



edify

annual report

2020



THE WORLD TURNED

UPSIDE DOWN

January started with a wonderful celebration in Southern California with our staff, partners, and friends. We celebrated 10 years of God's faithfulness in leading Edify. We also celebrated giant milestones for our mission, like impacting over 1 million students in one year. We couldn't have been more thankful to the Lord. Everything seemed right and full of promise.

The excitement of the new year had just begun to fade when March hit: the world turned upside down.

Coronavirus, social distancing, N95—unfamiliar words just months ago soon became headlines. In a matter of weeks, all our partner schools in all 11 countries had closed. We sounded a call to prayer as an organization to listen to the Lord for His direction. Then we rolled up our sleeves and began responding.

First, we emphasized our role of spiritual support to our school proprietors. We reduced our operating budget, and we negotiated the deferment of our partner schools' loans with our microfinance partners. Then we did a survey of proprietors' needs in 380 partner schools globally; this led to the design of the Edify COVID-19 Recovery Plan. It has now been many months into a world-altering pandemic (sure seems like a lot longer), and we are absolutely amazed at what God is doing.

Despite all our schools being closed to in-person classes, we've maintained support to 4,404 partner schools, and we've expanded our reach virtually to schools that we haven't been able to access physically. Looking at our fiscal year 2020 contributions, we had a 9% increase from \$6.8 million to \$7.4 million year-over-year. What an extra dose of God's goodness!

The year 2020 has brought more than just Coronavirus. It's been the perfect storm of public health crisis, political and racial divisions, and looming economic uncertainty. But wouldn't it truly be wonderful if the world was, in fact, turned upside down not by crises but by the love of Jesus?

"These men who have turned the world upside down... saying that there is another king, Jesus." (Acts 17:6-7, ESV)

The Gospel is powerful because it invites us to play a part in changing the world. It asks us to truly flip everything upside down, through selfless, grace-filled acts of love to others at great cost to ourselves. Disruption will come and go with new things to fill its place, but the Gospel is truly what transforms lives and nations forever—what if our world was turned upside down by lives lived differently?

Enjoy the pages of this year's Annual Report, which tells a magnificent, global story of the world being turned upside down by Good News, the story of the one true King.

Blessings,



TIGER DAWSON | CEO and Co-Founder



MISSION
TO IMPROVE AND EXPAND SUSTAINABLE
CHRIST-CENTERED EDUCATION
GLOBALLY

VISION
FLOURISHING GODLY NATIONS

REPLACE VIOLENCE WITH PEACE. CHANGE CORRUPTION
INTO INTEGRITY. TURN HATE INTO LOVE.
TURN THE WORLD
UPSIDE DOWN
THROUGH CHRIST

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



BEYOND FOUR WALLS

Only a small handful of Edify partner schools in Ghana are back to in-person learning. The vast majority need solutions now, especially if the government requires another closure or future interruptions.

She shares, “The future is a cloud-based system where the use of technology is no longer dependent on device, presence, teachers, or data ... improving the schools’ ability to access content for teaching and learning.”

When surveyed, school owners and teachers shared that there might only be one device per household for students, and it usually belongs to the parent. Education then becomes difficult for multiple students in one family. Each student needs a device, but many are left without any at all.

“Schools need a solution where they can acquire devices and have the funding to do so. Children need devices at home, so we must move away from static devices and toward mobile ones. Access is the opener, it’s the beginning of everything,” Storm explains, **“Learning should be able to take place anywhere at any time.”**

By combining all three of Edify’s programs—education technology, loan capital, and Christ-centered training—schools can purchase devices their students need for blended education. Teachers and school owners can receive the training they need to leverage technology solutions without compromising quality.

The future of education will require a willingness to embrace new ways of schooling. Edify partners with schools to deliver much-needed technology interventions and training for its effective use. We’re fostering life-long learners equipped to become the flourishing people they’re meant to be. **ii**

Distance, hybrid, and blended education models were few and far between in places like Ghana just months ago. Weeks before the worldwide shutdown, Storm Godwinson, Ghana Program Lead, Education Technology, met with schools to promote education technology interventions. The hesitancy was evident. “Schools knew about education technology, but it wasn’t on the top of their priority list. They didn’t view technology as a tool for their educational goals,” she concludes.

But then, everything changed. Schools closed, education was interrupted, and school owners and teachers were left scrambling. If they wanted to salvage learning, they needed technology. “We had schools calling us and asking how they could use WhatsApp, Zoom, or Google Classroom and if we could provide training for their teachers,” tells Storm.

When surveyed by Edify in April 2020, only 17% of our partner schools in Africa were providing education via technology. In Ghana, only 20% of the 41 partner schools surveyed used some sort of online learning management system, like Google Classroom. However, it’s not enough to simply offer the technology. It must deliver a great quality education.

Looking forward, schools will need to migrate their resources to online systems. So, when the next threat to education comes, they’re prepared to quickly and seamlessly deliver education without interruption.

GLOBAL IMPACT 2020



10,261

SCHOOL LEADERS
AND TEACHERS TRAINED BY
EDIFY'S PROGRAMS



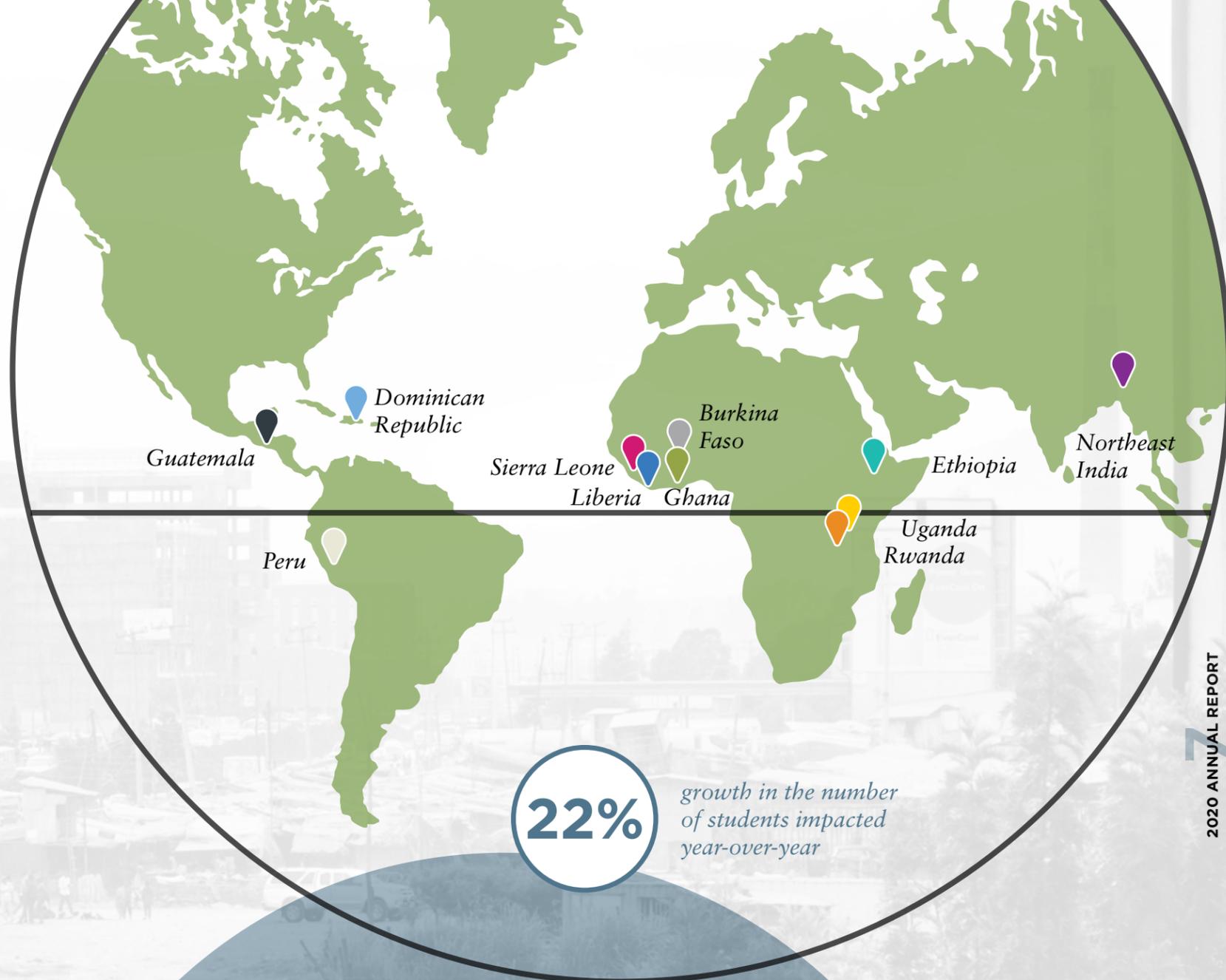
4,404

SCHOOLS PARTNERED
WITH EDIFY TO INCREASE
SUSTAINABILITY AND
IMPROVE EDUCATION



1,269,973

STUDENTS IMPACTED IN
LOW-FEE INDEPENDENT
SCHOOLS



22%

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

STUDENTS IMPACTED
BY COUNTRY IN 2020

44,118	50,879
311,668	72,696
74,515	427,669
41,501	41,972
66,532	18,392
120,031	

PARTNERSHIPS 2020

22

14

8

6

5

55

CHRIST-CENTERED TRAINING PARTNERS

BURKINA FASO

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

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

MicroAID
Lending

University of San Diego
School Leadership Training

DOMINICAN REPUBLIC

Aprendi
Christ-centered Training and School Leadership Training

ASPIRE
Lending

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

Chrysalis International-AMO
Christ-centered Training

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

Esperanza International
Lending

Sinergia FLT
Christ-centered Training

ETHIOPIA

AWANA
Christ-centered Training

Child Evangelism Fellowship
Christ-centered Training

Evangelical Students and Graduate Union of Ethiopia (EVASU)
Christ-centered Training

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

Joshua Multi Purpose Civic Society
Lending

Mald Educational Support
School Leadership Training

Vision Fund
Lending

GHANA

AWANA
Christ-centered Training

Certified Ghana
QuickBooks Training

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

LENDING PARTNERS

SCHOOL LEADERSHIP TRAINING PARTNERS

EdTech Innovations Limited
Education Technology

Foundation First Charitable Trust
Classroom Management Training

Participatory Development Associates
Phonics by Phone Training

Seeds of Empowerment
Education Technology

Sinapi Aba Savings and Loan
Lending

University of San Diego
School Leadership Training

WorldReader
Education Technology

GUATEMALA

Asociación de Colegios Privados de Jutiapa
Christ-centered Training

Distrito de Alto Rendimiento (DAR)
School Leadership Training

Efecto Mostaza (Mustard Seed Effect)
Christ-centered Training

Foundation for the Support of Small Business (FAPE)
Lending

Guatemala Próspera (John Maxwell Leadership Program)
Christ-centered Training

BUSINESS & OTHER PARTNERS

LIBERIA

AWANA
Christ-centered Training

Cornerstone Leadership Academy
Christ-centered Training

Foundation for Women Liberia
Lending

ICT Gateway
QuickBooks Training

International Leadership Institute
Christ-centered Training

University of San Diego
School Leadership Training

NORTHEAST INDIA

AWANA
Christ-centered Training

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

Development Associates International (DAI)
Christ-centered Training

Elim Resource Centre
Business Training

New Life Crusaders - Manipur
Christ-centered Training

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

EDUCATION TECHNOLOGY PARTNERS

PERU

Acreduca
School Leadership Training

Adventist Development and Relief Agency (ADRA)
Lending

Asociación de Colegios Cristianos del Peru (ACCEP)
Christ-centered and Business Training

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

RWANDA

Amasezerano Community Bank
Lending

AWANA
Christ-centered Training

Cornerstone Leadership Academy
Christ-centered Training

Goshen Finance
Lending

University of San Diego
School Leadership Training

Urwego Bank
Lending

Youth Impact Mission
Christ-centered Training

TOTAL UNIQUE LOCAL PARTNERSHIPS

SIERRA LEONE

A Call to Business
Lending

Agape Development Initiatives
Christ-centered Training

AWANA
Christ-centered Training

UGANDA

Amani Initiative
Business Training

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

Christian Schools Owners Association (CSOA)
School Compliance, Safety and Health Training

Hiinga
Lending

ICT Teachers' Association of Uganda
Education Technology

New Hope International
Christ-centered Training

Private Education Development Network
School Leadership Training

Scripture Union
Christ-centered Training

AGENTS OF PEACE



Northeast India

High up in the Himalayan mountains of Asia sits the Seven Sisters, a group of small states in northeastern India. Connected to mainland India by a strip of land only a few miles wide, outsiders seldom visit these states. The majority of Indians have never even explored states like Assam, Nagaland, or Manipur. Vibrant green rice fields sit like stairs, climbing their way up the mountainsides. It's untouched, serene, and virtually forgotten.

But less than 30 years ago, the sky in Manipur would have been thick with smoke, a sign of

another village burning. With streets empty and tension palpable, people lived in fear of the next attack. Water pipes were dug out of the ground and made into gun barrels with electric poles fashioned into their stocks.

The Nagas and the Kukis are just two of more than 200 ethnic groups in the region, but these tribes carry a long history of conflict. Like the tide, conflict ebbs and flows throughout decades as old stories of enmity are re-told by each generation. During the most recent conflict in the late 1980s and early 1990s, more than 1,500 innocent lives

were lost in five years. Villages were burned to the ground and abandoned. Lines of division, hatred, and revenge carved familiar caverns throughout the state.

“One day, my daughter asked me a question, ‘Papa, are Nagas our enemies?’ No one taught her they were her enemies. She had learned it from me,” shares Sem Haokip, Northeast India Christian Transformation and Training Officer. “It was then that God spoke to me. ***So, I began to pray as a father and began to change the storyline with my daughter. We needed to write a new story.***”

In 2018, Edify hosted a week-long peacebuilding camp with more than 450 students and more than 80 teachers and school owners from 18 Edify partner schools. Children from both Naga and Kuki tribes worshiped, ate, and played sports together. Now Edify sports camps held each

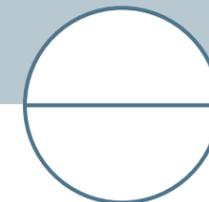
summer bring together children who have been taught to be enemies. Instead, they're forging paths of peace through simple acts of being teammates or sharing a meal. Manipur's story is being re-written, one centered on a Gospel of forgiveness and peace.

“Unless there is peace and real building of peace, there cannot be transformation,” tells Thangminien Haokip, Northeast India Christian Transformation and Training Officer.

Transformation looks different in each place it's found. In Rwanda, we see the fruit of the power of reconciliation and healing. In the mountains of Northeast India, transformation wears the cloak of peace and fills the caverns of hate with seeds of forgiveness. A world can truly turn upside down when enemies become teammates, love replaces violence, history is forgiven, and a new story is written. [ii](#)

“UNLESS THERE IS PEACE AND REAL BUILDING OF PEACE, THERE CANNOT BE TRANSFORMATION.”

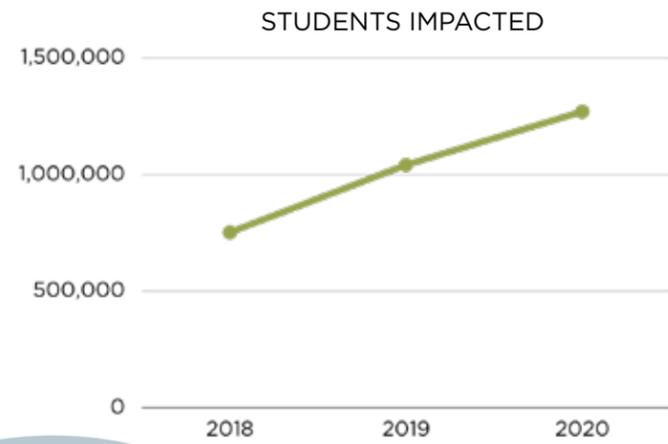
- Thangminien Haokip -



SIX KEY METRICS

QUANTITY

1 STUDENTS IMPACTED



2 ENROLLMENT: NET GROWTH

Growth in enrollment of active partner schools from
 2019 to 2020: 5.92%
 2018 to 2019: 5.46%

3 EXPOSURE TO GOD'S WORD

increased by 112%

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

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

QUALITY

4 EXAM SCORES: CORE SCHOOLS

76.2% in Edify Core Schools vs. 43.7% in public schools

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

5 COST PER STUDENT IMPACTED



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

6 LOAN CAPITAL: LOANS MADE

2020 \$1 net new loan capital = \$7.59 in loans to schools
2019 \$1 net new loan capital = \$6.26 in loans to schools
2018 \$1 net new loan capital = \$5.35 in loans to schools

EFFICIENCY

FINDING STRENGTH IN SEPARATION

In South America's coastal country, Peru's richly diverse and stunning landscape reveals lush rainforests, sharp cliffs, and ancient culture. Lima, the capital city, struggles with overcrowding, having busted at the seams long ago. Yet, two-thirds of the population live in the hilly rural regions dense with forests and mountainous terrain where roads, electricity, and proximity to schools can be miles or hours away.

Experiencing one of the world's longest pandemic lockdowns, Peruvians weren't even allowed outside their homes until May. Much of Peru has felt cut off, isolated, and separated, and schools have been physically closed since March. For schools in the remote jungle regions, they're used to being on their own. But as Edify has moved trainings online the past several months, schools, regardless of location, have found strength and connection despite separation.

"In the past, we've worked mostly with partner schools in Lima. We weren't able to visit and train schools outside of the city often since travel is challenging. It requires long hours by bus or plane," shares Joel Cuadra, Peru Christian Transformation and Training Officer. "Now that everything is virtual, we've had the chance to reach schools far outside of Lima and around the country."

Training is one of the three key ways Edify partners with independent schools. Training

offers opportunities to improve proprietors' business skills, integrating a biblical worldview in classrooms, and discipleship of their staff and students. It also supports teachers who need further training in early childhood interventions and pedagogy.

Before the COVID-19 pandemic, the majority of trainings were held on a local level since most Edify partner schools remain within Lima.

While local trainings will continue to support specific challenges to Lima partner schools, other trainings are being transported across the country in a matter of minutes. Joel reflects, "Often we could only call every other week or every other month. But now, we can deliver training and support almost instantly. This has allowed us to strengthen our relationships and support to existing schools and even new ones."

So how great is the need? Joel says, **"Our Zoom account used to cap us at 300 participants. But we've had more than 600 people register for a single training almost weekly. So, we increased our session capacity to 1,000 participants to meet the overwhelming demand. We join together with other organizations to launch big training events and gather speakers who provide incredible tools for the needs these proprietors have right now."** What started with 50-60 participants has grown to over 1,600 since May.

"BEFORE, THERE WASN'T AS MUCH CROSS-COUNTRY COLLABORATION. NOW, WE'RE GATHERING SCHOOL LEADERS FROM ALL THREE COUNTRIES. WE'RE WORKING TOGETHER AS LATIN AMERICA."



Proprietors and teachers have been desperate for help while pivoting in this volatile time to bring stability, consistent delivery, and quality education while their students are at home. These trainings supply vital resources and tools for online education through virtual platforms like WhatsApp, Google Classroom, and Zoom.

"In this time of virtual life, you wouldn't think you could reach new schools. But it's been the opposite," Joel shares. "We didn't have the chance in-person to reach these schools that often during the year. Now, we have schools reaching out because they're in need of the training we are providing."

On a regional level, Edify's countries of operation in Latin America—the Dominican Republic, Guatemala, and Peru—have deployed training courses to address our partner schools' needs.

Three courses are specifically aimed at change management, mobile apps for learning, and crisis leadership. "Before, there wasn't as much cross-country collaboration," says Joel, "Now, we're gathering school leaders from all three countries. We're working together as Latin America."

More than ever, Edify is beginning to weave a web across Peru and Latin America. Through the jagged Andes mountains and the lush Amazon rainforest, cell phone towers make the connections possible. But the trainings, commitment, and partnerships make Christ-centered transformation and quality education achievable. A tiring national lockdown could've brought even more isolation to these rural schools but has instead built strength. Closures could've felt discouraging. Instead, school owners and teachers separated by hundreds of miles are being encouraged to deliver quality, remote education to their students. **ii**

UNEXPECTED FLOURISHING

In the midst of COVID-19, our partners, from trainers to lenders to financial partners, are a consistent reminder to us that we're one Body with many parts. We wanted to shine a light on the different ways our partners have shown strength and creativity in this unexpected season.



LOANS DEFERRED, BUT NOT HOPE

This year, school owners have been faced with difficult decisions. Many schools were forced to furlough teachers and forgo paychecks for themselves. In Northeast India, some schools even paid their staff in rice. For those who had existing loans, the looming repayments had school owners feeling hopeless. But MicroAID, a local microfinance institution partner in Burkina Faso, offered a solution. Interest rates were reduced by 50%, and loan repayment deferrals brought much-needed reprieve for almost 40 schools. "These initiatives helped support recurrent salaries, operation costs, schools to keep their best teachers...this would have been difficult without the flexibility provided by Edify's program and MicroAID," shares Dr. Elisee Ouedraogo, President of MicroAID's Board of Directors. Edify's other 13 lending partners also deferred loan repayments, ensuring our partner schools could weather the storm of school closures with hope.



STANDING ON A SOAPBOX IN SIERRA LEONE

For each soap product Soapbox sells in the U.S. or online, they donate a bar of soap to people in need. As a mission-driven hair and personal care soap company, Soapbox supplied 33,600 bars of soap; Edify distributed them to 280 of our partner schools in Sierra Leone. The eco-friendly soaps were made by a local maker Eco-Soap Bank, a Soapbox partner that employs domestic violence and Ebola epidemic survivors. Distributed just one week before the country reopened schools in September, these bars helped fill the necessary health and safety protocols each school was required to follow before allowing students back in-person.

STRIKING A MATCH WITH THE VANDE GUCHTE FAMILY

With Edify's COVID-19 Recovery Plan in full force, generosity began to fill the needs of school proprietors' challenges in health and safety protocols, education technology, and student learning. After hearing of Edify's work to stand beside educators in a world flipped upside down, Tom and Mary Vande Guchte created a matching donation. They want their generosity to inspire and encourage others to give, especially in this season. So, for every new donor, or donor who increased their giving, their gift was matched by the Vande Guchte's and went toward the COVID-19 Recovery Plan. Amazingly, in just two months, the match was filled. It promoted 21 new financial partners and 17 increases in giving, which will greatly impact our partner schools around the world.



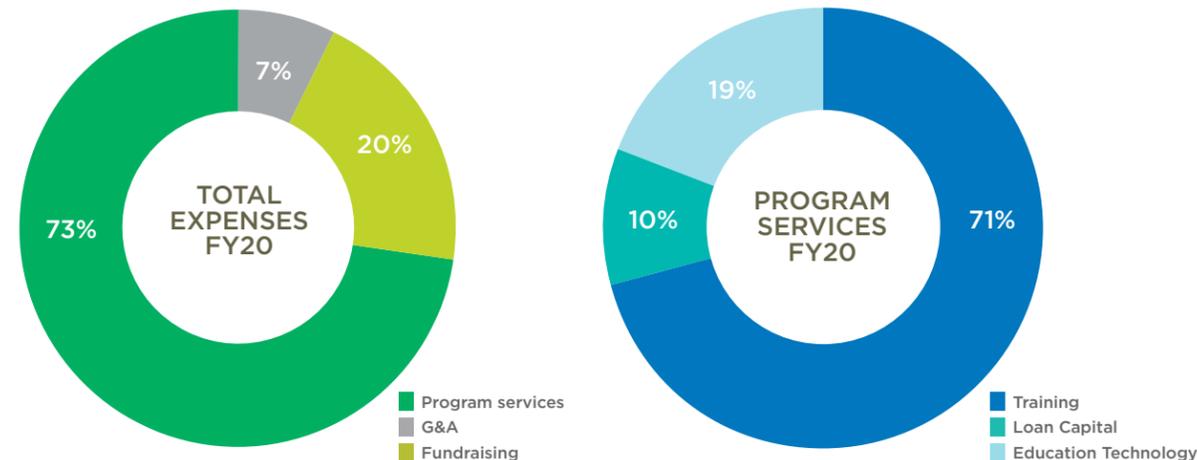
STATEMENT OF REVENUES & EXPENDITURES (GAAP)

Year Ended September 30, 2020

	2020	2019	2018
SUPPORT AND REVENUE			
Individual donors and foundations	\$7,410,040	\$6,817,498	\$6,147,896
Government	0	0	0
Gifts in kind*	239,127	230,023	275,267
Interest income	2,635	4,186	1,736
Miscellaneous income	26,623	51,040	59,420
Total support and revenue	\$7,678,425	\$7,102,747	\$6,484,319
EXPENDITURES			
Program services	3,946,012	4,347,593	4,127,476
Funds for loans to schools**	61,723	707,979	899,980
Total program expenditures	\$4,007,735	\$5,055,572	\$5,027,456
Supporting activities:			
General and administrative	410,278	427,391	325,802
Fundraising	1,103,496	1,076,376	1,074,953
Total expenditures	\$5,521,509	\$6,559,339	\$6,428,211
REVENUE LESS EXPENSES	\$2,156,916	\$543,408	\$56,108

*Gifts in kind include \$235,431 of donated professional services from the University of San Diego for school leadership training and \$3,696 of donated software.

**Edify disbursed \$370,213 to lending partners, \$308,490 was repaid, leaving the net capital distributed at \$61,723.



BALANCE SHEET (GAAP)

As of September 30, 2020

	2020	2019	2018
ASSETS			
Current assets:			
Cash and cash equivalents	\$3,413,816	\$1,304,986	\$1,060,101
Restricted cash from donations	1,221,032	1,275,019	1,254,925
Board designated cash reserve	1,000,365	850,541	589,540
Notes receivable, current portion	0	0	4,002
Prepays and other assets	181,367	265,936	273,274
	\$5,816,580	\$3,696,482	\$3,181,842
Total assets:			
Prepays and other assets, net of current portion	6,931	3,451	403
Equipment-at cost, net	99,193	21,875	26,812
	106,124	25,326	27,215
Total assets	\$5,922,704	\$3,721,808	\$3,209,057
LIABILITIES AND NET ASSETS			
Current liabilities:			
Accounts payable and other liabilities	101,644	57,664	88,321
Net assets:			
Without donor restrictions:			
Undesignated	3,599,663	1,538,584	1,276,271
Board designated cash reserve	1,000,365	850,541	589,540
	4,600,028	2,389,125	1,865,811
With donor restrictions	1,221,032	1,275,019	1,254,925
	5,821,060	3,664,144	3,120,736
Total liabilities and net assets	\$5,922,704	\$3,721,808	\$3,209,057

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

MANAGEMENT DISCUSSION & ANALYSIS OF 2020

Total revenue for the year from donations and other income was \$7,678,425. This represents an 8% increase from \$7,102,747 in fiscal year 2019. Program expenses of \$4,007,735 declined 21% from the prior year total of \$5,055,572. COVID-19 significantly reduced the execution of the fiscal year 2020 program budget as schools were closed part of the year. Programs delivered during the year impacted 4,404 low-fee independent Christ-centered schools in 11 countries. Training was provided to 6,279 school leaders and 3,982 teachers. Lending partners funded 347 loans to 332 different schools at an average loan size of \$8,100.

Fiscal year 2020 revenue of \$7,678,425 exceeded total expenses of \$5,521,509 for a 28% surplus of \$2,156,916. The surplus rose from total expenses being under budget by 32% in contrast to total revenue, which was 6% below projections. Edify increased the board designated cash reserve 18% over the prior year to \$1,000,365. Restricted cash on the balance sheet to fund specific programs declined 4% at fiscal year-end to \$1,221,032 from \$1,275,019 in 2019. Approximately 90% of the restricted funds are planned for disbursement in 2021 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 2020 were 73% of total expenses or \$4,007,735. Of this amount, \$3,946,012 went for programs that included Christian 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.

Gross capital of \$370,213 in the form of loans was disbursed to lending partners overseas to make loans to school proprietors. Net capital disbursed was \$61,723 after some lending partners returned funds of \$308,490 provided before 2020. Lending partners were able to disburse \$2,809,820 in new loans primarily through recycling principal repayments from schools. Several lending partners borrow from the capital markets or use their own resources to further leverage the loan capital from Edify.

Cumulative loan capital deployed by Edify internationally for school loans was \$10,357,019 from fiscal year 2010 to 2020. Cumulative loans to schools by lending partners and directly from Edify were \$35,329,169 or 341% 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.



2020 MANAGEMENT TEAM



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.



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. In

addition to working with Edify 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)



Chris Fenton | CFO and Senior VP of Operations

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 | 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 Gomez Garcia | 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, United States International Development (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 developing countries. Makonen holds a PhD in Economic History with a major in International Economic Development from the University of Stockholm.



Scott Rhoades | VP of Edification and Philanthropy

Scott Rhoades joined Edify as a Director of Edification and Philanthropy 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 Luis has been associated with Edify, first serving as the School Loan Manager for Edify's financial 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 implementing education technology to improve student learning outcomes in Africa. 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.

2020

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 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.



Dr. 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.



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.



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.

2020

ADVISORY BOARD



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 Authur 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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www.edify.org

8825 Aero Drive, Suite 220

San Diego, CA 92123

1-855-463-3439

