Ashesi University Foundation

Annual Report 2016

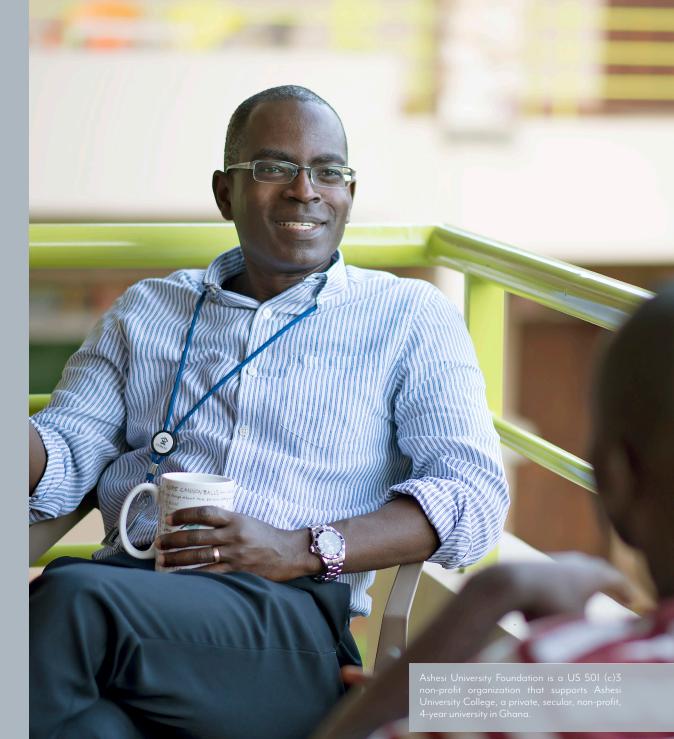
Educating ethical, entrepreneurial leaders in Africa

OUR WORK

Ashesi offers young Africans a world-class, 4-year education on their home continent that fosters ethics, innovation and entrepreneurship in a diverse community. Half of our students are on scholarships, and nearly half are women.

Since 2002, Ashesi has emerged as an educational leader in Africa as graduates have gained a reputation for outstanding integrity, an entrepreneurial mindset, and strong professional skills. Our pioneering educational model combines a liberal arts core with high-impact majors in computer science, business, engineering and management information systems. Africa's most rigorous student-led honor code, community service, and complex, real-world projects prepare Ashesi graduates to be catalysts for change.

Ashesi is transforming Africa through the work of our faculty, students and graduates, by opening up our campus as a hub for global collaborations, and by working to spread a more effective, higher quality of university-level education across Africa.



PRESIDENT'S LETTER

Dear Friends,

As you'll read in these pages, Ashesi was a beehive of campus expansion projects and program excitement in 2016, all designed to help us better prepare students to tackle Africa's complex challenges. At Ashesi, we have four years to infuse students with the courage, mindset and skills they'll need to bring progress to Africa. Therefore, faculty continually strive to improve our courses. Here are two such examples:

- Because in-depth discussion and hands-on projects do more to develop critical thinking skills than traditional lectures, our faculty are fine-tuning a flipped classroom [p.9], where students view material before class, then arrive ready for teamwork.
- Faculty challenge themselves to teach concepts in a meaningful African context; for example, engineering lecturer Elena Roscoe's students learn statistics by developing a mathematical model to simulate a malaria outbreak then comparing the results of different prevention methods [p.10].

Throughout 2016, Ashesi graduates continued their work to grow African businesses—which creates jobs and opportunity—and to develop useful new products and services. A few, like the alumni profiled on page 11, have launched innovative social ventures.

Ashesi also continues to grow as a hub for collaborations, laying the groundwork for global and local innovators to work together. In 2016, we completed an engineering workshop, a business incubation space for our Ghana Climate Innovation Center, and more housing for visiting faculty. And as more African universities have expressed interest in learning from the Ashesi model, we are facilitating collaborations to improve higher education across Africa.

Ashesi could not continue to grow and improve without the support of generous donors and advocates. We are humbled by the support and enthusiasm of our global community and we invite you to partner with us in our push to grow to 1,000 students, and to expand our role in spreading new ideas, new ventures and new solutions for Africa.

Sincerely,

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Patrick Awuah President, Ashesi University Foundation and Ashesi University College

At Ashesi, we have four years to infuse students with the courage, mindset and skills they'll need to bring progress to Africa.

Patrick Awuah

This report gives just a taste of the excitement at Ashesi in 2016. For more inspiring examples of university and graduate accomplishments, please visit www.ashesi.org.

2016 IN REVIEW

Ashesi's potential for impact is greater than ever thanks to the progress we have made since our founding in 2002. Here, we highlight the major achievements in 2016 including welcoming our largest ever student body and nearing gender parity in our engineering program.



791 total students

We are well on the way to our goal of 1,000 students by 2020. Our student body has grown from just 30 students in 2002.



51% of students are on scholarship

Over half of students receive need-based aid. 29% come from such modest means that their scholarships are all-inclusive.



41% of engineering cohort is female

Ashesi is a leader in recruiting women to engineering. Our goal is to reach gender parity in the Engineering program within 3 years. Overall, Ashesi holds a 1:1 female to male student ratio.



21 African countries represented

Ashesi is becoming a truly pan-African university. Students hail from 21 African nations, and 20% come from African countries outside of Ghana.



1 in 5 acceptance rate

We search hard for leadership potential, a desire to tackle challenges in and out of the classroom, and a lifelong commitment to learning.



33% of students learn abroad

International learning can be a powerful tool for knowledge acquisition and insight. We are proud that 1 in 3 members of the Class of 2016 were able to undertake an international experience while at Ashesi.





Employers say that Ashesi graduates innovate, challenge the status quo and strengthen their organizations. A record number of firms participated in this year's career fair.





Nearly all graduates receive job offers, start their own businesses or gain acceptance to graduate school within six months of graduation.



90% of alumni work in Africa

Our alumni are a "brain gain," not a brain drain. They live and work in Africa, contributing towards a renaissance in their home continent.



50% women on executive team

Women comprise more than half of Ashesi's core leadership team — supervising academic matters, directing admissions and financial aid and taking the lead on the development of new programs and curricula.





Donors keep us growing

As Ashesi's student body nears one thousand, we need partners to help fund program growth, scholarships and more student spaces. In 2016, families and organizations gave more than \$4M to support our Drive to 1,000 Students. Business Incubation Space for the GCIC

Engineering Workshop

Health Center

Student Dormitory

A THEFT I RANGE

Our newest dorm will provide 96 more students with a fully immersive campus exerience (scheduled to open in fall 2017).

New Collaborative Spaces

Donors make it possible

In 2016, donors helped complete funding of five new campus buildings: business incubation space for the Ghana Climate Innovation Center (GCIC), an engineering workshop, health center, new student dormitory and visiting faculty housing.

Visiting Faculty Housing

P

This 3-bedroom house provides accomodation for visiting staff and faculty.

2016 ASHESI FOUNDATION FINANCIALS

Ashesi is self-sustaining: the University's operating expenses are funded by tuition, fees and other operating income. Grants from generous donors through our US-based Ashesi University Foundation fund Ashesi's growth and scholarships. Here's how the Foundation put your donations to work in 2016.

2016 STATEMENT OF ACTIVITY

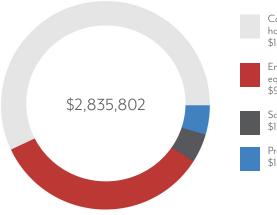
ASHESI UNIVERSITY FOUNDATION

Total Expenses	\$3,405,644	\$1,877,072
Administrative and Fundraising	\$359,902	\$317,198
Expenses with direct benefit to University	\$209,940	\$172,662
Grants to the University	\$2,835,802	\$1,387,212
Total Income	\$4,868,674	\$3,667,264
Investment & other revenue	\$120,069	\$198,480
Contributions	\$4,748,605	\$3,468,784
	2016	2015

2016 STATEMENT OF FINANCIAL POSITION

Net Assets	\$7,876,964	\$6,396,231
Liabilities	\$1,330,048	\$1,308,214
Assets	\$9,207,012	\$7,704,445
ASHESI UNIVERSITY FOUNDATION	2016	2015

GRANTS FROM THE FOUNDATION TO THE UNIVERSITY



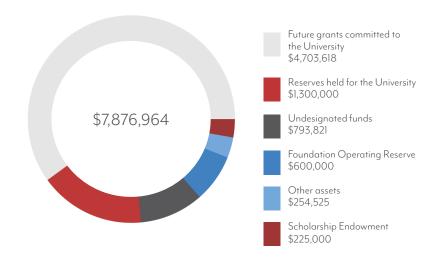
Construction of health center, faculty housing and infrastructure \$1,610,357

Engineering program, equipment and workshop \$971,564

Scholarships \$128,895

Program and other support \$124,986

ASHESI FOUNDATION NET ASSETS



*For complete audited financial statements for the University and Foundation visit ashesi.org/publications.



FROM KAKUMA REFUGEE CAMP TO ASHESI

Freshman Jacob Amhol's journey took him from civil war in South Sudan to the Kakuma refugee camp in Kenya, then classes at Ashesi University. After graduating from high school in 2013, Jacob spent two years searching for an opportunity to attend college while teaching Agriculture and Chemistry at a secondary school in the Kakuma camp.

"Living in a refugee camp can be a hard struggle," Jacob says. "After high school, your chances of moving forward are slim, even when you move out." The camp where Jacob lived housed over 185,000 refugees, mostly migrants from the South Sudan civil war. Living there with his family, he dreamed of creating a better life for them and himself.

In 2015, when Jacob heard about Ashesi through Bridge2Rwanda, he was excited about the possibility of joining the Ashesi community. "I read a lot of good things about Ashesi online," he explains. "Seeing it was one of the top universities in Africa, I wanted to come here." On his first attempt, however, Jacob was unable to submit his application before the deadline. When the 2016 admissions season opened, he was prepared. Jacob applied, went through his admissions interview, and was accepted into the Engineering program with a full scholarship from Mastercard Foundation Scholars Program. "My prayers have been answered. It feels good," shares Jacob.

For Jacob, Ashesi represents an opportunity for a new life—for himself and for his family in Kakuma. "Being at Ashesi changes a lot for me. I hope to get my brothers out of the refugee camp. As long as you can fend for yourself, you can move out. I want to give them that, because for me, I got out when I came here."

Recruiting students from all socio-economic backgrounds means that Africa's future leadership cohort will understand their communities' needs, and use their experiences to design solutions for them. With 51% of students receiving full or partial scholarships, the Ashesi education is a new beginning for many bright young Africans like Jacob who are otherwise unable to attend college. It is this richness of perspective and experience that students bring to the classroom that creates a deeply engaging and transformative learning environment at Ashesi.

Working with partners like Mastercard Foundation, Ashesi's commitment to providing equal opportunity for young Africans remains unwavering. To increase diversity and collaboration on campus, Ashesi plans to grow its pan-African student population to at least 30% of our student body.

SCHOLARSHIPS AT ASHESI

51% of students receive scholarships

29%

of students receive complete support for all tuition, room & board and textbooks

403

students enabled to attend Ashesi from scholarships in 2016

LEND YOUR SUPPORT

Donations of all sizes help students access an Ashesi education. Help students like Jacob by giving at:

www.ashesi.org/donate





STUDENTS LEAD LEARNING IN FLIPPED CLASSROOM

Ashesi is committed to continuously evaluating and improving the effectiveness of our curriculum and teaching methods. Most recently, Lecturer Rebecca Awuah and Associate Professor Dr. Ben Kwaku Gordor redesigned Ashesi's Introductory Statistics course, employing the flipped classroom and Passion Driven Statistics methods.

It began in spring 2015, when Awuah attended a workshop on Passion Driven Statistics at the US College Teachers of Statistics pedagogy conference. Passion Driven Statistics frames the teaching of introductory statistics around original research—students utilize real data sets to pose questions of interest to them and then use statistical

software to turn raw data into useful information and new knowledge. In order to devote sufficient class time to completing a semester-long research project, the Passion Driven Statistics approach relies on 'flipping' the classroom—students access online course content outside of the classroom while focusing classroom time on learning experiences that apply, synthesize and evaluate the content. Professor Awuah recognized that the skills promoted through these methods aligned with those that Ashesi strives to impart: self-motivation, critical thinking and technological aptitude. Following the conference, Awuah and Gordor resolved to redesign their statistics course based on these approaches.

Ashesi Foundation supports faculty development, which helps power classroom innovation

In the new course, students use cutting-edge technologies to complete traditional in-class work on their own time, accessing lesson plans and data sets, utilizing statistical software and submitting assignments. Class time is then dedicated to focused work and collaboration, as students pursue their individual research projects. "Because the project was individual, I made sure to deeply

understand new concepts to be able to complete my project. During times when I didn't understand something, I sought help from my lecturers or fellow colleagues in class," says Jennifer Saarkwah '18. The semester culminates in an academic poster session, in which students present and engage with colleagues and visitors about the results of their studies. Student projects often center on social issues, such as women's health, neighborhood safety and single parenting.

Many students are already applying their new statistics skills to jobs and internships. Jennifer, for example, was inspired to intern with Willows Foundation International, where she helped evaluate the efficacy of a family planning initiative through quantitative research and analysis. "This internship gave me a first-hand experience in how data is collected and organized for further research, and was an opportunity to serve and make an impact," she says. After graduating, Jennifer hopes to join an organization that uses data collection and management to serve society.

"The course has now been taught twice and we can see real benefits," says Professor Awuah, citing improvements in student engagement and learning outcomes. "We certainly intend to continue with the flipped classroom and project-based format for the introductory statistics course at Ashesi."

FACULTY IMPACT

Ashesi's efforts towards increased impact extend to the classroom, where dedicated faculty are constantly brainstorming and implementing new teaching methods, projects and events, thus ensuring that their students have the best possible foundation for entering the working world.

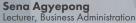


Critical thinking is one of our learning goals, and we create avenues for students to learn to think critically in every Ashesi course. This is important because Ashesi graduates end up in industry, and some may pursue careers in politics or government in the future. These jobs require people to make critical decisions regularly. Our job is to prepare and equip students to make informed decisions based on rigorous analysis and synthesis of facts. One way we have done this is through an annual event in the Competitive Strategy course, dubbed the Great Debate, where students debate contemporary issues.



We strive to teach Engineering in the context of addressing real-life problems. In the Applied Programming for Engineers course, for example, students developed a mathematical model to simulate a malaria outbreak and were thus able to investigate the effectiveness of different prevention methods. When the Statistics for Engineers course intertwined with the Materials Science course, students developed and built a skipping rope made from used plastic bags. This new way of recycling and utilizing plastic contributes to the reduction of environmental pollution.





Every student comes with their own unique sets of knowledge and experiences, which helps them internalize all that is discussed in class. My duty as a teacher is to understand what a student brings to the classroom, and guide them to channel this effectively. At the end of every teaching session, my objective is that my students should have had the opportunity to engage their critical thinking, creative and analytical faculties as well as developed skills to enhance future career opportunities. I believe in experiential learning, centered on the learner, and hinged on research.



For modern-day graduates, mathematical skills are key to good decision making in business, politics and society. The challenge is how can these skills best be learned to make a lasting impact on graduates and Africa in general? At Ashesi, our approach is: learn by experience. In my classroom, students undertake projects aimed at applying concepts learned to everyday life. I also work to strengthen students' curiosity and critical thinking skills through problem sets which require solutions employing intuition and logical reasoning. Lastly, students employ technology such as GeoGebra, R, and the TI-84 calculator to construct knowledge rather than memorize it.

ALUMNI PAY IT FORWARD IN SOCIAL VENTURES

Our 892 alumni are fulfilling a lifelong commitment to create progress for their home continent. Over 90% work in Africa, and many launch their own businesses. Here are four such alumni, whose social initiatives—spanning education, childcare and entrepreneurship—are sparking change.



Richard Bempong '14 & Andrew Bimpong '14 Creating affordable workspaces for entrepreneurs

One of the biggest challenges startups face in urban Ghana is finding affordable work space. After Richard and Andrew were unable to find a space from which to start a clothing company, the duo decided to launch Workshed, their coworking community in Accra. Workshed offers an open-concept workspace where members share equipment, ideas and knowledge. The Shed, as its known, has become a hotspot for local freelancers, entrepreneurs and small business owners. "We wanted to create an ecosystem that helps members achieve their dreams and create value. In the long run, we are trying to retool the way work is done; trying to recreate the way people perceive work in Ghana. Starting a business can be a lonely walk, but you don't need do it alone."



Providing nurturing spaces for at-risk infants and children

For most head porters (kayayei) in Accra's market places, affordable child care is out of reach — many end up carrying their babies and children around while working. Now with funding from the Ford Foundation, Ashesi alumna and lecturer Rose Dodd has opened an early childhood development center for kayayei kids. The center fits the schedules of working mothers, and provides healthful meals for their children. "The courage to attempt to contribute a solution to this problem is something I developed at Ashesi. Working on this project...l appreciate what it takes to even attempt to make a difference in the lives of others."



Regina Honu is on a mission to help Ghanaians harness and create technology. Her initiative, Tech Needs Girls (TNG), has taught over 3,500 girls how to code. Overwhelmed by demand following the success of TNG, Regina founded Soronko Academy, which aims to empower individuals to lead and innovate by learning to create technology and become economically independent. "We're going to have the next Mark Zuckerberg or Bill Gates coming from [our] academy...a 12-year-old Ghanaian girl or boy. It's all about making sure that we give young people the skills that will enable them to thrive in today's markets and industries where technical skills are necessary."

Service Leadership

Building a better society

B

Service to community is a core Ashesi value. One social initiative led by staff and students, Future of Africa, supports street children in Accra with literacy and nutrition programming. "We are all leaders and we need to serve. These children are the future of Africa," says founder and Associate Dean of Students TK Azaglo.

SUPPORTER INSIGHTS

Every day, a vibrant community of supporters helps propel Ashesi forward. Africa needs more from Ashesi—more growth, more high-impact programs, and more scholarships for students in need. There are many ways you can use your skills and passion to support Ashesi's work.



Douglas Jackson & Belinda Towns

The lacksons are longtime supporters who students recognize as the family behind Jackson Hall, home to Ashesi's computer center. For twelve years, Douglas has also provided office space for the US-based Ashesi University Foundation. "I support Ashesi as it is creating positive change in Ghana and Africa. Africa and the world need more ethical, competent leadership, and Ashesi is creating those leaders," shares Douglas.



Generous support from Robert and Dorothy was essential to funding Ashesi's engineering building and lab equipment. "We believe that innovation and entrepreneurship are the engines of growth to lift people out of poverty," says Robert. "It is our pleasure to support Ashesi's admirable mission." Ashesi chose to name its engineering building after the Kings, for their continued commitment to supporting economic growth and innovation.



David & Linda Archer Cornfield

When David and Linda first visited Ashesi in 2009, they saw how Ashesi's unusual educational model connected to the skills of the graduates they met. "Ashesi emphasizes critical thinking skills, hands-on learning, and a multi-disciplinary approach to problemsolving," says Linda. "As a result, graduates are innovative, and not afraid to take on complicated challenges." The couple are especially excited by the potential impact of Ashesi's new, innovative engineering program. Notes David, "Africa needs creative engineering leaders who can solve problems across engineering's traditional boundaries."



Tobias Lutterodt & Miryam Chavarria

Tobias and Miyram are some of Ashesi's earliest supporters. The couple first donated startup capital to the university in 2001, a year before Ashesi opened its doors. "Long before there was a physical Ashesi, the impressive planning and lineup behind Patrick's vision convinced us to participate tangibly in what could be a step change for education in Africa. We stay involved because Ashesi has successfully created an environment that nurtures the minds that will shape Africa in the 21st century."



Visit Campus

Insider access to a new Africa

Visitors to Ashesi get a front row seat to African progress in the making. See for yourself how our students, staff and alumni are working to brighten Africa's future. Traveling to Ghana? Schedule a visit to campus anytime of year. Or, join our Annual Trip, October 7-15, 2017. Meeting and talking to the students was the highlight of our trip. Ashesi is an impressive example to the rest of the country of the high standards that are maintained there.

> Judith and Paul Stoddard 2015 Annual Trip participants

PARTNERS MOVE US FORWARD

Collaborative partners play an important role at Ashesi; together we achieve our mission to educate ethical, innovative leaders in Africa. In 2016, we continued to strengthen and forge such partnerships, which promise to expand opportunities for the Ashesi community and deepen our impact.

NEW OPPORTUNITIES

Mastercard Foundation extended its partnership with Ashesi to provide full scholarships to an additional 240 African students.

USAID provided engineering equipment for Ashesi's new Engineering program.

IBM and **Peace Corps** partnered with Ashesi to lead a workshop on women's empowerment under the Let Girls Learn initiative.

Fetzer Institute and Ashesi completed a study focused on identifying how love, compassion and forgiveness can be shown in the content and teaching of an engineering academic program.

SOCIAL INITIATIVES

Ashesi inaugurated the **Ghana Climate Innovation Center**, which helps businesses develop solutions to combat and adapt to climate change. Partners include **Ghana's Ministry of Environment, Science, Technology and Innovation**, the governments of **Denmark** and **the Netherlands** and the **World Bank Group**.

Working with the **Next Generation Cocoa Youth Program**, Lecturer Sena Agyepong provided entrepreneurship training to Ghanaian communities that work in the cocoa sector.

With funding from his **Rockefeller Centennial Innovation Challenge Award**, Lecturer Yaw Dankwah (DK) Osseo-Asare is repurposing one of Ghana's most toxic dumpsites into a center for makerspaces and digital fabrication.

GLOBAL EXCHANGES

At Ashesi, our global exchanges expose students to the best trends of the 21st-century, and prepare them with new knowledge, skills and qualities to succeed in the African workspace.

In particular, Ashesi believes that gaining an international experience in college helps prepare our graduates to contribute to their career fields and society. To support this growth, Ashesi offers student exchanges, study abroad programs and joint courses and conferences with CIEE, Coe College, College of Wooster, Dalai Lama Fellows, Macalester College, Melton Foundation, Providence College, Semester at Sea, Swarthmore College and Wheaton College.

Here, we highlight two students who exemplify the benefits of international education.





Valena McEwen '17 takes on Macalester College

My biggest takeaway from my time abroad was my reinforced sense of global citizenship. I made friends from other African countries who were determined to make a change in their home countries, and that renewed my perception of myself as a catalyst of change.

My Africana class was the most thought-provoking; I questioned assumptions I had, corrected others' misconceptions and understood divergent perspectives about Africa and its issues. One of my highlights was carrying the Sierra-Leonean flag during Commencement—it filled me with an unmatched sense of pride.

Jasmine Nguyen: From Macalester to Ashesi

Inspired by Patrick Awuah's story and his vision to transform Africa, I did research into Ashesi and fell in love. Ashesi's strong focus on entrepreneurship resonated with my long-term aspiration to become a social entrepreneur. I also wanted to be immersed in a completely different culture like nothing I had experienced before, as I did not want a semester off. Ashesi was a semester ON!

I learned new things and pushed myself beyond my limits. My favorite class was Entrepreneurship. I loved the hands-on experience of starting a business venture with my team. This gave me confidence and new perspective in my journey as an aspiring social entrepreneur.

2017 PRIORITIES

Driving to 1,000 students

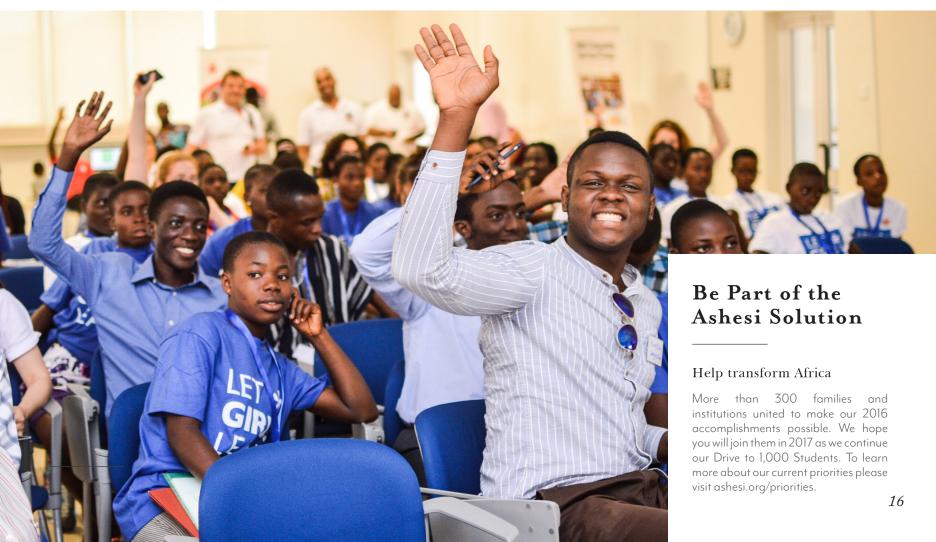
We plan to extend the Ashesi Education to more young Africans by growing to 1,000 students by 2020. To serve more students, we must continue to expand our facilities, strengthen our scholarship program and invest in faculty development.

Broadening scholarship support

Ashesi families sometimes face unexpected hardships. Therefore, we aim to increase the availability of emergency scholarships in 2017. In addition, we aim to add scholarship funds to cover internships, extracurricular activities, meals and housing expenses for students.

Scaling Ashesi's impact

With a vision of African universities leading the continent's renaissance, we are reaching out to colleagues and partners in higher education to build an idea-sharing platform; one where university leaders and stakeholders can collaborate to harness best practices in teaching, management, and administration - we call it The Education Collaborative.





THANK YOU TO OUR GENEROUS DONORS

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