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DAVIS COLLEGE & AKILAH
ANNUAL REPORT
2020-2021

A SEASON OF CHANGE

We spent years preparing for 2020, the Akilah Decennial and launch of our co-ed Davis College campuses in Asia and Africa. The pandemic turned our plans upside down, and pushed us to the brink of survival.

The lessons we've learned this year have been painful and hard-won, but have also demonstrated the incredible resilience and fortitude of our community.

When schools first closed in March, our team redesigned our courses for online delivery, trained faculty in digital pedagogy, and distributed tablets and modems to 1,000 students who had returned to their rural communities. This radical transformation happened virtually overnight, thanks to our educators who acted quickly to avoid further disruption for our students.

Early on in the pandemic, we also lost 70% of our funding due to reneged pledges and cancelled events, and had to make difficult decisions to significantly downsize our team. **In the face of this extreme uncertainty, our colleagues stood by one another with deep compassion and humanity.**

Perhaps most painful of all, our prospective students and graduates all felt the ripple effects of the pandemic. Our student financing partner lost their funding and was unable to provide income share agreements to our incoming class. As a result, 1,300 accepted students had to put their dreams on hold and defer enrollment until financing became available. At the same time, countless Akilah alumnae were becoming unemployed during lockdown.

We were all devastated, and there were times when we had no choice but to wait out the storm.

Yet our team never stopped creatively navigating challenge after challenge, exploring innovative solutions to support our current and future students.

By summer, nearly 90% of Akilah students had completed their third trimester online. And after seven months of online learning, our campus re-opened in October with 1,200 Davis and Akilah students.

“2020 was an incredibly difficult year, but despite the year’s challenges, being at Davis College has truly been a dream come true.

*From every touchpoint, update, and message of support I received while studying at home, I had never been handled with such care before. Knowing that these people were managing their own struggles and challenges while caring for me shows me how powerful this community is. **Davis College has fostered a true sense of community, and this experience has made me feel like I am exactly where I belong.***

The Davis community is unique, dynamic, and resilient. I know that many applicants sadly were not able to enroll this year because of COVID-19, but I believe every student deserves the same opportunities that I have had.”

Sue-Ellen Ochanda, Business Management and Entrepreneurship, Class of 2022



It is impossible to look back on this challenging time without tremendous gratitude. This is not because we are grateful for the suffering and injustice experienced throughout the global pandemic. **But having navigated it together, one day at a time, we are grateful for the resilient humanity of our community — in and out of the classroom.**

We experienced gratitude each day, as we witnessed our students learn — about themselves, one another, and the complex and beautiful world around them.

It is through gratitude for all we experienced in 2020 and 2021 that we look ahead to the promise and joy of the future alongside our students, graduates, supporters, and friends.

“Gratitude is how you take your power back.” - Lalah Delia

Thank you for walking alongside our team and students in 2020, 2021, and in the years to come.

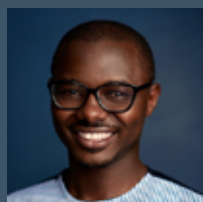


THE DAVIS COLLEGE EXECUTIVE ORGAN



CHANCELLOR

Her Excellency, Dr. Joyce Banda has served as our Honorary Chancellor since 2017. She transitioned into the role of Chancellor in 2022.



VICE CHANCELLOR

Richard Niyibigira serves as the Vice Chancellor of Davis College, having been with the institution for six years. He previously served as Director of the Evening & Weekend program, and Academic Director.



DEPUTY VICE CHANCELLOR

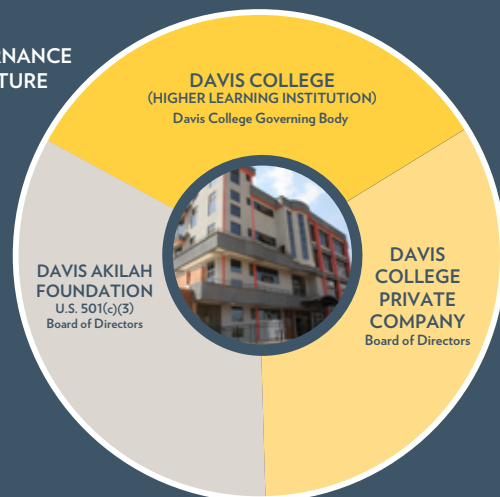
Christine Osae
Academics



DEPUTY VICE CHANCELLOR

Fiston Mbanenayo
Finance & Administration

GOVERNANCE STRUCTURE



THE DAVIS COLLEGE GOVERNING BODY

Our Governing Body oversees the vision for Davis College, as well as the progress and performance of our strategic plan and policies. We are honored to be guided by the wisdom and decisions of this council of respected leaders, who bring deep expertise across a range of disciplines.



Aline Kabanda



Dr. Carmen Nibigira



Dr. Jolly Mazimhaka



Joy Ndungutse



Pacifique Omwetowaze



Richard Niyibigira

THE DAVIS COLLEGE ACADEMIC SENATE

Our Academic Senate is responsible for the teaching, research, and education remote of the institution. This includes preparing academic programs and teaching methodology, setting admissions guidelines, assessing student performance, and the ongoing evaluation and professional development of our teaching faculty.



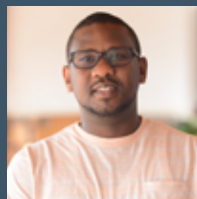
Anitha Umutoni



Christine Osae



Fiston Mbanenayo



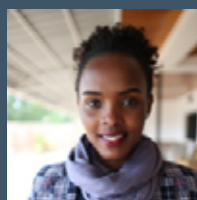
Isaac Museveni



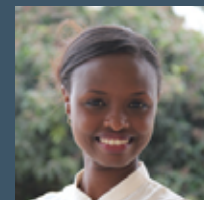
Juliet Aketch



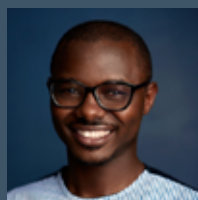
Kevin Mbogo



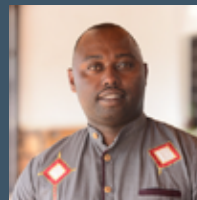
Nadine Karinganire



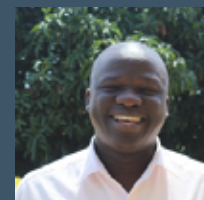
Nathalie Bigimba



Richard Niyibigira



Schadrack Niyonzima



Titus Lugero

DAVIS AKILAH FOUNDATION U.S. 501(c)(3)

The Board of Directors oversees the fulfillment of Davis College's mission in addition to managing the 501(c)(3) business and property, approving grants and philanthropic transfers to the college, and investing any funds held or earned by the Foundation. We are grateful for the breadth of experience, expertise, and wisdom that our Board members offer in service to our mission.



Amy Pritchard



David Hughes



Elizabeth
Dearborn Hughes



Hank Pariseau



Marie-Chantal
Uwanyiligira



J. Michael Cavanaugh



Paula Cordeiro



Portia Durbin

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TAKING A LOOK BACK

January 1, 2020 - December 31, 2021



February 2020

In 2019, our Board of Directors approved the decision to expand access to Akilah's high-quality diploma programs to more students, to ensure that Akilah could meet the educational needs of the region for the future, while continuing Akilah's 10-year legacy and commitment to empower female learners. This decision included the launch of Davis College, a co-educational higher learning institution. We opened applications to young women and men in August 2019, and within six months we had over 10,000 students apply to join our founding class at Davis College.



March 2020

By March, the COVID-19 pandemic reached Rwanda and our campus was temporarily closed. Our faculty worked tirelessly to immediately transition to distance learning. They spent hours uploading coursework to laptops that were distributed to hundreds of students who did not have reliable access to the internet or computers at home. They made themselves available to students at all times to make the transition to virtual teaching seamless. Thanks to their skill, dedication, and resilience, we were able to recreate the unique Akilah experience in an online environment and adapt our programs to ensure continuous learning.



September 2020

After offering academic programs to female learners for more than a decade, we welcomed Davis College's inaugural class of co-ed students, marking an incredible milestone for our team. Although we were unable to meet our students on campus amidst the lockdown, we put our collective heart and soul into creating a seamless kick-off to the new school year and building an engaging online learning experience.

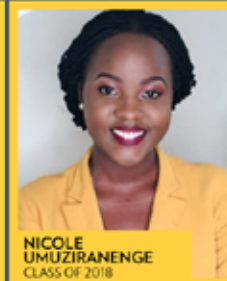


October 2020

After seven months of distance learning, we welcomed our students and teachers back to our COVID-adapted campus. The rigorous health and safety measures kept our community safe while allowing our learners back into the classroom.

November 2020

In November, we hosted our inaugural Akilah Women of the Decade Awards, celebrating and honoring many of the women who have shaped our vibrant community. This live, virtual event featured the diversity of talent and success across each of our graduated classes.





January 2021

Thanks to the generosity of our supporters, we raised \$250,000 during our Holiday Campaign. Our donors ensured that no student would be left behind because of their circumstances amidst a tremendously difficult year.



February 2021

Teams of students competed to represent Davis College at the Fowler Global Social Innovation Challenge. Two teams from Davis College went on to the finals in June, where our students placed 16th out of 49 international teams for their innovative solution to the housing development challenge in Rwanda.

March 2021

A new class of student leaders was sworn in, as Akilah's 2020 - 2021 Student Guild and Davis College's Inaugural Student Guild. Working in collaboration with our Student Affairs team, the Guilds ensure that their fellow students are represented and engaged, while always working to improve the student experience.

June 2021

On June 18th, we (virtually) graduated the Class of 2020. Over 400 passionate and brilliant women received their diplomas, after completing their studies during an extremely challenging year. Congratulations to our alumnae, who have demonstrated unprecedented resilience and courage!

August 2021

August marked a year of partnership with the Mastercard Foundation. Through its COVID-19 Recovery and Resilience Program, we have been able to provide students with financing support during a difficult time, while also investing in both the infrastructure and support systems that drive the success of online learning.

November 2021

We were honored to announce that we had been selected from a pool of 7,800 applications to receive funding and support from Google.org as part of the Impact Challenge for Women and Girls. With Google.org's support, we will continue our work empowering students and graduates, in the classroom and beyond, through the African Women's Workforce Initiative (AWWI). The goal of AWWI is to transform the African workforce by building a talent pipeline of women and connecting them to the workforce.





After a collective 20 years with Akilah and now Davis College, we recently said goodbye to former interim Davis College President Paul Swaga, Chief Development Officer Holly Habimana, and welcomed Akilah President Karen Sherman into a new role. Over the last year, Paul, Holly and Karen have generously supported their colleagues through a major transition phase and have all left an indelible mark on our community.



After joining our team in 2014 as an English Instructor and working his way through several important roles including Core Program Dean, Co-Academic Director, and President, Paul transitioned into the next chapter in his career at the end of 2021. There is no question that he will continue to be an important partner and collaborator in our community in the years to come.

Shortly after Paul joined in 2014, Karen joined Akilah in early 2015. She has shepherded Akilah through nearly a decade of growth and transformation, and always safeguarded Akilah's commitment to women's education and leadership. Fortunately for our team, Karen will remain an important part of our organization as her role evolves to focus on our relationship with [Google.org](https://www.google.org) through the [African Women's Workforce Initiative](#). Thanks to her and Holly's tireless efforts, [Google.org's](https://www.google.org) support represents an important milestone for our team and demonstrates incredible promise for our organization. In partnership with Karen, Holly has been a beloved spokesperson and champion of the institution's values and principles, leading fundraising and development efforts in recent years despite intense institutional and global challenges.



On behalf of our community, we would like to extend our gratitude to Paul, Holly and Karen for their years of dedication to our organization and service to our students.

UNDERSTANDING OUR IMPACT:

A look inside our Graduate Evaluation Survey

The following data points are based on a survey conducted with 1,163 graduates from the Classes of 2019, 2020 and 2021.

COMPLETION RATE

Completion rate definition: The number of students that successfully complete a diploma program.

89% COMPLETION RATE

Class of 2020 - Graduated on June 18, 2021

84% COMPLETION RATE

Class of 2021 - Graduated on February 25, 2022

83% of graduates have had at least one job since graduating.

Our graduates experienced a **61%** growth in income between their first job after graduation to their current job.



OUR DEEPEST GRATITUDE TO OUR DONORS AND PARTNERS

A special thank you to our generous supporters and partners, all of whom make our work possible. The Mastercard Foundation's COVID-19 Recovery and Resilience Program was particularly impactful given the ongoing challenges to our students and institution during the pandemic. Additionally, after a pause on offering Income Sharing Agreements (ISAs) to students due to the pandemic, CHANCEN International introduced a new ISA with the Future of Work Fund, offering students access to full tuition financing, based on need. We were deeply grateful to secure 120 ISAs allocated to our August 2021 intake. We also deeply appreciate the Accenture Development Partnerships for their pro bono COVID-19 Risk Engagement work, and to DLA Piper and New Perimeter for their invaluable pro bono support.

Amber Ibarra
 Amy Moynihan
 Anne and John DiGiovanni
 Anne and Michael Moretti
 Annette Tryde Akman and Michael Akman
 Annie Lou Dewberry
 The Barrington Foundation Inc.
 BeLinda Nichols
 The Beth Holton and Cody Davis Charitable Fund
 Bryan Setser
 Ceci Clarke
 Christina Bryant
 Corbett Family Charitable Foundation
 Corinthian International Foundation
 Cresap Family Foundation
 Dan LeClair
 David Amis
 Dean Engle
 Debbie Dean
 Diane and Rod Dammeyer
 Dr. Mary Kay Vona
 Drs. Corinne and Adam Zimmer
 Ebb Point Foundation
 Elizabeth Cabot
 Elizabeth Dearborn Hughes and David Hughes
 Emily Clayton
 Five Together Foundation
 Foulkes Family Fund
 Gary Dodds
 Gemma Wilson-Clark
 Grant Me the Wisdom Foundation
 Hapke Family Foundation
 i=Change
 Inge and Daniel Damstra
 J. Michael Cavanaugh
 Janet Eom
 Jean and Bob Mulroy
 Jennifer White
 Jerome Porath
 Joan and Stuart Gherini
 Joann and Richard Weiner
 Jodi Morris
 Marie and John Evans
 Katherine and Jonathan Potter
 Julia Moffett
 Julie Peyton
 Karen Henken
 Kate and Mike Ascione
 Lauren Lovelace
 Lauren Richman and Joel Trachtman
 Leboworth Foundation
 Leslie H. Knox Memorial Fund
 The Lester Fund
 Linda Ndungutse
 Luanne and Joe Sanders
 Manitou Fund
 Marcus Moretti
 Marcy, Derek and Jackie Hennecke
 Maria Figueroa Kupcu
 Marin Community Foundation
 Mary Dwyer
 Max von Poelnitz
 Melinda Goodman
 Merrin Jenkins
 Micah 6:8 Foundation
 Michaela Walsh
 Nicole Ingaribe
 Olivia Chioma Elee
 Patricia Loew
 Paula Cordeiro
 PG Impact
 Portia and Chris Durbin
 SageView Foundation
 Sally and Matthew Burke
 Sally Williams and Richard Keenan
 Segal Family Foundation
 Sherry and Robert Zoellick
 Susan and Tom Freeman
 Tait Sye
 Taryn Bird
 Taryn Sullivan
 Tracy Sanders
 Tyler Dikman
 Uechtritz Foundation
 Veronica and Arthur Goldberg Foundation
 Vibeke Thomsen
 Wanching Ang
 Wendy Wheeler and Ian Reid
 Woodhouse Family Foundation
 The 221B Foundation

And many others, for whom we are immensely grateful!

To make a contribution, please visit www.akilah.org/donate

Your support creates a lasting impact in the lives of our students and their communities.

MEET OUR PARTNER: CHANCEN INTERNATIONAL

CHANCEN International is a not-for-profit organization that provides an ethical, fair, and responsible financing model for young people in Africa to access quality tertiary education. This model of financing is called an Income Share Agreement (ISA). The ISA model provides equal access to vocational and higher education programs or students from excluded backgrounds.

The ISA model allows students to focus on their studies without worrying about cumbersome debt. Once students graduate, they are given the time and space to find gainful employment, then once they begin to earn enough to take care of their basic needs, their repayments commence and a unique algorithm ensures that they pay a percentage of their earnings that does not encroach on their fundamental needs.





CHANCEN partners with educational institutions that prepare students for the world of work and have a strong link to the labor market as evidenced by a high transition to employment rate.

To date, CHANCEN has financed 1,461 students, 81% of whom are women and 44% are from rural areas. We are proud to be a CHANCEN education partner and join a community of members who are united in solidarity to increase access to tertiary education for current and future generations.

Together, we ensure students are empowered through socially responsible financing and able to focus on their studies.

MEET OUR PARTNER: MASTERCARD FOUNDATION

The Mastercard Foundation works with visionary organizations to enable young people in Africa and in Indigenous communities in Canada to access dignified and fulfilling work. It is one of the largest private foundations in the world with a mission to advance learning and promote financial inclusion to create an inclusive and equitable world. Mastercard created the Foundation in 2006 as an independent organization with its Board of Directors and management.

The Mastercard Foundation COVID-19 Recovery and Resilience Program has two main goals. First, to deliver emergency support for health workers, first responders, and students. Second, to strengthen the diverse institutions that are the first line of defense against the social and economic aftermath of this disease. These include universities, financial service providers, businesses, technology start-ups, incubators, government agencies, youth organizations, and non-governmental organizations.



In September 2020, Davis College and Akilah were thrilled to announce a new partnership with the Mastercard Foundation as part of its COVID-19 Recovery and Resilience Program. With the Mastercard Foundation's support, we have been able to effectively respond to the COVID-19 pandemic by transitioning to e-learning and minimizing the disruption in education for our students.

Specifically, 463 Akilah students who had lost their Income Share Agreements (ISAs) due to the pandemic received full and partial scholarships to resume their studies. This support alleviated acute economic stress on these students and their families, and enabled them to continue learning despite the challenging circumstances.

“It was like a dream come true to receive a full scholarship from the Mastercard Foundation.”

“My mother doesn’t earn a lot and it became even harder during the COVID-19 outbreak. I was very aware that her income couldn’t support me in my schooling and I thought that the only option available to me was to pause my studies and maybe hope to resume them in the future.

It was like a dream come true to receive a full scholarship from the Mastercard Foundation. This support has helped me to focus on my studies and to be more engaged in my classes because I am not worried about the tuition fees.

At Davis College and Akilah, I feel confident that I will graduate with the soft skills that set me apart from everyone else so that I can gain employment as soon as possible. My plan after graduation is to join the hospitality industry. I think this field has so many opportunities and I am excited at the prospect of becoming a future leader.”

Aline Munezero
Hospitality and Tourism Management, Class of 2021
Mastercard Foundation Scholarship recipient



Through its COVID-19 Recovery and Resilience Program, the Mastercard Foundation is assisting institutions like ours, and communities in Africa, to withstand and respond to the short-term impacts of this pandemic, while strengthening resilience in the long-run.

AFRICAN WOMEN'S WORKFORCE INITIATIVE

In December 2021, Akilah was selected from a pool of 7,800 applications to receive funding and support from Google.org to launch the African Women's Workforce Initiative (AWWI) as part of their Impact Challenge for Women and Girls. Building on Akilah's work in Rwanda over more than a decade, AWWI will reach marginalized women in predominantly rural communities through partnerships in Uganda, Ghana, and beyond, with the potential for expansion across the continent once additional funds are leveraged for the project.

As part of this project, which was designed to create economic pathways for under-resourced women and girls and empower them to reach their full potential, AWWI will train and educate hundreds of deserving young African women and connect them to U.S. companies and other employers on the continent, ultimately through a digital matching platform. The initiative will also create new digital learning curricula designed to bridge skills gaps for rural women, including those from SMEs, so they can be considered for a spectrum of employment with U.S. corporations and their partners. Piloting this initiative ahead of widespread 5G deployment in Africa will allow the technology to be fully tested before it accelerates and expands to all regions and markets.





The potential benefits of such a public-private partnership are manifold. For companies, AWWI provides a scalable, digitized pipeline of talent for employment while building a more diverse and inclusive workforce that includes women from the margins.

Our graduates are career-ready and eager to be placed in top U.S. companies. For under-resourced women employed by SMEs, AWWI will enable them to develop the technical and workforce readiness skills needed to secure employment and increase their earning potential. Participation in AWWI will allow both groups of women to recover from the pandemic's impact, lift their families out of poverty, and contribute to strengthening their local economies and societies.

GOAL

To transform the African workforce by building a substantial talent pipeline of women from the margins in Africa that U.S. and other companies on the continent can employ.

OBJECTIVES

- Identify, recruit, and enroll underserved young women to participate in AWWI's blended (online and face-to-face) training and education programs;
- Build a digital learning system to enable AWWI graduates to successfully secure jobs, advance in their careers, and participate in supply chains;
- Connect women to open positions in companies via a scalable digital matching platform; and
- Contribute to the emerging 5G ecosystem through a tech-enabled economic development program specifically for women.

PROGRAM DESCRIPTION

AWWI has the potential to directly impact the lives and livelihood of economically vulnerable young women, with a ripple effect that extends well beyond the individual students.

Several U.S. companies stand ready to participate in a highly coordinated, digitized, and scalable workforce development program for the African continent. These include: Varian, Visa, IBM, John Deere, Caterpillar, Marriott, and more. Said companies are open to offering a spectrum of employment to AWWI graduates appropriate to their skills and qualifications. Caterpillar and John Deere and their partners, for example, require trained mechanics and technicians, while Varian needs help with medical device equipment sales and servicing. Marriott is seeking talented front and back office staff for their hotel brands across Africa, and IBM has identified opportunities with their local partners in Ghana, Ethiopia, and Nigeria.



PARTNER OVERVIEW

Akola Academy was started in 2007 to bring women in extreme poverty into the workforce in rural Uganda. It has evolved into a local Ugandan entity with its own Board of Directors. Akola Academy was built on the belief that if women have dignified employment, they will have the material, social, and human resources they need to improve life outcomes. Akola has delivered cutting-edge workforce development, financial inclusion, and holistic wellness programs to women from the margins, allowing them to leverage economic opportunity into lasting change. Akola launched a private manufacturing business in Uganda, Akola PBC, that received \$5 million from the Development Finance Corporation to grow its operations to employ 2,000+ women in extreme rural poverty over the next five years. Akola's for-profit jewelry brand retails at Neiman Marcus, Saks Fifth Avenue, and Nordstrom, making it the premiere social impact brand in the luxury segment. Akola's Founder, Brittany Underwood, was named one of the world's top 10 CEOs by Inc. Magazine, the "Best Person in the World" by Yahoo, and one of 25 people reshaping the future of retail by the National Retail Federation. Underwood is a former member of the U.S. President's Advisory Council on Doing Business in Africa (PAC-DBIA).

[Read more about AWWI here.](#)



FINANCIALS

Project Akilah, Inc. d/b/a Akilah Foundation
For the Fiscal Years Ended on August 31, 2021 and 2020

STATEMENTS OF FINANCIAL POSITION

	8/31/2020	8/31/2021
Assets	\$2,906,674	\$3,270,009
Liabilities	\$1,169,804	\$1,080,233
Net Assets	\$1,736,870	\$2,189,776

SOURCE OF CONTRIBUTIONS AND GRANTS (UNRESTRICTED)

	8/31/2020	8/31/2021
Individuals	\$1,647,671	\$1,222,741
Foundations & Trusts	\$575,449	\$551,758
Release of Restricted Gifts	\$963,684	\$691,632
Total	\$3,186,804	\$2,466,131



CONSOLIDATED STATEMENT OF ACTIVITIES (UNRESTRICTED)

	8/31/2020	8/31/2021
Contributions & Grants	\$3,186,804	\$2,466,131
Special Events (Net of Expenses)	\$411,885	\$161,045
Other Program Revenue	\$6,210	\$337,708
Total Revenue	\$3,604,899	\$2,964,884
Grants & Scholarships to Other Entities	\$1,496,011	\$1,782,734
Fundraising, Management & General Expenses	\$1,254,073	\$1,036,329
Total Expenditures	\$2,750,084	\$2,819,063
Increase (Decrease) in Net Assets from Operations	\$854,815	\$145,821
Other Increases (Decreases) in Net Assets	(\$3,628)	\$48,735
Increase (Decrease) in Net Assets	\$851,187	\$194,556



MEET OUR ALUMNAE



“The future is women and technology.. There’s nothing that male students have in their brains that gives them the ability to perform well in technology that we don’t have. It’s a matter of learning, practicing, and loving what you do — regardless of gender.”

Archange Umugabe, Class of 2019
Salesforce Administrator, Davis College



“I am very grateful to have been part of an institute that is about women’s empowerment. I think about how back on campus we were encouraged to dream big and be the change we want to see in the world. Seeing that happening now makes my heart so happy. I’m so grateful for the three most beautiful years I spent at Akilah.

Thank you for not only giving us the education that every woman deserves, but to cheer us on as we make our dreams come true.”

Laure Darlène Karamutsa, Class of 2015
Executive Director,
Isôoko Community Development



“I aspire to be an international musician. I want to be a great role model to all my young sisters who might be afraid to pursue their dreams.

I want to make an impact in my community by showing how art can be used to bring positive change in the world. My biggest dream is to perform on numerous stages worldwide and make my country and Akilah proud.”

Alyn Sano, Class of 2017
Award-Winning Rwandan Artist



“My business idea started with my love for plants; how they transform spaces, and their versatile capacity to act as herbs and medicine. It was fascinating to me and through research, I found out that this could be developed into a business. I ultimately saw potential in this field and I spoke to Akilah’s Business Management and Entrepreneurship instructors to get their advice and mentorship.

I knew that the skills and knowledge I gained from Akilah would help me start and run this business. I have so much hope that the future is brighter because I have all the skills and abilities to run a business no matter the circumstances and reach even greater heights.”

Allen Ingabire, Class of 2017
Co-Founder, Ivy Bliss Murugo

DAVIS COLLEGE

CONTACT OUR TEAM

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 +1.917.719.3110

CONNECT WITH OUR COMMUNITY

DAVIS COLLEGE

 www.daviscollege.com

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AKILAH

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