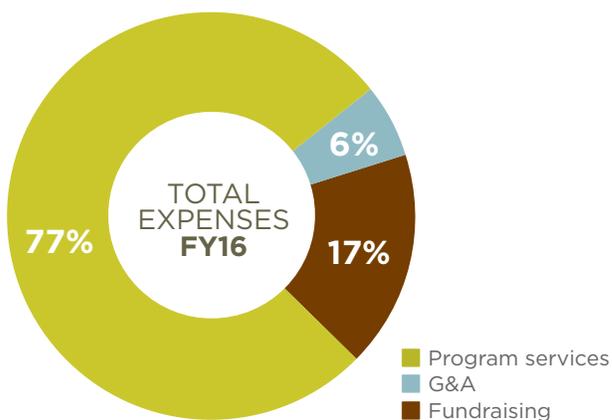
*Each indicator has different variables assigning a total of 10 points possible.

STATEMENT OF REVENUES & EXPENDITURES (GAAP)

Year Ended September 30, 2016

	<u>2016</u>	<u>2015</u>	<u>2014</u>
SUPPORT AND REVENUE (non-GAAP)			
Individual donors and private foundations	\$ 4,791,536	\$ 4,451,055	\$ 4,144,929
Government and public foundations	0	0	0
Gifts in kind*	166,057	29,413	19,959
Interest income	1,758	1,857	3,426
Miscellaneous income	40,816	23,497	1,571
Total support and revenue	<u>5,000,167</u>	<u>4,505,822</u>	<u>4,169,885</u>
EXPENDITURES			
Program services	2,915,923	2,047,972	1,835,846
Funds for loans to schools	930,412	638,091	1,170,620
Supporting activities:			
General and administrative	323,833	350,850	291,943
Fundraising	851,825	638,754	341,104
Total Expenditures	<u>\$ 5,021,993</u>	<u>\$ 3,675,667</u>	<u>\$ 3,639,513</u>
NET REVENUE/EXPENDITURES	<u>\$ (21,826)</u>	<u>\$ 830,155</u>	<u>\$ 530,372</u>

*Gifts in kind for 2016 include \$132,892 in donated professional services from the University of San Diego for proprietor leadership training in five African countries, and funding of \$21,896 from Compassion International to help pay for various trainings in Ethiopia.



BALANCE
SHEET
(GAAP)

As of September 30, 2016

	<u>2016</u>	<u>2015</u>	<u>2014</u>
ASSETS			
Current Assets:			
Cash and cash equivalents	\$ 387,255	\$ 838,432	\$ 461,169
Board Operating Reserve	560,141	558,773	0
Temporary restricted cash from donations	1,314,419	887,559	1,002,701
Notes receivable from schools, current portion	15,356	18,960	27,173
Prepays and other assets	133,877	66,846	30,425
	<u>2,411,048</u>	<u>2,370,570</u>	<u>1,521,468</u>
Long-Term Assets:			
Notes receivable from schools, net of current portion	19,650	38,825	61,332
Deposit reserves, collateral for partner loans	45,668	48,907	50,893
Other long-term assets	13,200	26,400	0
Property and equipment - at cost, net	43,732	26,977	20,203
	<u>122,250</u>	<u>141,109</u>	<u>132,428</u>
Total Assets	<u>\$ 2,533,298</u>	<u>\$ 2,511,679</u>	<u>\$ 1,653,896</u>
LIABILITIES AND NET ASSETS			
Liabilities:			
Accounts Payable and other liabilities	<u>146,106</u>	<u>102,661</u>	<u>75,033</u>
Net Assets:			
Unrestricted	468,900	935,709	555,959
Board Operating Reserve	560,141	558,773	0
Temporarily restricted	1,314,419	887,559	1,002,701
Net investment in property and equipment	<u>43,732</u>	<u>26,977</u>	<u>20,203</u>
	2,387,192	2,409,018	1,578,863
Total Liabilities and Net Assets	<u>\$ 2,533,298</u>	<u>\$ 2,511,679</u>	<u>\$ 1,653,896</u>

Copies of the complete, audited financial statements are available on our website, Edify.org

MANAGEMENT DISCUSSION & ANALYSIS OF 2016

Fiscal year 2016 was a record year for Edify in terms of revenue, program services funded and mission impact. Total revenue from donations and other income was \$5,000,167, an increase of 11% compared to \$4,505,822 in fiscal year 2015. Program expenses of \$3,846,335 exceeded the prior year by \$1,160,272 or 43%. Program services were delivered to 1,155 low-fee independent Christ-centered schools in eight countries, including 411 new schools. Training was provided to 2,323 school leaders and 2,458 teachers. Lending partners made 464 loans to schools at an average loan size of \$8,561.

Edify diligently seeks to distribute the highest percentage possible of donations to fund loans to schools and other program services to improve education in Africa and Latin America. In fiscal year 2016, 77% of total expenses, or \$3,846,335, went to program services and funds for loans to schools. Of this amount, \$2,915,923 was for program services that included: Christian character development for students, school proprietors and teachers, along with business training for proprietors, educational technology training for teachers, introduction of mobile learning devices in primary school classrooms, curricula and life skills training for children.

Net new capital of \$930,412 was distributed to our lending partners overseas in the form of loans to make loans to school proprietors. Loan volume to schools was \$3,972,112 or 427% of the new capital Edify provided in 2016. **This 4.27 to 1 ratio of school loans to net new capital exhibits the leverage and growing multiplier effect of recycled principal repayments.**

Cumulative capital deployed by Edify globally for school loans was \$7,714,925 from fiscal year 2010 to 2016. For this period, cumulative loan disbursements to schools by lending partners and directly from Edify was \$17,538,683 or 227% of the capital from Edify because of recycled principal repayments. Some lending partners borrow from the capital markets to further leverage the school loan funds from Edify.

Funds for loans to schools are used by entrepreneurs to build new classrooms, expand and improve buildings and play areas, and equip computer and science labs. Loans to schools are generally made

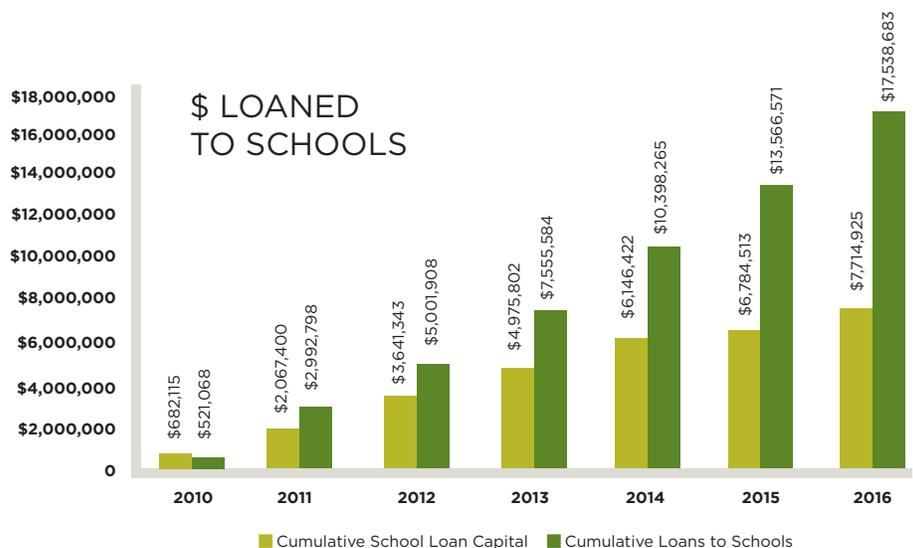
at below market interest rates and are normally one to three years in duration. Upon repayment, the principal is returned to an account managed by Edify's lending partner. The lending institution retains the interest they charge to cover the cost of loan administration. Repaid principal is recycled as new loans to more schools.

Loans to lending partners are in local currency and often have an extended grace period on the front-end where no payments are due. As a result of the favorable non-market loan terms, for GAAP purposes (generally accepted accounting principles), our independent CPA firm has classified these loans as grants. Therefore, these loans with non-market terms in depreciating currencies do not appear on our balance sheet.

Edify receives cost sharing transformation fees from financially sustainable lending partners in mature markets. These fees are a function of the amount loaned by Edify to the partner. Transformation fees are used to help fund Christian transformation programs in the lending partner's country.

Total revenue of \$5,000,167 was less than total expenditures of \$5,021,993 for a modest deficit of \$21,826. Edify has realized a cumulative operating surplus of \$1,338,701 over the past three years. Restricted cash on the balance sheet for specific programs increased year-over-year from \$887,559 to \$1,314,419. These restricted funds are scheduled for disbursement in fiscal year 2017 to fund their respective program designations for teaching children about Jesus, proprietor and teacher training, education technology, and school loans.

Edify achieves significant leverage because it does not incur expenses for lending offices, loan servicing, and loan officers. Edify instead achieves leverage through its lending partners who already have multiple offices and many loan officers to identify Christian schools that can effectively use loans of \$2,000 - \$25,000.



2017 MANAGEMENT TEAM



Chris Crane | CEO and Co-Founder
(See Board of Directors, page 14)



Tiger Dawson | President and Co-Founder
(See Board of Directors, page 14)



Makonen Getu | Vice President of Program
Assessment and Chief Transformation Officer

Makonen has 32 years of international economic development experience. He has worked as a lecturer and researcher at various universities and published several books and articles on topics related to economic development, foreign aid, microfinance, and faith. Makonen worked with different donor agencies and NGOs in several developing countries. Makonen holds a PhD in Economic History with a major in International Economic Development from the University of Stockholm.



Abigail Bach | Vice President, Program
Strategy and Philanthropy

Prior to joining Edify in 2013, Abigail worked in microfinance at Opportunity International for seven years. She has a strong financial services background, including positions at First Boston in New York and Banque Indosuez in Paris. Abigail's passion for social justice inspired her to start two homes for abused women and children in Denver. She earned an MBA in finance from Wharton and a BA in history from Princeton University.



Ken Appenteng-Mensah | Vice President
of Africa

Ken is a banker by profession and an expert in microfinance who has spent nearly two decades of his career in financial services for the poor in Africa. Ken has served in various capacities in the following institutions before joining Edify: Executive Director, Sinapi Aba Trust; Regional Director, Opportunity International Africa; and VP, Opportunity International Bank of Malawi (Credits) and the German Development Cooperation.



Reuben Thiessen | Vice President of Education
Technology and Chief Technology Officer

Reuben joined Edify in September 2010 and has focused on implementing education technology to improve student learning outcomes in Africa. Prior to joining Edify, he was a technology officer at a large Christian microfinance organization. He holds a Master of Education degree from Stanford University in Learning Design and Technology.



Chris Fenton | Senior Vice President
of Operations/CFO

Prior to joining Edify in 2011, Chris served six years as COO of Compendia, a provider of homeowner documentation to new home buyers in 26 states. From 2000 to 2005, Chris was COO/CFO with online advertising firm AdDynamix (acquired by Ybrant Digital). He served with COMPS Infosystems from 1984 to 2000 as VP of Operations, VP of Corporate Development and SVP/COO. Chris served six years in the U.S. Navy and earned a BS in finance from San Diego State University.



Vanessa Folsom | Vice President of Operations
and Corporate Administration

Before joining Edify, Vanessa served as Lease Processing Manager and Sr. Operations Analyst for a real estate portfolio management and consulting company. She has lived in Mexico assisting with outreach and relief projects. Vanessa holds a BA in Political Science from the University of California, San Diego, a JD from the University of San Diego and is a member of the California State Bar.



Michael Peay | Vice President of
Information Technology

Michael has over twenty years of technology experience in business. Most recently he worked at Sony Computer Entertainment America (the PlayStation group) for over fourteen years and has extensive experience managing technology in global and cross-cultural teams. He received a BS in Computer Science from San Diego State University.



Luis Sena | Vice President of Latin America

Luis served as co-pastor at Biblical Foundation Baptist Church and spent 28 years with Food for the Hungry International as Country Director, Caribbean Regional Director and Latin American Regional Trainer. Luis has served on the Edify team since 2011 in roles including Program Manager for the Esperanza Edify Program and Leadership Coach. Luis is a native Dominican with a degree in Architecture and an MBA.

2017 BOARD OF DIRECTORS



Chris Crane, Chairman Prior to founding Edify in 2009, Chris was CEO of Opportunity International, the world's largest Christian microfinance organization, with 10,600 direct and indirect staff, and operations in 32 countries with 1.5 million active clients. OI's revenues from private sources grew at a 30% compound annual growth rate during his seven years. As CEO, Chris led COMPS InfoSystems in an IPO and acquiring 13 other companies. He was awarded the Ernst & Young Entrepreneur of the Year Award. He earned an MBA from Harvard Business School.



Dale Dawson is founder & CEO of Bridge2Rwanda, a nonprofit enterprise that prepares the next generation of entrepreneurial servant leaders and helps develop businesses in Rwanda. He serves on Rwanda President Paul Kagame's Presidential Advisory Council and on the boards of Urwego Opportunity Bank of Rwanda and the Halftime Institute. During his first half, Dale served as the head of investment banking at Stephens Inc; Chairman & CEO of TruckPro; and partner & National Director at KPMG. He is a graduate of the University of Texas at Austin.



Tiger Dawson Prior to founding Edify, Tiger served from 2005 to 2009 as Managing Director of the Halftime organization founded by Bob Buford, challenging successful business people to use their time, talent and treasure to live a purpose-filled second half of life. Before his role at Halftime, Tiger served for 22 years with Young Life, a ministry bringing Jesus to youth around the globe. Tiger earned his undergraduate degree at Baylor University and pursued a master's degree at Dallas Theological Seminary and Fuller Seminary.



Peter Greer, Vice Chairman is President and CEO of HOPE International, a Christ-centered microfinance organization operating in 16 countries. Peter received a bachelor's degree in international business from Messiah College and a master's in public policy from Harvard's Kennedy School. Prior to his education at Harvard, Peter served as managing director for Urwego, a Christ-centered microfinance institution in Kigali, Rwanda. He also worked in Zimbabwe and Cambodia. He has authored several books, including *Mission Drift*, *The Giver and the Gift*, and the *Spiritual Danger of Doing Good*.



Debbie Hall has a strong consulting and marketing background having worked for The Boston Consulting Group, two technology start-ups, and her own marketing consulting practice. Debbie serves as Board Chair for Village Enterprise, working to break the cycle of poverty in East Africa by creating sustainable incomes and savings for the rural poor. She also serves on the board of The Gathering, a Christian philanthropy non-profit helping people be thoughtful, engaged, and connected givers of their resources to Christian and secular causes. At Menlo Church, she serves on the Board of Directors and coordinates several volunteer teams, including an Extreme Poverty Interest Group. She holds a BA in economics from Duke University and an MBA from Stanford University.



Kurt Knapton began as a management consultant for Booz Allen Hamilton and Accenture, specializing in business strategy for Fortune 500 clients. In 2000, he joined a start-up company and was instrumental in its rise to one of the largest and fastest growing companies in market research. From 2011-2016, he served as President and CEO of Research Now, growing its staff to 1,300 employees in 36 countries. Kurt serves on the board of Research Now, and Baptist Standard Publishing, and advises the Restore Hope Orphan Sponsorship Program in Sierra Leone—a program he established in 2008. In 2014, Kurt served on Kiva's 2014 Leadership Council. Kurt earned an MBA from Dartmouth's Tuck Graduate School of Business and a BBA in Management and Information Systems from Baylor University.



Dr. Marnie Nair has more than 25 years of experience working with at-risk teens and their families. She began her career as a classroom teacher and reading specialist in inner-city middle and high schools in Oakland, New York City and Washington, DC. In 2009, Marnie moved to San Diego to found City Heights Prep Charter School, a college preparatory school primarily serving newly arrived refugee students from war-torn countries around the world. She attended UC Berkeley as an undergrad and earned a master's degree in special education from Teachers College at Columbia University and a doctorate in Language and Literacy from the Harvard Graduate School of Education.

2017 ADVISORY BOARD



Miriam Ofosu Appeah is the owner and founder of St. Mary's Preparatory School in Ghana. In 1998, she took a small-business loan to build and grow her school. Today it is one of the best run private, low-fee Christian schools in Ghana. She continues to expand her school to include technology-based learning. She aspires to change the face of education in Ghana. Miriam studied early childhood education at Ghana Education Services.



Ken Blanchard is the author or co-author of more than 35 books on leadership, including *The One Minute Manager*, *Raving Fans* and *Gung Ho!* Ken is widely recognized as a premier thinker and writer on leadership. He is the cofounder and Chief Spiritual Officer of The Ken Blanchard Companies, a foremost international management training and consulting firm. In 1999, he co-founded the organization Lead Like Jesus. He earned a PhD from Cornell University.



Loren Cunningham is co-founder of the University of the Nations and the organization Youth With A Mission (YWAM), which he co-founded in 1960. YWAM has more than 20,000 full-time missionaries in 140 countries and 533 primary schools. He is also the co-founder of the Global Accreditation Association, which accredits Christian schools around the world. He holds an MA in education.



Rod Dammeyer was partner at Arthur Andersen & Co. before subsequently serving as Executive Vice President and CFO of Northwest Industries, Inc. Afterwards, he was Senior Vice President and CFO of Household International, Inc. From 1985 to 1995 he was CEO of Intel Corporation which merged into Anixter International. He served as managing partner of Equity Group Corporate Investments from 1995 until 2000.

Rod is chairman of CAC. He is a board member of Stericycle, Inc. and Quidel Corporation, and a trustee of Invesco Funds. Rod has served on the boards of California Charter Schools Association and High Tech High Charter Schools in San Diego. He is a graduate of Kent State University.



Kwabena Darko is the founder of Darko Farms & Co. and a director of the Bank of Ghana. Kwabena received a microfinance loan, which he used to create one of the most successful private enterprises in Ghana. As founding chair of Opportunity International's microfinance entities in Ghana, he has helped over 200,000 Ghanaians work their way out of poverty. Kwabena founded and currently presides over a 600 member Christian church in Kumasi, Ghana. He holds an honorary doctorate from Kwame Nkrumah University of Science and Technology, Ghana.



Prof. Brian Fikkert is the founder and Executive Director of the Chalmers Center for Economic Development and is also a professor of economics and community development at Covenant College in Georgia. He has been a consultant to the World Bank, the Inter-American Development Bank, and the United States Agency for International Development. He co-authored the book *When Helping Hurts: How to Alleviate Poverty without Hurting the Poor... and Yourself*. Brian received a PhD in Economics with highest honors from Yale University.



Victor Hu is Global Head of Education Technology & Services Investment Banking at Goldman Sachs. He co-founded the education practice at Goldman and today leads a team that advises, finances and invests in the leading education companies around the world. Prior to joining Goldman Sachs, Victor worked as an international M&A and securities attorney for Cleary Gottlieb Steen & Hamilton and an investment professional for Zephyr Management. Victor earned a BA from Amherst College, a JD from Harvard Law School and an MBA from the Wharton School.



Mary Kamanzi is the National Director of YWAM for Rwanda and founder of the Arise and Shine School, which is among the premier private primary schools in Rwanda. Mary was appointed to the Committee for Unity and Reconciliation and has worked in education in South Africa, Uganda, Kenya and Rwanda. She also sits on the board of Vessels of Honor, a ministry to women leaders in Rwanda. She graduated from Uganda Teachers College and earned degrees in Child Social Services and Family Ministries from the University of the Nations.



Prof. Paul Kim is the Chief Technology Officer and Assistant Dean of the Graduate School of Education at Stanford University. He leads initiatives involving the design and implementation of learning technologies, educational research, and community development. He is the co-developer and sponsor of SMILE (Stanford Mobile Inquiry-based Learning Environment). Paul received his PhD in Educational Psychology and Technology from the University of Southern California in 1999.



Geraldo Orozco has been CEO of ASPIRE coop since 2000, a Christian financial institution which offers microcredit in the Dominican Republic. Geraldo is an Assistant Pastor at Prince of Peace Mennonite Church in Santo Domingo and is invited regularly to speak at national and international conferences on leadership, microfinance and theology. Geraldo has a Masters in Marketing from INTEC University and a Law degree from UTESA.



Prof. Joi A. Spencer is an associate professor at the University of San Diego. Her work focuses on mathematics and teacher education and reflects her deep commitment to educational equity. Her research has examined mathematics learning opportunities in the poorest middle schools in Los Angeles, as well as the impact of video-based mathematics on student learning and teacher development. She conducted research and professional development with Edify in Ghana. Joi holds degrees from Stanford (BA and MA) and UCLA (PhD).



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