

The image is a cover for the Edify Annual Report 2021. It features a photograph of a smiling woman in a light blue polo shirt, standing in front of a group of young girls in school uniforms. The background is a blue and white striped wall. The Edify logo is centered in white, with the text 'ANNUAL REPORT 2021' below it. There are large, semi-transparent geometric shapes in blue and yellow on the left and top right sides of the image.

**edify**

ANNUAL REPORT 2021

# “Weeping may linger for the night,

As a family, we would often drive from Texas to Colorado. Just after crossing the border into New Mexico, there’s this stretch of drive from Clayton to Raton. It’s only 83 miles long, but we would always hit it at about 4:00 am. It felt like the most barren and darkest place on the planet. I’d think, “You can make it in an hour and a half, easily.” But I’d look around, everyone would be asleep, and it felt like the 83 miles would get longer and longer. We would be the lone car in an endless stretch of darkness. I’d think to myself, “I don’t know if I can keep driving, but there’s no place to stop. They’re counting on me to make it.” Then I would remember if we could make it to Raton, we would cross into Colorado, and the sun would rise. It would be the start of a new day.

So I’d keep pushing on, knowing it was just a little longer until daylight.

For 2021, many of you experienced this emotion but in a much more powerful way. Perhaps you’ve said to yourself, “I’m not sure I can make it, but I have to keep going.” Most of us thought this year, everything would return to “normal.” Instead, it’s lingered.

Psalm 30:5 (NSRV) says, “Weeping may linger for the night, but joy comes with the morning.” For Edify, 2021 has been a year of much joy, despite the challenges.

**THOUSANDS OF PROPRIETORS AROUND THE WORLD WERE STRUGGLING TO RE-OPEN. WE CAME ALONGSIDE THEM, GROWING FROM 4,404 TO OVER 9,200 PARTNER SCHOOLS, A 110% GROWTH. ONLY GOD COULD MAKE THAT HAPPEN.**

Trainings in safety protocols, leadership, and virtual education have helped calm fears and steady schools. Small loans have given hope to proprietors who faced mounting financial burdens. Technology for education has connected students and teachers like never before.

**WITH THE COMMITMENT OF OUR WONDERFUL FINANCIAL PARTNERS, WE WENT FROM \$7.7 TO \$9.1 MILLION, AN 18% INCREASE IN TOTAL REVENUE YEAR-OVER-YEAR. AS AN ORGANIZATION, WE GREW OUR FOOTPRINT IN ALMOST EVERY COUNTRY OF OPERATION.**

Globally, Edify and our partner schools have experienced both a season of tears and a season of joy.

Yet the darkness of the pandemic has seemed to linger. We know while we have yet to make it to the pass, there waits for us the dawn of a new day. God’s sovereignty and faithfulness give us strength and vision for the 2.4 million students who rely on our partner schools. We know the Son has risen and will come once again.

As you read the stories in the pages of this year’s Annual Report, I pray you feel the anticipation and excitement of a new dawn, just as we’ve felt.

Blessings,



**TIGER DAWSON** | CEO and Co-Founder

**but joy comes with the morning.”** PSALM 30:5

mission

to improve and expand sustainable  
Christ-centered education globally



vision

flourishing godly nations

# WHAT WE DO

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

## TRAINING

to equip school leaders and teachers to develop sustainable Christ-centered schools

edify

## LOAN CAPITAL

to improve and expand school facilities

## EDUCATION TECHNOLOGY

to enhance learning outcomes and employability



against the odds  
**LIBERIA**

Situated on the coast of West Africa, Liberia is ranked as one of the world's poorest countries and was hit hardest by the Ebola outbreak of 2014. Prolonged civil war destroyed an estimated 60 percent of school buildings across the nation. According to UNICEF, only 54 percent of all children complete primary school.

**WHILE CONSIDERABLE WORK HAS TAKEN PLACE TO IMPROVE EDUCATION, THE CURRENT PANDEMIC HAS TAKEN BACK HARD-WON GROUND. FOR MANY CHILDREN, THERE IS LITTLE EDUCATION HAPPENING.**

Yet, for Matthew Gonmah, education has not only been transformational, it fuels his vision for the future of his country.

Matthew grew up in Nimba County in the northern region of Liberia, the youngest of seven siblings. At his school, the emphasis rode more on passing classes than forming students in the likeness of Jesus. "It felt like an event," Matthew tells of his school's chapel services.

"In the capital city, there are more opportunities and a higher level of education available. So our family decided I should move to Monrovia and live with my sister," he shares. Matthew enrolled in Brighter Day Preparatory School, an Edify partner school.

When Matthew was in 10th grade, Brighter Day announced an opportunity for students to join a youth leadership program led by Edify. So he and a small group of students went to an Edify workshop and learned about biblical worldview, Christ-like values, and discipleship.

"Every Tuesday and Thursday, for a year, we would meet at 5 o'clock in the morning before school," Matthew remembers. "We became highly involved in each other's lives, our communities, and churches. Other students even wanted to join after watching us live out what we were studying, learning, and building together."

Matthew's high school gave students opportunities to preach at chapel services, have regular prayer rhythms, and share Scripture and devotions. All of this was evidence of the training his school proprietor and teachers had received through their partnership with Edify.

**"THIS IMPACTED MY FAITH BECAUSE EDIFY EMPHASIZES DISCIPLESHIP. WHEN I GRADUATED, I BELIEVED THAT CHRIST-CENTERED EDUCATION ISN'T JUST SOMETHING TO BE LEARNED; IT'S TO BE SHARED. IT SHOULD INFLUENCE, CREATE OTHER DISCIPLES, AND BUILD PASSION," MATTHEW SAYS.**

When asked if Edify's impact in his school and the mentorship program helped him find his calling, Matthew shares, "It encouraged me in what I wanted to do. I believed that if I could get through university, I could help my country and make an impact in my community."

Today, Matthew is getting his Bachelor's degree in Social Work at the University of Liberia. In his country, only 3% of the population earn a college degree.

What's Matthew's hope for the future of Liberia? "I hope to raise up youth, in every city and county, to be disciples. Then we can have true transformation for our country." 

global impact  
**2021**



**91%**

*growth in the number  
of students impacted  
year-over-year*

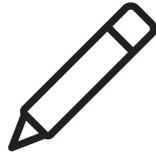




## STUDENTS IMPACTED BY COUNTRY IN 2021

 88,226	 53,949	 262,225	 79,183
 589,727	 158,921	 159,363	 27,135
 160,286	 65,495	 779,164	

global impact  
**2021**



**19,228**

SCHOOL LEADERS  
AND TEACHERS TRAINED BY  
EDIFY'S PROGRAMS



**9,258**

SCHOOLS PARTNERED  
WITH EDIFY TO INCREASE  
SUSTAINABILITY AND  
IMPROVE EDUCATION



**2,423,674**

STUDENTS IMPACTED IN  
LOW-FEE INDEPENDENT  
SCHOOLS

# partnerships 2021

- 15 CHRISTIAN TRANSFORMATION TRAINING PARTNERS
- 15 LENDING PARTNERS
- 15 SCHOOL LEADERSHIP TRAINING PARTNERS
- 9 EDUCATION TECHNOLOGY PARTNERS
- 8 BUSINESS & OTHER PARTNERS

# 62

**TOTAL UNIQUE  
LOCAL PARTNERSHIPS**

*Find a full list of our partners by country at [edify.org/our-partners/](https://edify.org/our-partners/)*

*Michael Kamara, Christian Transformation and Training Officer, with an Edify partner school teacher in Sierra Leone.*



the teacher of brisas del este

# DOMINICAN REPUBLIC



*“The people who once said I was crazy, their children now come to this school.”*

Centro Educativo sits on a side street in Brisas del Este, a neighborhood of Santo Domingo. Mint green and pastel pink homes dot the neighborhood draped in orange and white bougainvillea flowers. Dogs wander up and down the street as the sound of a school bell rings. A motorbike idles outside the gate of a blue-walled school, the tallest building on the road.

“I was asked once what I wanted to do when I grew up. I said, ‘I want to be a teacher.’ They said to me, ‘It’s not that you will be a teacher, you are a teacher,’” remembers Miguel Dadus.

At 11 years old, Miguel started teaching his classmates. “My mother prepared a little space behind our house so I could teach students in the community. From that moment to today, I’ve never stopped working as a teacher,” he says.

Miguel is from one of the poorest provinces in the Dominican Republic. Education was a way for him to escape the clutches of poverty.

In 1992, Miguel started his school with just a few metal sheet walls.

“I saw there weren’t many schools here. We didn’t have any public schools in this sector of the city. And the school we had was completely destroyed. No walls, windows, or doors. I understood this place was my ideal space for building my dream. It was the opportunity to serve those in need here,” he shares.

Miguel goes on, “People said I was crazy.

**THEY SAID, ‘YOU DON’T HAVE THE MONEY OR THE RESOURCES FOR STARTING A SCHOOL.’ I TOLD THEM IT WAS TRUE I DIDN’T HAVE THE RESOURCES, BUT I HAD TWO THINGS. I BELIEVED IN GOD, AND I HAD THE MOTIVATION FOR DOING ALL THINGS WITH EXCELLENCE.”**

Today, Miguel’s office walls are covered with frames awarding his school and faculty as School of the Year and Teacher of the Year from the Ministry of Education. “The people who once said I was crazy, their children now come to this school,” he says. Starting with 20 adults in a free afternoon literacy class, Miguel is now educating his neighborhood’s third generation. Their grandchildren learn at the same school. But rather than metal sheet walls, a two-story building stands in its place.

Now, Miguel looks for sustainable ways to invest in his school’s future.

“Edify is helping me to best support my teachers through trainings. With what Edify is providing us, you start to see education differently. Edify always has an innovative step and approach to the work they do. We also have a great relationship with Aspire, an Edify lending partner. We’ve taken loans for repairs and improvement of the school. **ABOVE ALL, I LOVE THE EMPHASIS ON TRANSFORMATION. IT’S MY FAVORITE PART OF OUR PARTNERSHIP,” HE SHARES.**

While Miguel has been educating his community for thirty years, Edify helps him get the support he needs to build an even longer legacy. Trainings equip his teachers to integrate Christ-centered activities and a biblical worldview into their curriculum. Access to lenders like Aspire allows him to improve and expand his school so more students can get a quality education. With support from Edify, Miguel’s school can welcome fourth and fifth-generation students and beyond.

“My wife doesn’t like to walk with me in the neighborhood. She says, ‘I can’t walk with you anymore.’ People will stop me to talk or say thank you for the good work our school is doing. They call me ‘The Teacher,’” he says with a broad smile.

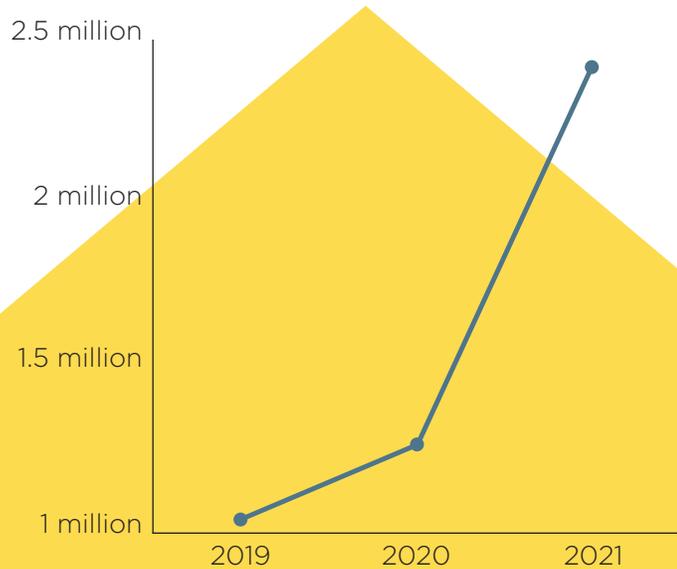
Centro Educativo has become a gleaming presence in bustling Santo Domingo. Its beginnings with metal sheet walls felt like the neighborhood itself, hardened and bare. But with Miguel’s calling and passion, and his faith and trust in Jesus, it’s become a steady presence. Today his school stands tall and bright—a far cry from its humble beginnings, a symbol of generational transformation. Just like the flowering bougainvilleas, it’s brought color and life. **IT**



# six key METRICS

*Edify measures impact using metrics that cover quantity, quality and efficiency.*

## 1 STUDENTS IMPACTED QUANTITY



## 2 ENROLLMENT: NET GROWTH QUANTITY

### Average growth in enrollment of active partner schools

**2020 to 2021: -4.59%\***

**2019 to 2020: 5.92%**

**2018 to 2019: 5.46%**

*\*There was an overall decline in enrollment following school closures due to the global pandemic.*

## 3 EXPOSURE TO GOD'S WORD QUALITY

**115%  
increase\***

*Percent increase in Core Schools over baseline with visible evidence of:*

- *discipleship clubs*
- *corporate worship*
- *scheduled devotions*
- *Christ-centered activities*

*\*This data is only from three of our 11 operating countries due to challenges in collecting data during the global pandemic.*

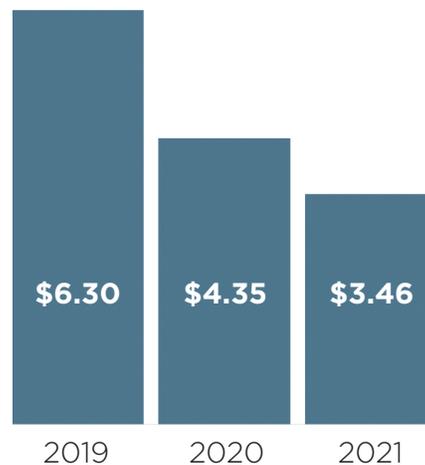
# 4 EXAM SCORES: CORE SCHOOLS QUALITY

Percentage of students achieving a certain threshold on the national exam in Core Schools vs. public schools.

*There is no data due to the global pandemic. In our operating countries the national exams were delayed or canceled in 2021. For the few that have taken the exams, the results have not been released.*

# 5 COST PER STUDENT IMPACTED EFFICIENCY

*Cost per student = total Edify expenses divided by total students impacted*



# 6 LOAN CAPITAL: LOANS MADE EFFICIENCY

**2021** \$1 net new loan capital = **\$2.50** in loans to schools\*

**2020** \$1 net new loan capital = **\$7.59** in loans to schools

**2019** \$1 net new loan capital = **\$6.26** in loans to schools

*\*Because loan payments were largely deferred during the global pandemic, there was very little recycling of loan capital. However, we deployed \$1.78 million, which is the most capital Edify has deployed to our loan partners in one fiscal year. The majority of this was for COVID-19 recovery loans to help schools reopen.*

# from hardship to hope: a thirty-year journey

## ETHIOPIA



Just before the turn of the century, Communist political parties overthrew a historically Christian rule in Ethiopia. They methodically sifted out religion, culminating with the Constitution banning religious education. Evangelical, Orthodox, and Muslim schools were ordered to remove religion from their curriculum—or be closed.

“For the last thirty years, almost all proprietors believed it was impossible to provide Christ-centered education,” says Yonatan Tekie, Ethiopia Country Director. Yet Edify began to find proprietors who felt called to keep their schools Christ-centered even though they ran the risk of closure.

“Proprietors would say, ‘You’re putting us in danger.’ But the past seven years, we’ve built relationships. Attitudes shifted from, ‘It’s impossible,’ to ‘It might be doable, but show us the way.’” Initiatives like the Christian School Owner Fellowships (CSOFs) have connected proprietors,

shared resources, and built support networks. “We felt lonely. We were struggling by ourselves. Then we were introduced to the Fellowships. **WE’VE BECOME A FAMILY ON THE SAME MISSION IN THIS COUNTRY, RAISING THE NEXT GENERATION FOR GOD. AS FELLOWSHIPS, WE DISCUSS WAYS WE CAN REVEAL CHRIST AND SHARE CHRIST AMONG OUR STUDENTS OPENLY,**” shares Mr. Haimanot, proprietor and CSOF leader.

After-school Christ-centered activities have fostered discipleship and empowered students to share the Gospel. Youth camps have gathered hundreds of students annually. Over 150 new Discipleship Clubs were formed this year alone.

This year there’s a glimmer of hope at the end of a seemingly impossible tunnel for Christ-centered education in Ethiopia.



“In August, the Ministry of Education began to talk of reintroducing moral education. Letters were written to all religious communities asking to formulate their curriculum. I got a call one day and was asked if Edify would lead the curriculum team. So I went to work,” shares Yonatan. “We found a Christian Ethiopian who had studied curriculum design. He had approached the government many times, but nobody listened. So, he gave up. When we told him they were ready to listen, he donated his life’s work,” tells Yonatan.

This 2021 school year, the Christ-centered curriculum was adopted for a group of Christian pilot schools. This fall was the first semester in over thirty years where Christ-centered education was allowed by the government.

“This is the greatest success of Edify in Ethiopia,” says Yonatan proudly. Proprietors are encouraged like never before. By the end of 2021, Edify will increase its footprint by almost 20 percent.

**“WE’VE BEEN SHARING WITH PROPRIETORS WHAT MAKES THEM UNIQUE IS NOT SIMPLY THAT THEY’RE TEACHING STUDENTS HOW TO READ OR WRITE--THEY’RE OPENING DOORS TO ETERNITY.”**

“We’ve been sharing with proprietors what makes them unique is not simply that they’re teaching students how to read or write--they’re opening doors to eternity.”

As the glimmer turns into a bright light at the end of the tunnel, the hope for Christ-centered education grows stronger by the day. After a thirty-year wait, this school year is only the beginning as a new dawn breaks. **ff**

# come with us **EDIFY TRIPS**

*Every year, Edify hosts couples, families, and individuals to see our work around the world. These trips give an opportunity to experience the culture first-hand, meet our international staff and partners, and interact with the school owners and students we serve.*

*“The trip opened my eyes to a whole new worldview that’s otherwise been turned off my entire life. I’ve certainly traveled and seen poor parts of the world, but I’ve never been impacted from a biblical worldview like I have on this trip with Edify.”*

- RYAN FRAZIER





# 1

## vision trip

This trip allows an in-depth look at our work. You will have an opportunity to visit schools we partner with, hear the proprietor's inspiring stories, and spend time getting to know the local Edify staff.

# 2

## family experience

Are you looking for a unique trip that will leave an impact on your family for generations? This week-long trip will be spent serving a school Edify partners with as well as spending intentional quality time with your family.

# 3

## couples trip

This is an opportunity for a transformational trip with your spouse. You will have a chance to see what God is doing among the schools we partner with as well as plenty of time together each day.

“...I HAD NO IDEA WHAT TO EXPECT. I REALIZED VERY QUICKLY THAT MY EXPECTATIONS HAD NOTHING TO DO WITH IT, AND THAT GOD HAS A WAY OF USING EVERYTHING TO HIS PURPOSE. BEING ABLE TO MEET THE PEOPLE WHO ARE CHANGING CHILDREN'S LIVES AND SEEING THEIR PASSION WAS COMPLETELY INSPIRING TO ME.”

- DEVON ST CYR

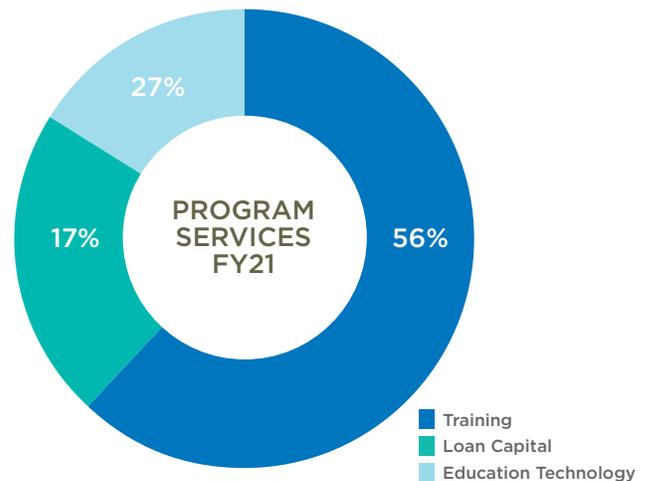
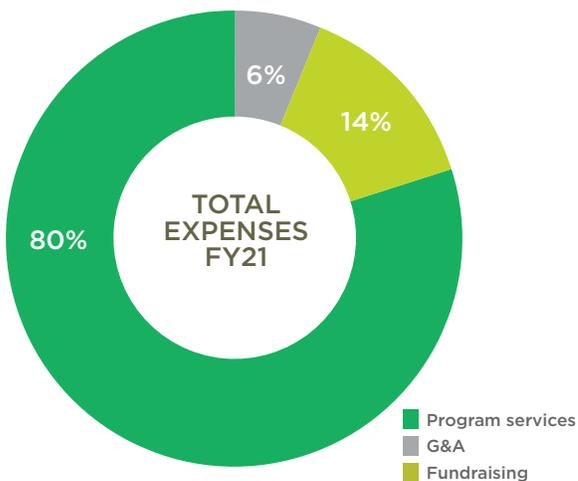
Want to learn more? Email us at [communications@edify.org](mailto:communications@edify.org)

# STATEMENT OF REVENUES & EXPENDITURES (GAAP)

Year Ended September 30, 2021

	<u>2021</u>	<u>2020</u>	<u>2019</u>
<b>SUPPORT AND REVENUE</b>			
Individual donors and foundations	\$8,839,261	\$7,410,040	\$6,817,498
Government	0	0	0
Gifts in kind*	246,682	239,127	230,023
Interest income	351	2,635	4,186
Miscellaneous income	1,402	26,623	51,040
<b>Total support and revenue</b>	<b><u>\$9,087,696</u></b>	<b><u>\$7,678,425</u></b>	<b><u>\$7,102,747</u></b>
<b>EXPENDITURES</b>			
Program services	4,953,610	3,946,012	4,347,593
Funds for loans to schools	1,780,432	61,723	707,979
<b>Total program expenditures</b>	<b><u>\$6,734,042</u></b>	<b><u>\$4,007,735</u></b>	<b><u>\$5,055,572</u></b>
<b>Supporting activities:</b>			
General and administrative	473,970	410,278	427,391
Fundraising	1,182,193	1,103,496	1,076,376
<b>Total expenditures</b>	<b><u>8,390,205</u></b>	<b><u>5,521,509</u></b>	<b><u>6,559,339</u></b>
<b>REVENUE LESS EXPENSES</b>	<b><u>\$697,491</u></b>	<b><u>\$2,156,916</u></b>	<b><u>\$543,408</u></b>

\*Gifts in kind include donated professional services from the University of San Diego for school leadership training, and professional services in the areas of accounting, finance and donated software.



# BALANCE SHEET (GAAP)

As of September 30, 2021

	2021	2020	2019
<b>ASSETS</b>			
Current assets:			
Cash and cash equivalents	\$2,449,997	\$3,413,816	\$1,304,986
Restricted cash from donations	1,687,519	1,221,032	1,275,019
Prepays and other assets	278,444	181,367	265,936
Total current assets	\$4,415,960	\$4,816,215	\$2,845,941
Board designated cash reserve	2,030,822	1,000,365	850,541
Prepays and other assets, net of current portion	491	6,931	3,451
Equipment and software at-cost, net	176,190	99,193	21,875
	2,207,503	1,106,489	875,867
Total assets	\$6,623,463	\$5,922,704	\$3,721,808
<b>LIABILITIES AND NET ASSETS</b>			
Current liabilities:			
Accounts payable and other liabilities	104,912	101,644	57,664
Net assets:			
Without donor restrictions:			
Undesignated	2,800,210	3,599,663	1,538,584
Board designated cash reserve	2,030,822	1,000,365	850,541
	4,831,032	4,600,028	2,389,125
With donor restrictions	1,687,519	1,221,032	1,275,019
	6,518,551	5,821,060	3,664,144
Total liabilities and net assets	\$6,623,463	\$5,922,704	\$3,721,808

Copies of the complete, audited financial statements are available on our website, [Edify.org/financials](http://Edify.org/financials).

# management discussion & analysis

## 2021

Total revenue for the year from donations and other income was \$9.1 million, an 18% increase from \$7.7 million in fiscal year 2020. Program expenses totaled \$6.7 million, an increase of 68% from the prior year total of \$4.0 million. Program activity was able to resume either in-person or in a virtual setting on a country-by-country basis. Programs delivered during the year impacted 9,253 independent, low-fee Christ-centered schools in 11 countries. Training was provided to 13,042 school leaders and 6,185 teachers. Lending partners funded 1,168 loans to 974 different schools at an average loan size of \$4,193. Of this, 857 were COVID-19 recovery loans at an average loan size of \$1,525.

**FISCAL YEAR 2021 REVENUE OF \$9.1 MILLION EXCEEDED TOTAL EXPENSES OF \$8.4 MILLION RESULTING IN A SURPLUS OF \$697 THOUSAND. THE SURPLUS AROSE FROM TOTAL REVENUE BEING 9% ABOVE PROJECTIONS PARTIALLY OFFSET BY TOTAL EXPENSES BEING OVER BUDGET BY 1%.** Edify doubled the board designated cash reserve from prior year to \$2.0 million. Restricted cash on the balance sheet to fund specific programs increased 38% at fiscal year-end to \$1.7 million from \$1.2 million in 2020. Approximately 90% of the restricted funds are planned for disbursement in 2022 to fund their respective designations.

Edify diligently seeks to distribute the highest percentage possible of donations to fund training, loans to schools and education technology programs to improve Christ-centered education in the 11 countries where we work. Program expenses in fiscal year 2021 were 80% of total expenses or \$6.7 million. Of this amount, \$4.9 million went for programs that included Christ-like character development for students, school proprietors and teachers, along with specific COVID-19 recovery interventions, business training for proprietors, educational technology training for teachers, and mobile learning devices in primary school classrooms, curricula and life skills training for children.

Program expenses also include net new capital of \$1.8 million in the form of loans that was disbursed to lending partners internationally to make loans to school proprietors. Lending partners were able to disburse \$4.4 million in new loans due to the majority of loan repayments being deferred to our lending partners as a result of COVID-19. There was less recycling of capital than in prior years.

**CUMULATIVE LOAN CAPITAL DEPLOYED BY EDIFY INTERNATIONALLY FOR SCHOOL LOANS WAS \$12.1 MILLION FROM FISCAL YEAR 2010 TO 2021. CUMULATIVE LOANS TO SCHOOLS BY LENDING PARTNERS AND DIRECTLY FROM EDIFY WERE \$39.8 MILLION OR 328% OF THE LOAN CAPITAL FROM EDIFY BECAUSE OF RECYCLED PRINCIPAL REPAYMENTS.**

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, and serves with Cathi Linch, CPA, an Audit Committee member.



# senior leadership team 2021



**Ken Appenteng-Mensah** | VP 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 at 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.



**Abigail Bach** | VP of 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.



**Curt Christiansen** | Interim CFO

Curt joined Edify in January 2021 with a 40-year career in the banking industry where he served as CFO for numerous publicly traded commercial banks and private equity firms. Most recently he was CFO of Pacific Mercantile Bank for eight years. Curt previously served for 20 years as CFO and head of the investment team for Carpenter & Company and the Carpenter Community BancFund where he also served as CFO for a number of the BancFund's portfolio banks.



**Paula Cordeiro** | VP of Education

Prior to joining Edify in 2018, Paula was the Dean of the School of Leadership and Education Sciences at the University of San Diego. She is currently the Dammeyer Distinguished Professor of Global Leadership and Education in the Kroc School of Peace Studies. Previously, she coordinated the masters and doctoral programs in Educational Leadership at the University of Connecticut. She held positions as a teacher, principal and school director in schools in Venezuela and Spain. Paula is a former member of the California Commission on Teacher Credentialing, and board member of the James Irvine Foundation.



**Tiger Dawson** | CEO and Co-Founder  
*(See Board of Directors, page 22)*



**Vanessa Folsom** | VP of People

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.



**Bettina Gómez García** | VP of Latin American Programs

Prior to joining Edify, Bettina was a University Professor and Director of Executive Education at Universidad del Pacifico. She has served as an Organizational Learning Manager for Belcorp and has more than 25 years of experience as an Investment Advisor. She has worked with international NGOs such as Swiss Contact, USAID, Bill and Melinda Gates Foundation, World Bank and Inter-American Development Bank. She also has experience working at the Peruvian Congress and Superior Court of Justice.



**Makonen Getu** | Chief Transformation Officer

Makonen has spent the majority of his career in international economic development. 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. He worked with different donor agencies and NGOs in several countries. Makonen holds a PhD in Economic History with a major in International Economic Development from the University of Stockholm.



**Myles Harrison** | COO

Prior to joining Edify in August 2021, Myles served as the International Director for Tearfund UK, responsible for overseeing and supporting the work of Tearfund in over 50 countries around the world. Before that, he worked for World Vision for 21 years, working and living in Azerbaijan, Sierra Leone, Mauritania, Cambodia, Kenya, and Australia in program leadership, regional operations leadership, and a global strategy role. Myles holds a BSc in Management Studies and Operational Research, an MBA in Leadership from Eastern University.



**Scott Rhoades** | VP of Edification and Philanthropy

Scott Rhoades joined Edify in September of 2015. Prior, Scott served on Young Life staff in the Dallas/Ft. Worth area in various roles from area director to development director. Scott earned a BA in MIS and Finance from Oklahoma University and a Masters of Arts and Religion with a focus on Biblical Studies from Westminster Seminary.



**Luis Sena** | VP 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. Since 2011 he has been associated with Edify, first serving as the School Loan Manager for Edify's partner, Esperanza, and from 2013 as a full-time staff, serving as Leadership Coach to school proprietors and VP for Latin America. Luis is a native Dominican with a degree in Architecture and an MBA.



**Reuben Thiessen** | VP of Impact and Chief Technology Officer

Reuben joined Edify in September 2010 and is focused on the strategic alignment of Edify's mission and the program offerings by monitoring and assessing the impact of our work. Prior to joining Edify, he was a technology officer at Opportunity International. He holds a Master of Education degree from Stanford University in Learning, Design and Technology.

# board of directors 2021



**Chris Crane, Chairman** Prior to co-founding Edify in 2009, for seven years Chris was CEO of Opportunity International, the world's largest Christian microfinance organization, with 10,600 indirect and direct staff, and operations in 28 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.



**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.



**Tiger Dawson** 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 was very involved with the Young Presidents' Organization (YPO). He designed and ran the youth, teen and young adult education tracts at 10 international family universities. Tiger earned his undergraduate degree at Baylor University and pursued a master's degree at Dallas Theological Seminary and Fuller Seminary.



**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 on the board of Village Enterprise, working to break the cycle of poverty in East Africa by creating sustainable incomes and savings for the rural poor. She is active in the leadership of Menlo Church, coordinating several volunteer teams. She is passionate about the issues of improving educational and economic opportunities for all, and is a lifelong learner around effective programs and innovations in these areas. Debbie holds a BA in economics from Duke University and an MBA from Stanford University.



**Kurt Knapton** began his career as a management consultant for Accenture and Booz Allen Hamilton, 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 the market research industry. From 2011-2016, he served as President and CEO of Research Now (rebranded as Dynata), growing its staff to 1,300 employees in 36 countries. Kurt established the Restore Hope Orphan Sponsorship Program in Sierra Leone 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.



**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.



**Paul Park** is the Head of Strategic Partnerships at Aetion, a leading health care technology company. Paul has more than 20 years of experience in leadership, strategy, and organizational development. As the Executive Director of First Fruit, Inc., Paul deployed grants and impact investments to more than 1,000 organizations working in 100 of the poorest and least-free nations in the world. At Amgen, Paul was part of the deal team that acquired Enbrel. He has previously worked for APM Management Consulting. Paul is a co-founder of Rising Tide and the IC. Paul was educated at Brown University and the Wharton School of Business.



**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. Previously, David led all philanthropic and campaign efforts at Children's Health in Dallas. Earlier leadership positions included similar roles at Southern Methodist University and Baylor Scott & White Health Care System Foundation in Dallas. David has over 30 years experience in the non-profit sector and holds Bachelor of Arts and Masters of Business Administration degrees from Baylor University.

# advisory board 2021



Miriam Oforu 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 co-founder 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, a graduate of Kent State University, began his business career with Arthur Andersen & Co. and was admitted to partnership in 1970. He subsequently served in leadership positions in Northwest Industries, Inc., Household International, Intel Corporation and served as managing partner of Equity Group Corporate Investments from 1995 until 2000. Rod currently serves as chairman on CAC, a private company offering capital investment and management advisory services. He has recently served as a trustee of Invesco Funds, Quidel Corporation and Stericycle, Inc., among others. He also recently served on the boards of California Charter Schools Association and High Tech High Charter Schools in San Diego.



Prof. Brian Fikkert is the founder and Executive Director of the Chalmers Center for Economic Development and is a professor of economics and community development at Covenant College. 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*, and *From Dependence to Dignity: How to Alleviate Poverty Through Church-Centered Microfinance and Becoming Whole*. Brian received a PhD in Economics from Yale University.



Peter Greer is President and CEO of HOPE International, a Christ-centered microfinance organization. He 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*.



Victor Hu is Managing Director and Co-founder of Lumos Capital Group, an investment firm focused on the human capital development 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.



Mary Kamanzi is the Executive Director of the Peace Plan Rwanda. She co-founded Youth With A Mission (YWAM) for Rwanda with her husband, and also founded Arise and Shine school in Kigali, a low-fee independent primary school. Mary has also served as a Commissioner on the Rwanda National Unity and Reconciliation Commission. She has been a teacher in Uganda and a missionary in Kenya and South Africa. Mary graduated from Nkozi Teachers Training college in Uganda and later 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.



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, Haddington Energy Partners and Young Life National Board. His past board affiliations include Edify and Young Life's Greater Houston Area. Terry graduated from Lamar University with a B.S. in Engineering and recently released his book *Sacred Pace: Four Steps to Hearing God and Aligning Yourself With His Will*.



Geraldo Orozco was the CEO of ASPIRE from 2000-2020 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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