



edify

2018 ANNUAL REPORT

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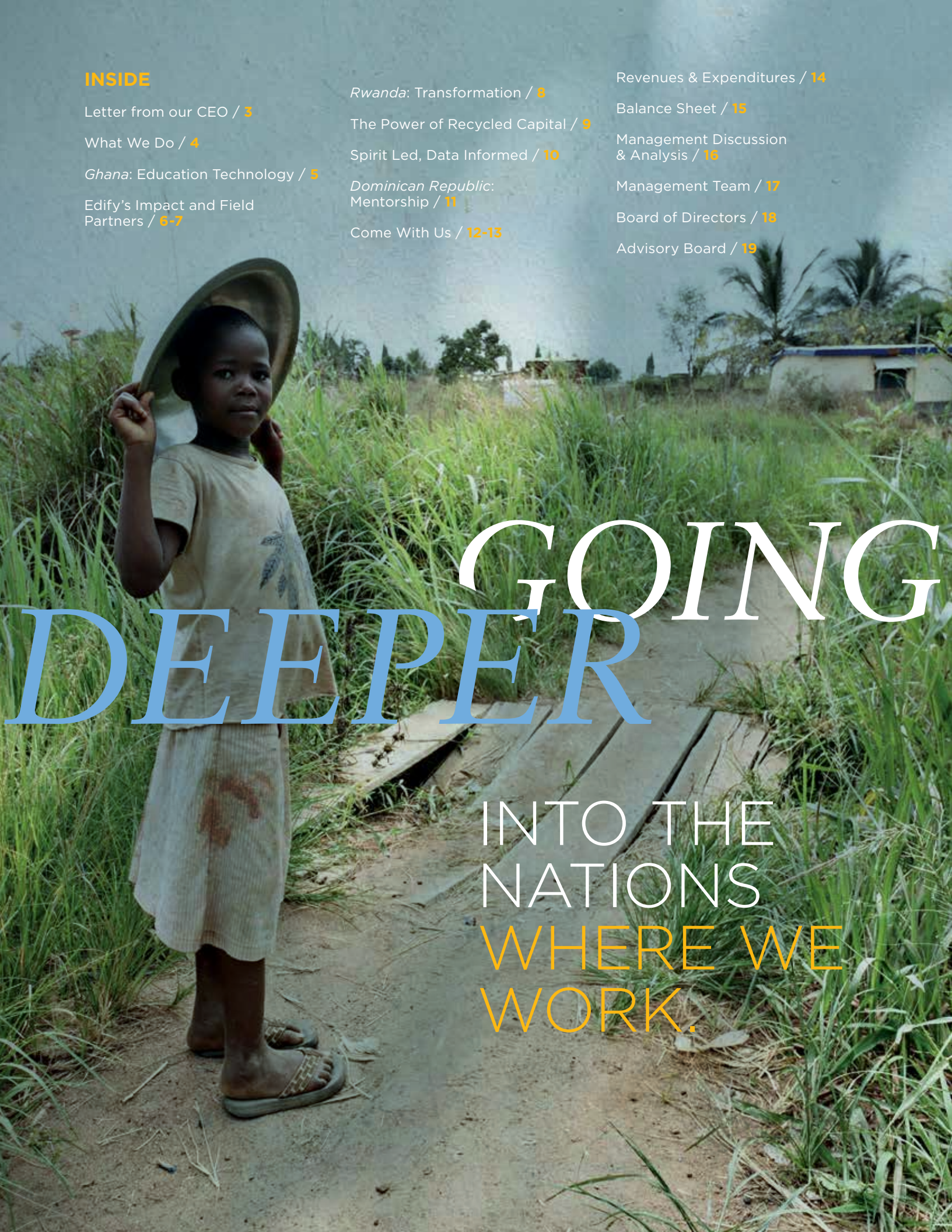
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GOING DEEPER

INTO THE
NATIONS
WHERE WE
WORK.



MISSION

TO IMPROVE AND EXPAND SUSTAINABLE CHRIST-CENTERED EDUCATION GLOBALLY.

Growing up in the 70s, all of the neighborhood kids would gather to play football. Occasionally, when our team was facing what seemed to be an insurmountable deficit, the quarterback would say, “Everybody go long!” We all would line up and wait for the snap, then run as fast as we could. The quarterback would throw the football down the field, praying for a miraculous catch. There was little strategy involved, just a desperate throw of the football.

When we say Edify is going deeper, we are not saying “Everybody go long!” In fact, just the opposite. We believe in a Spirit-led strategy that is informed by data collected in each country. This ensures that the ways we walk alongside and support our partner schools accomplish what we set out to achieve.

For the past five years, we have been working with Jonathan Mitchell, PhD, president of Concentric Development, to create a system of data collection in addition to a database to assess the impact of our programs. We have also been working with the University of San Diego to develop a leadership training program. Professor Paula Cordeiro (the University’s former dean of the School of Leadership and Education Sciences) has been consulting with Edify to improve educational outcomes in the countries we serve.

As a result, many schools have made great strides in improving their conditions for learning and teaching quality through participating in Edify trainings.

The strategies we have developed have allowed us to go deeper in the areas of evaluation, training, and overall service to our partners.

2018 was a wonderful year of growth for Edify. We experienced 51% growth in the number of students impacted and 59% growth in partner schools. Over the past two years, we have seen a 30% increase in revenue, averaging 15% annually. We also hit a significant milestone this year: impacting one million students since our inception nine years ago!

I have the privilege of visiting the field often, and I am always amazed at how God is working among our partner schools and the impact these schools are having on the students. I hope you are encouraged as you read the stories in this report. You will read about Mark, once a student at an Edify partner school, now flourishing as a leader in his community. You will also read about the new mentorship program for schools in the Dominican Republic and, lastly, how education technology is making a significant impact in Ghana.

We are committed to improving and expanding sustainable Christ-centered education globally. We are very excited about making a deeper impact in the nations we serve! Thank you for partnering with Edify to make an impact in over one million students’ lives in ten countries with a quality Christ-centered education.

Blessings,



TIGER DAWSON | CEO and Co-Founder

WHAT WE DO

Edify comes alongside entrepreneurs who offer quality Christ-centered education to children in their underserved communities. We provide three key resources to help them improve and expand their schools.

TRAINING

to equip school leaders to develop sustainable Christ-centered schools.

The Edify logo is a stylized lowercase 'edify' in white, centered within a large, hollow triangle. The triangle is formed by three lines: a yellow line on the left, a blue line on the right, and a yellow line at the bottom. The background of the entire page is a photograph of a classroom of young children in blue and white uniforms, sitting at desks and reading books.

LOAN CAPITAL

to improve and expand school facilities.

EDUCATION TECHNOLOGY

to enhance learning outcomes and employability.



CODING TOWARDS A BRIGHTER FUTURE

“Today, if you know how to read and write and don’t master a computer, you are illiterate. We also know that the development of a country is based on ICT (Information Communication Technology). The mastery of technology is very important,” the regional director of UNESCO said in April 2018.

Edify began in 2010 with a primary emphasis on loans, but in 2011 recognized the need for education technology as a key component of our work. We began by surveying schools in Ghana and other West African countries, and the few private schools that had installed computers were outdated or broken.

Our Edify Ghana staff took on the task of piloting education technology that would be self-sustaining, run on little electricity, and be easily adapted in the Ghanaian context. From outdated computers to modern technology solutions, our programs have grown exponentially over the past six years. Some of our piloted solutions include: the Stanford Mobile Inquiry-based Learning Environment, e-readers, Google Chromebooks, and iPads.

Edinam, a 10-year-old girl at Yeriel Bracha School in Accra, Ghana, often struggled with understanding lessons in school, especially science. However, in the fall of 2017, her school was one of three chosen by Edify to pilot a new coding program. The school received iPads equipped with Swift Playgrounds, software that teaches coding. All grades began integrating technology into their classes. Additionally, grades six and seven began to learn how to code, including Edinam’s class.

The iPad project has significantly impacted the students at Yeriel Bracha. They are now able to think critically, creatively and independently, and they are excited to engage in more research. Long-term, it has given students a vision for future career opportunities and the skill sets to be able to obtain them. Edinam now has more confidence in her ability to think creatively after participating in the coding program.

For Edinam, learning how to code has changed her approach to learning. “Attending coding classes has made me realize that every question, whether in English, French, or even math, needs different levels of thinking and analysis...

I’M NOT INTERESTED IN FINISHING MY WORK EARLY, BUT RATHER ANALYZING AND UNDERSTANDING THE QUESTIONS I AM SOLVING. NOW I WANT TO BE A DOCTOR WHO WILL USE PROGRAMMING TO SOLVE EVERYDAY MEDICAL PROBLEMS.”

Education technology is impacting the lives of students born into poverty. They are able to graduate with skills needed to obtain quality jobs that transform their lives, families, and communities. The proprietress at Yeriel Bracha is confident that the iPad program “is the best opportunity we can give to our students.” Education technology, which continues to expand in scale and impact, is another way Edify is going deeper with partner schools to improve their students’ lives for years to come. [fi](#)

Read more about Edify’s technology solutions here:
www.edify.org/edtech

32,727

BURKINA FASO

89,532

DOMINICAN REPUBLIC

64,479

ETHIOPIA

126,023

GHANA

11,604

GUATEMALA

64,873

LIBERIA

13,291

NORTHEAST INDIA

202,507

PERU

114,596

RWANDA

32,352

SIERRA LEONE

751,984

TOTAL STUDENTS IMPACTED IN 2018



EDIFY'S FIELD PARTNERS

Burkina Faso

University of San Diego
School Leadership Training

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

MicroAID
Lending

Dominican Republic

Aprendi
Christ-centered Training and
School Leadership
Training

**Chrysalis
International-AMO**
Christ-centered Training

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

Esperanza International
Lending

ASPIRE
Lending

ACSI
Christ-centered Training

Ethiopia

**Inter-Generational Spiritual
Transformation Ministry (ISTM)**
Christ-centered Training

University of San Diego
School Leadership Training

Child Evangelism Fellowship
Christ-centered Training

AWANA
Christ-centered Training

**Joshua Multi Purpose
Civic Society**
Lending

Vision Fund
Lending

Ghana

University of San Diego
School Leadership Training

AWANA
Christ-centered Training

Sinapi Aba Savings and Loan
Lending

**Christian Community
Microfinance Limited (CCML)**
Lending

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

WorldReader
Education Technology

Seeds of Empowerment
Education Technology

Davron Limited
Education Technology



Guatemala

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

Foundation for the Support of Small Business (FAPE)
Lending

Liberia

AWANA
Christ-centered Training

Cornerstone Leadership Academy
Christ-centered Training

Foundation for Women Liberia
Lending

University of San Diego
School Leadership Training

Shares Computer Institute
School Leadership Training

Northeast India Development Associates International (DAI)
Christ-centered Training

New Life Crusaders - Manipur
Christ-centered Training

Character Solutions International -India (CSI)
Christ-centered Training

Society for Promotion of Tribal Welfare and Development (SPTWD)
School Leadership Training

Peru

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

Adventist Development and Relief Agency (ADRA)
Lending

Service and Development Action for the Microbusiness (ASIDME)
Lending

Rwanda

Cornerstone Leadership Academy
Christ-centered Training

University of San Diego
School Leadership Training

AWANA
Christ-centered Training

Youth Impact Mission
Christ-centered Training

Amasezerano Community Bank Lending

Goshen Finance Lending

Urwego Bank Lending

Teach Rwanda School Leadership Training

Sierra Leone

Agape Development Initiatives
Christ-centered Training

AWANA
Christ-centered Training

A Call to Business
Lending

EDIFY'S CUMULATIVE IMPACT

SINCE 2009

1,038,451 STUDENTS

impacted by a quality Christ-centered education.



SCHOOLS 3,649



have partnered with Edify to improve and expand.

9,342 SCHOOL LEADERS TRAINED



LOAN CAPITAL TO SCHOOLS \$27M



\$9.6M capital deployed by Edify, \$17.4 in recycled capital deployed through MFI Partners.

VISION:
FLOURISHING GODLY NATIONS



INSPIRING THE NEXT GENERATION



The Rwandan genocide in 1994 forced many to flee the country they called home. In just 100 days, more than 800,000 people were murdered. Communities and families were torn apart, leaving thousands of children displaced with an uncertain future. Many families sought refuge in the neighboring country of Uganda, including Mark's family.

A native Rwandan, Mark was born a refugee in Uganda and is one of eight children. "I grew up in a poor family; my dad and mom never had stable jobs to support us as young children. Even though my dad and mom depended on farming as their main source of income, they never had enough land since they were refugees in Uganda."

Mark's parents sacrificed some of the little money they had to send him to a humble, independent school. However, Mark's father passed away in 2011 and the family could no longer afford to pay the school fees. Thankfully, his aunt took him to live with her in Rwanda, where she was able to help Mark continue his education at a low-fee school in her community. He attended Essa School of Science and Administration, an Edify partner school in Kigali. His teachers taught from a Biblical worldview and he participated in the Cornerstone Leadership Academy (CLA), an Edify partner organization that focuses on Christian transformation, academic excellence, and leadership development through mentorship.

Mark thrived academically and in leadership as a result of the guidance and support he received from his teachers and Edify mentors. Because of the love, acceptance, and Biblical teaching he received at school, he decided to give his life to Christ! He then was elected as president of the school's discipleship club and excelled in the national exams.

He expressed his gratitude for the training he received through CLA:

"FORTUNATELY ENOUGH, I HAD MY LEADERSHIP CERTIFICATE FROM EDIFY, WHICH I USED TO APPLY FOR A JOB AT MUHAVE TECHNOLOGY COMPANY. THEY GAVE ME THE JOB *BASED ON LEADERSHIP SKILLS THAT WERE DEVELOPED THROUGH EDIFY TRAININGS*. NOW, I AM MANAGING A GROUP OF SALES AGENTS."

The trajectory of Mark's life was changed because of the quality education he received. Mark is the first person in his family to receive a high school diploma and he also plans to attend university for accounting. He is a role model for his siblings and supports them by paying their school fees. From refugee to manager at a technology company, Mark is just one example of how deep the impact of quality education can go. 🙌

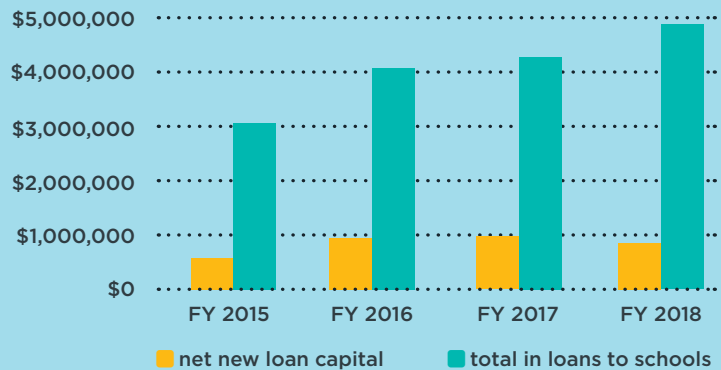


THE POWER OF RECYCLED CAPITAL

LEVERAGE



\$1 of net new loan capital
=
\$5.35 in loans to schools



GROWTH



100%

Increase in loan capital
deployed to schools over
the past 3 years.

SUSTAINABILITY



If Edify stopped deploying new loan capital to the field, our microfinance partners would continue to make loans from the recycling of existing capital.

“FOR THOSE WHO ARE LED
BY THE SPIRIT OF GOD
ARE THE CHILDREN OF GOD.”

ROMANS 8:14

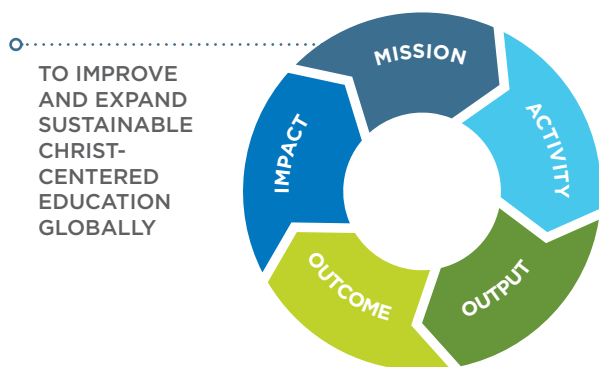
SPIRIT LED DATA INFORMED

IMPACT ASSESSMENT AT EDIFY

We take seriously our responsibility to be good stewards of what the Lord has entrusted to us and the work we do. Therefore, Edify is committed to asking the right questions in determining what is working and what is not to better serve those we are walking alongside.

OUTCOMES MAP

This is a road map used to show how our activities contribute to achieving our mission. By collecting data in each step of the process, we are able to track the progress of our programs and goals.



METHODS OF MEASUREMENT

Annual surveys given to partner schools collect data on eight key indicators spanning from Business, Accounting and Finance to exposure to the Word of God in order to quantitatively track sustainability and growth.

Most Significant Change stories are collected from students, teachers and proprietors to understand the transformation happening qualitatively as a result of our programs.

School visits by our local staff enhance monitoring and evaluation and help integrate newly acquired skills after trainings. It is vital for our staff to build strong relationships with our partner schools to ensure continued growth and flourishing.

The School Database is a tool used to organize data and ultimately make informed decisions based on the successes and challenges within our programs and in our overall approach.

To learn more about Edify's measurement strategy, please visit: <https://www.edify.org/measuring-edifys-results/>



MENTORING TO STRENGTHEN COMMUNITY

The Dominican Republic (DR) became one of Edify's first countries of operation and has remained at the forefront of program innovation and expansion. Now, nine years into our work, it is beautiful to see our partner schools flourishing.

Last summer, Edify held its first graduation of schools from the "Core Program" in the DR. For three years, local Edify staff worked closely with core schools providing access to training, loans, and education technology. Graduation from the program means they are now financially sustainable, have safe and functional infrastructure, and provide a quality Christ-centered education to their growing number of students. To continue expanding Edify's impact, these alumni schools have been given the opportunity to mentor other schools who have recently partnered with Edify in the Core Program.

Centro Educativo Luminares del Mañana (Luminares) joined the Core Program earlier this year. María Eugenia Montero began her new role as the school's director last fall after teaching for many years. Despite her passion, she was quickly overwhelmed by the administrative responsibilities and new regulations from the Ministry of Education, and struggled with leading her staff well.

At the same time, Berkis Vargas from Centro Educativo El Lirio (El Lirio) had recently graduated from the Core Program and was looking for a way to stay involved with Edify. An Edify staff member introduced Berkis to Maria, giving Berkis an opportunity to impart what she had learned and Maria the opportunity to learn alongside another school that has benefited from the transforming process.


Berkis, three of her teachers, and Edify staff began visiting Maria's school for mentorship meetings. Berkis worked with Maria on administrative tasks while the El Lirio teachers modeled classes with Luminares teachers. Maria is no longer overwhelmed by her position. She shared, "I think this is a very positive practice: experienced teachers and directors helping others who are just starting in supervision and administration. I give thanks to God for Berkis and her personnel. Without

any selfishness or self-interest, they meet with me and my team with the purpose of preparing us to serve our children with a higher level of excellence."

The mentees are not the only ones who are benefiting from these relationships. Berkis shared, "The experience with María Eugenia has been fantastic. First of all, I met a new friend. I have the opportunity to develop my gifts. I have been incredibly blessed supporting Luminares...to offer not only our help and guidance...but also to learn through our interaction with them. May all the glory be for our God."

THE IMPACT OF MENTORSHIP AND COMMUNITY RELATIONSHIPS HAS BEEN A FOUNDATIONAL COMPONENT OF EDIFY PROGRAMS FROM THE BEGINNING.

The opportunity for experienced schools to serve new schools through mentorship creates connections and eliminates rivalry. These schools share the same goal and supporting one another only increases their growth.

As Edify continues our programs in the DR, we hope to increase our reach to more schools, and are encouraged by the depth of the Core Program's impact through graduating schools. They are now passing on what they have learned with the hope that Christ-centered education will continue to transform even more students. 

COME WITH US

Each year, Edify hosts couples, families, and individuals to see our work around the world, giving them an opportunity to experience the culture first-hand, meet our international staff, and interact with the schools and proprietors we serve.



COUPLES TRIP

“The trip opened my eyes to a whole new worldview that’s otherwise been turned off my entire life... For the first time in my life, I’m now able to connect the dots... God is at work! *A SELF-SUSTAINING MISSION FIELD LIKE EDIFY HAS THE POTENTIAL TO CHANGE GENERATIONS OF BONDAGE* and free a society of people that have never been given the hope of Jesus. The trip and seeing it all first-hand helped to make my heart change possible.” - RYAN

3-DAY VISION TRIP

“This trip helped me grow in my faith in several ways. First, I strengthened my faith by stepping out of my comfort zone into what God is calling me to do in my own life. Secondly, I took great encouragement from the other people on the trip, *SPENDING TIME WITH LIKE-MINDED BELIEVERS AND KNOWING THERE ARE OTHERS WHO GET IT* and are equally passionate about getting involved and taking action.” - BILL

FAMILY EXPERIENCE

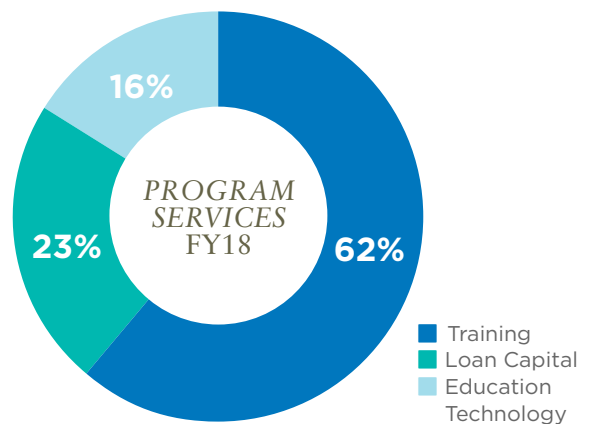
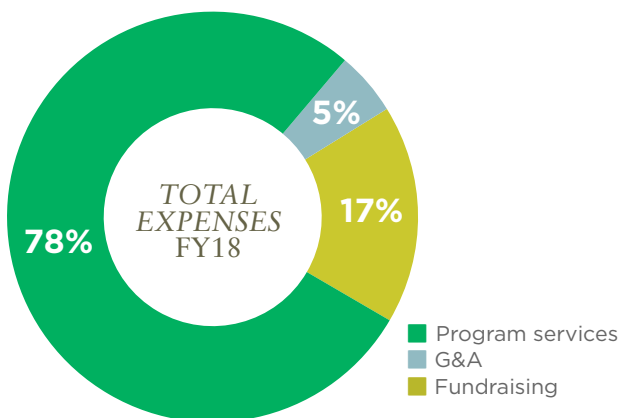
“*THIS TRIP AND THE DISCUSSIONS WE HAD HAS COMPLETELY CHANGED MY UNDERSTANDING* of our country’s history and the current situation in the country which we served. I am excited to see the way the Lord will use Edify in transforming the next generation for the Lord and I am thankful to be a part of it.” - DANA

STATEMENT OF REVENUES & EXPENDITURES (GAAP)

Year Ended September 30, 2018

	<u>2018</u>	<u>2017</u>	<u>2016</u>
SUPPORT AND REVENUE			
Individual donors and foundations	\$ 6,147,896	\$ 6,000,619	\$ 4,791,536
Government	0	0	0
Gifts in kind*	275,267	251,735	166,057
Interest income	1,736	1,729	1,758
Miscellaneous income	59,420	49,453	40,816
Total support and revenue	<u>6,484,319</u>	<u>6,303,536</u>	<u>5,000,167</u>
EXPENDITURES			
Program services	4,127,476	3,319,074	2,915,923
Funds for loans to schools	899,980	972,412	930,412
Total Program Expenditures	<u>\$ 5,027,456</u>	<u>\$ 4,291,486</u>	<u>\$ 3,846,335</u>
Supporting activities:			
General and administrative	325,802	343,958	323,833
Fundraising	1,074,953	990,656	851,825
Total Expenditures	<u>\$ 6,428,211</u>	<u>\$ 5,626,100</u>	<u>\$ 5,021,993</u>
NET REVENUE/EXPENDITURES	<u>\$ 56,108</u>	<u>\$ 677,436</u>	<u>\$ (21,826)</u>

*Gift in kind for 2018 includes 273,590 of donated professional services from the University of San Diego for school leadership training and 1,677 of donated software.



BALANCE SHEET (GAAP)

As of September 30, 2018

	2018	2017	2016
ASSETS			
Current Assets:			
Cash and cash equivalents	\$ 1,060,101	\$ 899,651	\$ 387,255
Board designated cash reserve	589,540	589,403	560,141
Temporary restricted cash from donations	1,254,925	1,156,975	1,314,419
Notes receivable, current portion	4,002	14,853	15,356
Prepays and other assets	273,274	370,786	133,877
	3,181,842	3,031,668	2,411,048
Long-Term Assets:			
Notes receivable, net of current portion	0	4,152	19,650
Deposit reserves, collateral for partner loans	0	45,736	45,668
Other long-term assets	403	0	13,200
Property and equipment - at cost, net	26,812	45,374	43,732
	27,215	95,262	122,250
Total Assets	\$ 3,209,057	\$ 3,126,930	\$ 2,533,298
LIABILITIES AND NET ASSETS			
Liabilities:			
Accounts Payable and other liabilities	88,321	62,302	146,106
Net Assets:			
Unrestricted	1,249,459	1,272,876	468,900
Board designated cash reserve	589,540	589,403	560,141
Temporarily restricted	1,254,925	1,156,975	1,314,419
Net investment in property and equipment	26,812	45,374	43,732
	3,120,736	3,064,628	2,387,192
Total Liabilities and Net Assets	\$ 3,209,057	\$ 3,126,930	\$ 2,533,298

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

MANAGEMENT DISCUSSION & ANALYSIS OF 2018

Total revenue for the year from donations and other income was \$6,484,319. This represents a 3% increase over total revenue of \$6,303,536 in fiscal year 2017. Taking into account the significant 26% revenue increase in 2017, total revenue the past two years surged a combined 30%. Program expenses of \$5,027,456 exceeded the prior year of \$4,291,486 by 17%. Edify deployed the \$677,536 surplus from last year to fund program services in 2018 as planned. Programs delivered during the year impacted 2,375 low-fee independent Christian schools in 10 countries. Training was provided to 5,140 school leaders and 4,996 teachers. Lending partners funded a record 584 loans to 553 different schools at an average loan size of \$8,248, compared to 529 loans to 490 schools at an average loan size of \$8,289 in fiscal year 2017.

EDIFY DILIGENTLY SEEKS TO DISTRIBUTE THE HIGHEST PERCENTAGE POSSIBLE OF DONATIONS TO FUND TRAINING, LOANS TO SCHOOLS AND EDUCATION TECHNOLOGY PROGRAMS TO IMPROVE CHRISTIAN EDUCATION IN THE 10 COUNTRIES WHERE WE WORK.

Program expenses in fiscal year 2018 were 78% of total expenses or \$5,027,456. Of this amount, \$4,127,476 went for programs that included Christian character development for students, school proprietors and teachers, along with business training for proprietors, educational technology training for teachers, and mobile learning devices in primary school classrooms, curricula and life skills training for children. Net new capital of \$899,880 in the form of loans was disbursed to lending partners overseas to make loans to school proprietors. Loan volume to schools was a record \$4,816,798 or 535% of the new capital Edify provided to lending partners in 2018. This 5.35 to 1 ratio of new school loans disbursed to net new loan capital demonstrates the leverage, sustainability, and increasing multiplier effect of recycled principal repayments.

CUMULATIVE LOAN CAPITAL DEPLOYED BY EDIFY INTERNATIONALLY FOR SCHOOL LOANS WAS \$9,587,317 FROM FISCAL YEAR 2010 TO 2018. CUMULATIVE LOANS TO SCHOOLS BY LENDING PARTNERS AND DIRECTLY FROM EDIFY WAS \$27,028,445 OR 282% OF THE LOAN CAPITAL FROM EDIFY BECAUSE OF RECYCLED PRINCIPAL REPAYMENTS.

Some lending partners borrow from the capital markets to further leverage the loan capital from Edify.

Loans to lending partners are in local currency and often have a 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 to lending partners as grants. These loans with non-market terms in depreciating currencies do not appear on our balance sheet. We receive a full audit each year by our independent CPA firm with the findings reported directly to the board appointed Audit Committee. Board member Kurt Knapton, MBA, currently serves as the Audit Committee Chairman. Former board member and Audit Committee Chairman, Dale Dawson, CPA, a former audit partner at KPMG, is a non-board member of the Audit Committee.

Total revenue of \$6,484,319 exceeded total expenditures of \$6,428,211 for a surplus of \$56,108 or 1% of total revenue. The combined operating surplus over the last two years was a healthy \$733,544. Restricted cash on the balance sheet to fund specific programs increased from \$1,156,975 the prior year to \$1,254,925 at fiscal year-end. These restricted funds are planned for disbursement in 2019 to fund their respective program designations for teaching children a Christ-centered worldview, proprietor and teacher training, school loans and education technology.

MANAGEMENT TEAM



Tiger Dawson | CEO and Co-Founder

Prior to co-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. Tiger earned his undergraduate degree at Baylor University and pursued a master's degree at Dallas Theological Seminary and Fuller Seminary. Tiger transitioned from President of Edify to CEO on October 1, 2017.



Makonen Getu | Chief Transformation Officer

Makonen has 33 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 Business Development

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 African Programs

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.



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.



Luis Sena | Vice President of Mission True

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.



Reuben Thiessen | Vice President 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.

BOARD OF DIRECTORS



Chris Crane, Chairman Prior to co-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. Earlier, Chris acquired and served for eight years as CEO of COMPS InfoSystems. He led it through two rounds of private equity, an IPO and acquiring 13 other companies, before selling COMPS to another public company. Earlier, he was a venture capitalist. He was awarded the Ernst & Young Entrepreneur of the Year Award. He earned an MBA from Harvard Business School. Chris transitioned from CEO of Edify to Board Chairman on October 1, 2017.



Tiger Dawson (See *Management Team*, page 13)



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 26 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.



David Slover serves as Senior Vice President and Chief Strategy Officer at HighGround Advisors, an investment and trust services company serving the non-profit sector and charitably-minded families. David served as President of Buckner Foundation from 2005-2016. While there, he oversaw development, strategic planning, donor and ministry engagement.

Previously, David was the Senior Director of Development at Children's Medical Center Dallas, overseeing and increasing major philanthropic support. He was also Campaign Director for their \$150 million campaign *wePromise*. Earlier roles were as Director of Planned and Major Gifts at Southern Methodist University and Assistant Vice President at Baylor Health Care System Foundation in Dallas. David has over 28 years of experience in the non-profit sector and holds Bachelor of Arts and Masters of Business Administration degrees from Baylor University.

ADVISORY BOARD



Miriam Ofosu Apeah 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.



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 ITEL 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 CEO and co-founder of Exceed Capital which partners with entrepreneurs and companies who are defining the future of human capital. Exceed invests in growth stage companies in the education technology, knowledge services and human capital sector globally. From 2006 – 2017, Victor was a Managing Director at Goldman Sachs and Co-founded and led globally the team that advised and financed the leading knowledge services and education technology companies. Victor also worked as an international M&A and securities attorney for Cleary Gottlieb Steen & Hamilton. Victor earned a BA from Amherst College, a JD from Harvard Law School and an MBA from the Wharton School. He lives in San Francisco with his wife and two daughters.



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.



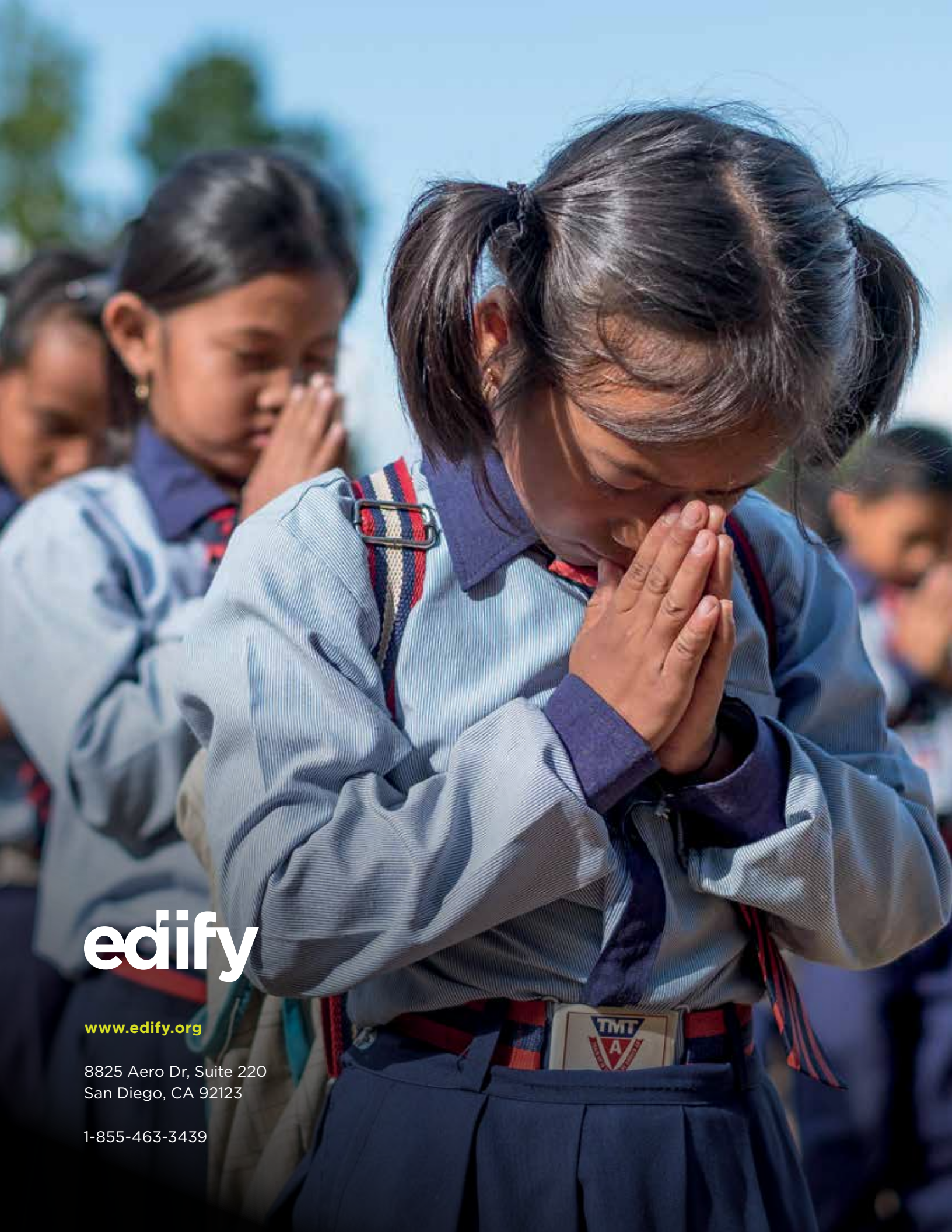
Terry Looper is founder and CEO of Texon LP, a Houston energy marketing and distribution company. Terry serves on numerous boards including Houston Christian Foundation and Haddington Energy Partners. His past board affiliations include Young Life National Board, as well as the board of Young Life's Greater Houston Area. Terry graduated from Lamar University with a B.S. in Engineering.



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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