Room to Read Annual Report 2015

JOURNEY TO 10 MILLION CHILDREN AND BEYOND
Dear Friends,

Last year, a student from Room to Read’s Girls’ Education Program in Cambodia said confidently to our leadership team that, to her, “education was like oxygen.” My work with Room to Read has proven just how true that statement is — how when you nourish and encourage children’s desires to learn, they are less passive and instead actively seek brighter futures. Quality education is fundamental to how children determine their paths ahead, but unfortunately, far too many students around the world are denied even a basic education. This crucial need for quality education launched Room to Read on our journey toward world change 16 years ago, and the ongoing need is what keeps us working tirelessly to bring Literacy and Girls’ Education Programs to thousands of communities each year.

We have now supported more than 10 million children to pursue their dreams through education. That’s 10 million individual lives changed — happy, joyful readers exploring the world of books, and self-assured, courageous girls knocking down doors and breaking through glass ceilings. Look beyond these 10 million children and you’ll find further ripple effects of our work. You’ll find improvements in wider education systems, like in Vietnam, where we have trained teachers beyond the Room to Read network on how to effectively mentor girls in secondary school. Or in Nepal, where our literacy materials are being used as the basis for the country’s new Grade 1 and 2 literacy curriculum. You’ll also find an upswing of community support for children’s education, as parents witness their children forging new paths and reaching new heights.

While we are proud of everything we’ve accomplished to date, we are striving for so much more. There are still 250 million young children — 40 percent of the primary-school-age population globally — who cannot read or write. To expand our capacity and reach these children more rapidly, we are investing in technology systems that significantly improve our operational efficiency, and we are diversifying our revenue streams to ensure the scale and longevity of our work. We are also creating standardized program modules, drawn from the learnings of our teams around the world, so our field staff can deliver programs effectively and cost-efficiently. We have launched a new technical assistance arm, Room to Read Accelerator, to leverage these modules and support partners to adapt our programs for the underserved populations that we have yet to reach (see more about Accelerator on page 25).

As we continue on our journey beyond 10 million children and set our sights on new achievements, you have my promise that we will work hard every day to scale our impact in the best manner we can. Education is an essential need — just like oxygen. So we are committed to reaching at least five million additional children by 2020 directly through our programs while also training others to reach more. Together, we are driving closer to a world in which all children have the educational opportunities they need to thrive.

Room to Read has been able to set and exceed ambitious goals due to the generosity and partnership of our supporters around the world. For that, I will be forever grateful. I am humbled by the passion and dedication that you bring to our cause. I sincerely thank you for your transformative investments in changing the world through education.

Warmly,

Erin Ganju
Co-Founder and CEO

Room to Read seeks to transform the lives of millions of children in developing countries by focusing on literacy and gender equality in education. Working in collaboration with local communities, partner organizations and governments, we develop literacy skills and a habit of reading among primary school children, and support girls to complete secondary school with the relevant life skills to succeed in school and beyond.
Dear Friends,

I joined Room to Read’s board in 2008 because I had the opportunity and obligation to help children who did not have the same chances to succeed that I was fortunate to have been given. My parents instilled in me a love of learning, and I benefited from the teachers and educational institutions that helped me further my knowledge and make informed life choices. Now, as a parent of four children, three of them girls, I also know I cannot take for granted that young girls will have a fair shot at their chosen futures. I believe that all children, both girls and boys, deserve the same chances at success that I had, the same opportunities to invest in themselves and the world around them.

While I was initially drawn to Room to Read’s commitment to global education, my respect for the organization has greatly deepened over the last eight years. I have been enriched through learning about our programs and our passionate people — the staff, volunteers, supporters and partners who form our worldwide network. I am proud of the tremendous impact we’ve had — the 10 million children we’ve reached — and I am now honored to take on a new leadership role as Board Chair for this world-changing team.

During my chairmanship, we are focused on reaching an average of one million additional children every year. This type of growth ensures that governments take notice and recognize that high-quality programs can be delivered cost-effectively and at scale. In order to meet our goals, we need to aggressively take on the next set of challenges to further hone our core business operations and continue to maximize efficiency and effectiveness. We need to seek new, transformational opportunities that will allow us to rapidly grow our impact and meet the world’s immense educational need. I’m excited to build on the strategic direction we have adopted and propel us toward eradicating illiteracy in our lifetime!

Having built my career seeking the best investment opportunities, I am convinced that educating children is the single most promising investment we can make in the world’s future. This conclusion was never more obvious to me than during my recent trip to experience Room to Read’s work in Cambodia. All of the children I met could demonstrate the impact of the quality education they were receiving. Whether they were reading to learn about the world around them or articulating their life plans, all were clearly deserving of our support.

I am so very grateful to help lead such an energized, passionate network, and I thank you for all that you have done to get us this far. I also know we have a lot of work left to do, so I hope you will continue to join me on our ambitious journey to educate the world’s children.

Scott Kapnick
Board Chair

---

**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>REACHING 10 MILLION</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy Program</td>
<td>5</td>
</tr>
<tr>
<td>Girls’ Education Program</td>
<td>7</td>
</tr>
<tr>
<td>Earthquake Recovery Efforts in Nepal</td>
<td>9</td>
</tr>
<tr>
<td>BEYOND 10 MILLION</td>
<td>11</td>
</tr>
<tr>
<td>Building Lifelong Readers, at Scale</td>
<td>13</td>
</tr>
<tr>
<td>Empowering Generations of Girls</td>
<td>19</td>
</tr>
<tr>
<td>Beyond Direct Implementation: Room to Read Accelerator</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GLOBAL ENGAGEMENT</th>
<th>27</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORGANIZATIONAL FUNDERS</td>
<td>29</td>
</tr>
<tr>
<td>FINANCIALS</td>
<td>31</td>
</tr>
<tr>
<td>BOARDS &amp; STAFF</td>
<td>33</td>
</tr>
</tbody>
</table>
Last year marked a significant milestone for Room to Read: we reached our 10 millionth child through our Literacy and Girls’ Education Programs — five years ahead of our goal! When it comes to a child’s education, every year counts, and we work diligently to bring students across Asia and Africa transformational educational opportunities as rapidly as we can. By partnering with local communities, vigorously monitoring and evaluating our impact, and seeking ongoing program improvements, we strive to ensure that the students we reach are learning and thriving.
Literacy is foundational for a child’s education and participation in a global society. By addressing gaps in local literacy curricula and educational resources, our Literacy Program supports students to become independent readers who enjoy reading regularly — setting the stage for future educational success.

<table>
<thead>
<tr>
<th>LITERACY PROGRAM RESULTS</th>
<th>CHILDREN BENEFITED</th>
<th>885K</th>
<th>10.7M</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New in 2015</td>
<td></td>
<td>Cumulative</td>
</tr>
<tr>
<td>PROGRAM SCHOOLS</td>
<td>1,127</td>
<td>18,699</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New in 2015</td>
<td></td>
<td>Cumulative</td>
</tr>
<tr>
<td>BOOKS PUBLISHED</td>
<td>137</td>
<td>1,295</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New in 2015</td>
<td></td>
<td>Cumulative</td>
</tr>
<tr>
<td>BOOKS DELIVERED</td>
<td>2.5M</td>
<td>18M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New in 2015</td>
<td></td>
<td>Cumulative</td>
</tr>
<tr>
<td>TEACHERS AND LIBRARIANS TRAINED IN 2015</td>
<td>8,962</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVG. # OF BOOKS CHECKED OUT PER SCHOOL IN 2015</td>
<td>2,313</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
To track our impact on children’s literacy, we conduct reading skills assessments that measure the reading fluency of students in our program. In 2015, this included an evaluation in Sri Lanka, where we introduced the second year of our new Sinhala-language Literacy Program. We evaluated students’ reading skills at the end of the school year and found that children in our program could read 51 words per minute — 20 words more than students in similar non-program schools. Over the course of our two-year literacy intervention, the reading-comprehension gains of children in our program were also 1.4 times greater than those made by students in comparison schools. These results indicate that our Literacy Program is having a large, positive impact on reading skills, and they validate our approach to providing reading materials and comprehensive professional development for teachers on literacy instruction.

We have tested more than 20,000 children as part of our reading skills evaluations. Across diverse contexts, these evaluations demonstrate that children in our Literacy Program schools read more fluently than children in nearby comparison schools.

These successes are remarkable when compared with similarly focused education interventions around the world. In a recent review of 75 evaluations of teacher-training programs in low-income countries, only two interventions were found to produce a moderate or large effect of the kind seen in nearly all Room to Read evaluations. Our results therefore demonstrate that overall our program is making an impact in challenging environments where success has often been elusive.
The greatest gender inequalities in education tend to occur during secondary school. This is why our Girls’ Education Program supports girls throughout their secondary education to ensure that they graduate with the necessary skills to make informed, independent decisions about how to lead their lives.

**GIRLS’ EDUCATION PROGRAM RESULTS**

**PROGRAM PARTICIPANTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>29,834</td>
</tr>
<tr>
<td>Cumulative</td>
<td>38,750</td>
</tr>
</tbody>
</table>

**OF PARTICIPANTS ATTENDED LIFE SKILLS TRAINING IN 2015**

85%

*Does not include data from Grade 12 and 13 students in Sri Lanka, which is pending due to the timing of the school year.

**OF PARTICIPANTS WHO REMAINED IN SCHOOL IN 2015 ADVANCED TO THE NEXT GRADE**

95%

*Does not include data from Grade 12 and 13 students in Sri Lanka, which is pending due to the timing of the school year.

**PARTICIPANTS WHO GRADUATED SECONDARY SCHOOL**

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>726</td>
</tr>
<tr>
<td>Cumulative</td>
<td>2,362</td>
</tr>
</tbody>
</table>

*Does not include data from Grade 12 and 13 students in Sri Lanka, which is pending due to the timing of the school year.*
GETTING TO GRADUATION: FOCUS ON NATIONAL EXAMS

In order to graduate from secondary school, girls in many of our program countries need to pass challenging national exams. Completing these tests represents a huge achievement in the communities where we work, as girls in our program are often the first in their families to take the exams.

Our staff are dedicated to preparing girls for these gatekeeping exams as they open the door to new possibilities, including pursuing a university education. Throughout our program, girls are encouraged to engage in their studies, and some participants receive individualized support if their grades or attendance begin to drop. In 2015, this work paid off as hundreds of girls celebrated passing their exams!

- In Bangladesh, 94 percent of girls in our program passed their final school exams — surpassing the national pass rate of 87 percent.
- In Sri Lanka, 74 percent of girls in our program passed the highly competitive advanced level exam that qualifies them for application to universities — far exceeding the national pass rate of 61 percent.
- In Vietnam, 94 percent of girls in our program passed the national exam. More than half of those girls went on to pursue a tertiary education.

WHERE ARE OUR GRADUATES NOW?

In 2015, we surveyed recent graduates to see what they are doing post-graduation. Whether it be tertiary education, a career or deciding to start a family, we are thrilled to see our alumnae following paths of their own choosing.

<table>
<thead>
<tr>
<th>Status</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled in tertiary education</td>
<td>67%</td>
</tr>
<tr>
<td>Employed, not enrolled in school</td>
<td>23%</td>
</tr>
<tr>
<td>Neither: employed, not enrolled</td>
<td>10%</td>
</tr>
</tbody>
</table>

*Reflects data from 90% of 2014 program graduates.

STRENGTHENING OUR PROGRAM: RISK ASSESSMENT PILOT

Each girl in our program has a unique journey and set of educational challenges. To identify the girls most at risk of dropping out of school and to provide them with extra support, we developed an early warning system, which we piloted in Tanzania in 2015. Through the pilot, our staff tracked a set of four risk factors among our program participants: missing school, failing an exam, missing life skills sessions and parents missing family meetings.

The results were striking: Girls who showed one or more of these risk factors were more than four times as likely to drop out of school as those who showed none. Parent meeting attendance and school attendance were especially predictive of a girl’s dropout risk.

Being able to predict which girls are most likely to drop out raises our ability to intervene earlier with targeted support. Findings from the pilot in Tanzania are now informing the development of a global risk-tracking system, which we will roll out worldwide in 2016.
Since 2000, we've built or repaired more than 1,100 school buildings and established 3,800 libraries in Nepal, benefiting nearly 2.7 million children. After the 2015 earthquakes, we moved quickly to partner with the Nepal government and lead recovery efforts for the decimated education sector.
Nepal is the country of Room to Read’s birth, and the Nepalese people have been close to my heart for the past 16 years.

Like so many of our supporters, I was saddened beyond description at the devastation of the earthquakes and immediately wondered what I could do to help. As usual, our team was one step ahead of me. Within 24 hours we had launched the Nepal Education Fund and begun outreach efforts to ensure that the country’s students would be able to return to school safely.

Our global team moved rapidly on two parallel tracks. In Nepal, we hired professional psychologists to train our staff in psychosocial support techniques so we could better serve teachers and children who were emotionally affected by the event. In the months after the earthquake, we also distributed nearly 500,000 Room to Read-published books to temporary learning centers throughout Nepal so children could continue practicing their reading skills.

Simultaneously, our worldwide development teams, volunteers, boards and chapters leapt into action to raise funds for rebuilding and repairing classrooms and libraries.

In July 2015, I had the honor of visiting the affected communities and rallying support to meet their needs. While witnessing the damage firsthand was heartbreaking, my interactions with our students, staff and partners reminded me of the resilience of the Nepalese people and their unwavering belief in the power of education to move the nation forward.

One particular memory that stuck with me was my visit with a group of students from our Girls’ Education Program in Sankhu, a district in the distant outskirts of Kathmandu Valley. Although the girls had lost their homes, they eagerly showed up for school every day. As each girl told me her story, there was little focus on the recent destruction. They instead talked about their dreams: to attend university, to study abroad, to be a nurse. The girls awed me with their ability to look past the challenges presented by the recent natural disaster — along with the normal challenges of adolescence — and focus on moving toward a brighter future.

I repeatedly encountered this sense of optimism throughout my trip. Amid the tragedy, there was hope and passionate dedication to rebuilding the country as well. Inspired by this, I left Nepal energized and more committed than ever to doing what Room to Read does best: getting children the quality education they deserve.

Thankfully, our global network came together and raised significant support for Nepal. As a result, we will be reconstructing more than 700 classrooms in 62 earthquake-damaged schools in the heavily impacted districts of Nuwakot and Dhading. Our teams have completed all preconstruction activities for this work — including hiring project engineers, determining construction plans and costs, and requesting government approval for school designs — and construction has already begun at some of the schools. We also held community orientation meetings to ensure that communities are informed and engaged from the very beginning of the construction process.

We are grateful that our global network continues to stand in solidarity with Nepal. As we have since day one of Room to Read’s existence, we are committed to helping the nation’s children to embrace a better future through the lifelong gift of education and literacy.

With warmest regards,

John Wood
Founder, Room to Read
Since our founding in 2000, Room to Read has developed effective, research-based and globally adaptable approaches to improving early grade literacy learning and gender equality in education. We are extremely proud of the significant impact our Literacy and Girls’ Education Programs have had during this time, but we know there are millions more children who need our help. To reach these children with quality programs as quickly as possible, we work with communities, partner organizations and governments to share our learnings and exponentially scale our impact, far beyond our program schools.
BUILDING LIFELONG READERS, AT SCALE

Early readers need effective teachers and access to quality reading materials to develop literacy skills and a lifelong habit and love of reading. Our Literacy Program ensures that primary school students have the instruction, resources and learning spaces they need in order to build a strong foundation in literacy.

Through years of research, evaluation and refinement, we have built proven, data-driven literacy interventions that can be contextualized and replicated around the world. To build on this success, we seek opportunities to share our learnings and impact educational policies and initiatives. Our long-term goal is to help governments adopt educational solutions that will eradicate illiteracy from their countries.

JOURNEY TO LIFELONG LITERACY
Our Top 10 Learnings

1. Children read faster and with greater comprehension with systematic phonics-based reading instruction.
   EXAMPLE: In India, students in our program read an average of 35 more words per minute than students in comparison schools by the end of Grade 2.

2. Children are more likely to read when their teachers know how to conduct reading activities, such as reading aloud or shared reading.
   EXAMPLE: In South Africa, students in our program were reading independently in over 60% of library periods, and over 65% reported reading most of the books available in their library.

250 MILLION CHILDREN ARE NOT LEARNING THE BASICS.

A FOUNDATION IN LITERACY CAN MAKE A DIFFERENCE.

171 MILLION PEOPLE COULD BE LIFTED OUT OF POVERTY IF ALL STUDENTS IN LOW-INCOME COUNTRIES LEFT SCHOOL WITH BASIC READING SKILLS

COUNTRIES THAT HAVE RAISED LITERACY RATES BY 20-30% HAVE SEEN SIMULTANEOUS GDP INCREASES OF 8-16%

A CHILD BORN TO A MOTHER WHO CAN READ IS 50% MORE LIKELY TO SURVIVE PAST AGE FIVE
1. Children read faster and with greater comprehension with systematic phonics-based reading instruction.

*Example:* In India, students in our program read an average of 35 more words per minute than students in comparison schools by the end of Grade 2.

2. Children are more likely to read when their teachers know how to conduct reading activities, such as reading aloud or shared reading.

*Example:* In South Africa, students in our program were reading independently in over 60% of library periods, and over 65% reported reading most of the books available in their library.

3. Children prefer illustrated fiction books, such as folklore and fantasy.

*Example:* We analyzed library book checkout in three of our countries, and the majority of top books were fiction. Children reported liking fiction books because of the stories and characters.

4. Children learn best in classrooms that are bright, well-lit and properly ventilated.

*Example:* We developed a checklist that ensures our school construction projects are safe and conducive to learning. In an analysis of our buildings constructed since 2011, fewer than 1% showed signs of major structural damage, which we have since repaired.
DEVELOPING FOUNDERAL LITERACY SKILLS

Replacing Early Grade Textbooks

LAOS

During our 11 years of work in Laos, we have had great success improving primary school students’ literacy skills. Students in our Laos Literacy Program can read three and a half times as many words per minute as their peers in non-program schools. Impressed by this impact, the national Laotian government invited us to use our Grade 1 and 2 literacy textbooks in place of the standard government textbooks in 46 schools in Savannakhet. The results of this pilot are being closely monitored, and may be used to inform the development of new national textbooks in the future.

Influencing National Curriculum and Policy

NEPAL

Nepal became our first country of operation in 2000 with a simple delivery of books for a school library. Since then, we have built a holistic Literacy Program and strong ties with the Nepalese government. In 2015, we collaborated with Nepal’s Department of Education to review and identify gaps in the country’s national literacy education policies. As a result of this process, our literacy instruction materials will serve as the basis for the country’s new National Early Grade Reading Program curriculum for Grade 1 and 2 students — benefiting millions of children across the country.

5. Consistent monitoring and evaluation ensures libraries are well run and effective.

EXAMPLE: Approximately 30% more of our libraries were able to maintain quality after we introduced three years of support and training.

6. Access to libraries makes students want to read more at school and at home.

EXAMPLE: 44% of students in schools with our libraries reported reading for enjoyment at school compared to 33% of students in comparison schools.
Scaling Instructional Interventions at Government Schools

**INDIA**

Room to Read began piloting literacy instruction activities in India in 2008. These activities are now a core component of our Literacy Program, and Grade 2 students in our India program can read three times as many words per minute as their peers in non-program schools. Recognizing this achievement, the state governments of Uttarakhand and Chhattisgarh invited us to implement our early grade literacy instruction work at scale for five academic years. In 2015, we began a pilot project in 360 primary schools across the two states, and are working to build the states’ systemic capabilities so they can implement effective literacy interventions independently in the future.
SPREADING A HABIT OF READING

Promoting a Teacher’s Role in Building Reading Habits

BANGLADESH

We launched our work in Bangladesh in 2008. To share our learnings from the past eight years and build support for our programs, we regularly seek opportunities to meet with key influencers in the country’s education sector. In 2015, this included presenting at the Bangladesh Literacy Association’s 4th National Conference of Teachers. The two-day event, held in Dhaka, was attended by top education officials, including Bangladesh’s education minister. Through our presentation, we promoted the role teachers play in developing literacy skills and a habit of reading, as well as the fundamental role literacy plays throughout a child’s education.
Campaign to Expand School Libraries Nationally

SOUTH AFRICA

Room to Read has worked to improve literacy learning in South Africa since 2006. During this time, we have built strong ties with the South African government, and in 2015 we were invited to participate in a forum hosted by South Africa’s Department of Basic Education. The goal of the forum was to plan for a new campaign that will promote reading and the expansion of library information services throughout the country, including establishing or refurbishing 1,000 school libraries annually.

Improving Libraries and Library Activities Countrywide

VIETNAM

Vietnam became our second country of operation in 2001. We have worked to improve the country’s school libraries since then, and in 2015 we succeeded in influencing Vietnam’s national education policy. In December, we signed an agreement with Vietnam’s Ministry of Education that launched a new “Friendly Primary School Library Program” in government primary schools nationwide. The program will use our librarian training model, establishment practices and library period curriculum to help students across the country build a habit of reading.
EMPOWERING GENERATIONS OF GIRLS

Girls in low-income countries face significant challenges along their educational journeys. Our Girls’ Education Program ensures that girls complete secondary school with the skills to negotiate key life decisions.

Our program reinforces girls’ commitment to their own education, and increases support for them among their parents, teachers and communities. We also develop girls’ essential life skills such as self-confidence, decision-making and relationship building. By putting data at the heart of our programming, we ensure that our program is efficient with high impact. In order for girls everywhere to have the support they need to graduate, we advocate for social and educational change at the local and national levels. We also collaborate with governments and organizations to demonstrate what works in girls’ education.

62 MILLION GIRLS GLOBALLY ARE DENIED AN EDUCATION.

WITH AN EDUCATION, CHANGE CAN HAPPEN.

IF 10% MORE GIRLS ATTEND SCHOOL, A COUNTRY’S GDP COULD INCREASE BY AN AVERAGE OF 3%.

AN EXTRA YEAR OF SECONDARY SCHOOL FOR A GIRL CAN INCREASE HER FUTURE EARNINGS BY 10-20%.

IF ALL WOMEN HAD A SECONDARY EDUCATION, EARLY BIRTHS COULD FALL BY 59%.

GIRLS WITH SECONDARY SCHOOLING ARE UP TO SIX TIMES LESS LIKELY TO MARRY AS CHILDREN THAN THOSE WITH LITTLE OR NO EDUCATION.

JOURNEY TO A BRIGHTER FUTURE
10 Steps to Educating Girls

1. Enrolling in secondary school.

WE HAVE SUPPORTED THE EDUCATION OF MORE THAN 38,000 GIRLS ACROSS ASIA AND AFRICA.

IN 2015, 93% OF GIRLS IN OUR PROGRAM REMAINED IN SCHOOL OR GRADUATED.

2. Introducing the mentor.

WE HAVE SUPPORTED THE EDUCATION OF MORE THAN 38,000 GIRLS ACROSS ASIA AND AFRICA.

IN 2015, 93% OF GIRLS IN OUR PROGRAM REMAINED IN SCHOOL OR GRADUATED.

WE HIRE LOCAL WOMEN AS MENTORS TO ENCOURAGE THE GIRLS. THESE WOMEN ACT AS ROLE MODELS, TRACK EACH GIRL’S PROGRESS, AND PROVIDE EXTRA SUPPORT TO THOSE MOST AT RISK.

IN 2015, WE EMPLOYED AND TRAINED OVER 500 MENTORS.
1. Enrolling in secondary school.

WE HAVE SUPPORTED THE EDUCATION OF MORE THAN 38,000 GIRLS ACROSS ASIA AND AFRICA. IN 2015, 93% OF GIRLS IN OUR PROGRAM REMAINED IN SCHOOL OR GRADUATED.

2. Introducing the mentor.

We hire local women as mentors to encourage the girls. These women act as role models, track each girl's progress, and provide extra support to those most at risk.

3. Strengthening parental support.

We work to increase family, school and community engagement in girls' education.

Girls whose parents attended meetings were less likely to drop out of school than girls whose parents did not attend. In 2015, 82% of girls' parents or guardians attended parent meetings.
ADVOCATING FOR GIRLS’ RIGHTS

Summit to End Child Marriage

ZAMBIA

More than 700 million women alive today were married by the age of 18. The majority of child marriages occur in South Asia and sub-Saharan Africa, where they pose severe challenges to girls’ continuing education. In addition to working directly with girls and families to prevent early marriages, we also work to change social norms more broadly around girls’ education and marriage. Last year, we participated in the first African Union summit on ending child marriage. The summit, which was held in Zambia, was attended by members of national ministries and thought leaders working to advance girls’ rights across the continent. During the event, our team members shared our experiences and best practices from our Girls’ Education Program and helped draft a strategic plan for ending child marriage in Zambia.

4. Promoting critical life skills. We provide life skills education for girls.

Girls who participated in our life skills activities had 14% lower dropout rates and 16% higher advancement rates than girls who did not attend. In 2015, 85% of girls participated in life skills activities.

5. Covering educational expenses, when needed. We provide targeted material support to cover school-related costs, such as uniforms and school fees.

Over the years, girls who received this support were 14% less likely to drop out and 12% more likely to advance to the next grade. In 2015, 45% of girls received needs-based material support.
Community Advocacy through Acting

**BANGLADESH**

Bangladesh has one of the highest early marriage rates in the world. About 66% of girls marry by the age of 18, and over one-third of girls are married by the age of 15. This illegal but common practice often leads to girls dropping out of school. To combat this trend, students from our program in Bangladesh organized a series of performances to advocate for prioritizing girls’ education over early marriage. Girls from six schools across Rajshahi performed a drama called *Ichchha*, which means wish or desire, for their peers, families, community members and government officials to build support for keeping girls in school and delaying marriage until adulthood.

Collaborating to Advance Gender Equality in Education

**INDIA**

The challenges facing girls’ education in low-income countries are numerous: economic barriers, social customs and pressures, lack of access to quality education and more. To comprehensively address these challenges on a wide scale in India, we organized a one-day consultation called “Adolescent Girls in India: Issues of Gender Equality, Life Skills and School.” The event, which was held in New Delhi, brought together leading national and international nonprofits working in India to share best practices in supporting and advocating for adolescent girls’ rights, particularly in relation to education. The consultation also focused on how to scale effective interventions across the country and maximize our collective impact.

6. Preparing for exams. Passing national gatekeeper exams is required for advancement to the next level of schooling. A qualitative evaluation found that our exam preparation activities in India, Nepal and Zambia helped girls to pass their exams. In 2015, 95% of girls who remained in the program advanced to the next grade.

7. Overcoming risk. Risk of dropout increases as girls grow older. Risks include joining the workforce, child marriage, academic failure and pregnancy. Mentors apply our risk and response system to identify girls at high risk and intervene. A qualitative evaluation found mentoring has been an effective means of preventing girls from dropping out.
Integrating Life Skills into Standard School Curriculum

CAMBODIA

One of the key components of our Girls’ Education Program is our life skills curriculum. In Cambodia, we currently provide life skills education outside of the normal school day, but we are working to integrate our lessons into standard school curriculum. In pursuit of this goal, we partnered with secondary schools in Prey Veng and Kampong Cham last year to train teachers on our life skills education. Provincial and district officials in Kampong Cham then gave those teachers permission to conduct life skills sessions for girls during the school day with minimal support from our staff. We are now using this success to advocate for additional integration of life skills education into the national secondary school curriculum.

A qualitative evaluation found that girls use their newly formed leadership skills outside of the sessions. Girls become their own “agents of change,” and many communicate what they have learned with their parents, siblings or other children in their communities.

8. Creating change. Girls are confident in applying what they have learned in life skills sessions.

9. Graduating! A total of 2,362 participants have graduated from secondary school through our program.

Our goal is for girls to complete secondary school with the skills to negotiate key life decisions. We work to foster an environment in which girls have more opportunity to make empowering decisions for themselves.
Spreading Best Practices in Mentoring

**VIETNAM**

Girls in low-income communities often lack positive role models who can help guide and support them in their pursuit of an education. We address this challenge by providing our Girls’ Education Program participants with social mobilizers who act as mentors and advocates for the girls. Over the years, we have built strong models for how to effectively provide mentoring support, and last year the Vinh Long Department of Education asked our Vietnam team to organize two workshops to share our learnings in this area. The workshops were attended by 150 teachers who are in charge of student services at 120 secondary schools across Vinh Long. The attendees, who work at non-Room to Read schools, learned about the role mentoring plays in girls’ development, as well as various activities for engaging and supporting their students.

10. **Choosing a brighter future.** Our goal is for girls to complete secondary school with the skills to negotiate key life decisions. We work to foster an environment in which girls have more opportunity to make empowering decisions for themselves.

- **OF 2014 GRADUATES,**
  - **67%** OF GIRLS WENT ON TO TERTIARY EDUCATION AND
  - **23%** FOUND FORMAL EMPLOYMENT.
  - MANY ARE PURSUING BOTH!
BEYOND DIRECT IMPLEMENTATION: ROOM TO READ ACCELERATOR

Room to Read currently operates in 10 countries in Asia and Africa. While we are continuing to expand our direct operations in these countries, there are millions more children we want to reach with our programs.

To complement our direct in-country work and rapidly scale our reach around the world, we have launched a technical assistance arm called Room to Read Accelerator. This new unit enables organizations and governments to leverage our proven literacy and girls’ education interventions by contextualizing our trainings and content for broader use in many regions — with consideration for local cultures, languages and educational practices.

INDONESIA: 2015 RESULTS

8,300 STUDENTS BENEFITED IN 2015

25 CHILDREN’S BOOK TITLES PUBLISHED FOR BEGINNING READERS IN BAHASA INDONESIA

24 LIBRARIES ESTABLISHED IN THREE DISTRICTS ACROSS THE COUNTRY

GRENADE: PARTNERSHIP GOALS

11,000 STUDENTS BENEFITED BY 2018

DEVELOPMENT OF GRADE 1 LITERACY PROGRAM

SCHOOL LIBRARIES ESTABLISHED IN ALL 57 GOVERNMENT PRIMARY SCHOOLS
We launched our first Accelerator project in Indonesia in 2014. This two-year partnership brought together five nonprofits and two private-sector publishers to establish school libraries and publish children’s books in Bahasa Indonesia (the national language). Although Indonesia has a relatively high literacy rate as defined by the United Nations, reading proficiency varies dramatically across the country, particularly in remote regions. There is also a severe shortage of local-language children’s books, which prevents children from being able to build a strong habit of reading.

With these issues in mind, we worked with our partner organizations to develop easily replicable solutions that could be spread across the country. Together, we created guidelines for establishing school libraries, teacher training workshops and materials, and a new book-leveling system based on reading skill rather than grade level. Our partners used these resources in 2015 to produce 25 new children’s titles and establish 24 libraries in three districts across the country. Forty thousand books were also distributed across these libraries using new “Ideal Book Collection” guidelines.

More than 8,300 children benefited from these activities in 2015, and Indonesia’s Ministry of Education is also using the children’s books published through the project in a national “15-Minute Reading Campaign” that urges students to spend at least 15 minutes a day reading as a way of promoting reading for fun outside of school. The ministry has been hosting read-aloud activities across the country and is using the new books to engage children during the events.

Grenada, an island country in the Eastern Caribbean, is one of many countries around the world facing challenges in raising child literacy rates. The country has taken steps to make improvements over the past four decades, but education at the primary school level still suffers from inadequate teacher training and a lack of educational materials.

To address these challenges, in 2015 we began a three-year partnership with Grenada’s Ministry of Education and Human Resource Development and Grenada Schools Inc., a local nonprofit, to improve early grade literacy. The goal of the project is to design a wide-reaching, cost-effective and sustainable program that builds foundational literacy skills and a habit of reading among primary school students. The project will impact all 57 of Grenada’s government primary schools by improving the country’s Grade 1 literacy curriculum and establishing a library at each school. The project will also build the capacity of local authors and illustrators to create quality low-cost children’s titles in-country and publish six original children’s titles.

The partnership will impact an estimated 11,000 students by 2018 and thousands more will benefit in the future as new generations of students enter the school system.
Tackling illiteracy and gender inequality in education requires the support of a global community. In 2015, we sought to grow our international movement by launching conversations and major media initiatives about the importance of education. These efforts, along with the backing of our extraordinary volunteer chapter network, inspired vital support for our work.

### 2015 Engagement by the Numbers

- **1.1 Billion** people exposed to our work through the press
- **72,464** Facebook fans
- **641,000** followers on Twitter
- **195,060** minutes of our video content watched by YouTube fans
- **42** stories shared via Medium that were viewed 102,056 times
- **16,000** registered global volunteers with more than 400 local leaders

### Room to Read in the Media

- BBC
- Variety
- The Sydney Morning Herald
- VOA
- TODAY
- South China Morning Post
- The Telegraph
- ABC
- The Huffington Post
- FORTUNE
- The New York Times
- THE TIMES OF INDIA
- theguardian
- CNN
- NBC NEWS
FIRST LADIES VISIT OUR GIRLS’ EDUCATION PROGRAM

As a part of her Let Girls Learn initiative, First Lady of the United States Michelle Obama visited Cambodia in March 2015.

During her trip, she joined First Lady of Cambodia Bun Rany in visiting some of the incredible achievers in our Girls’ Education Program. The First Ladies met with a group of girls who were about to graduate from secondary school, a milestone very few people in their village have reached.

The girls shared their stories, and the First Ladies learned more about how community-driven solutions like Room to Read are turning the tide against gender inequality in education. At the end of the visit, Mrs. Obama said to our students, “You all are role models to the world. There are going to be young girls that watch this and they’re going to think, I can do the same thing. They’re going to say to themselves, ‘I have a voice, I have a brain, and I’m going to use it.’ ”

GIVING THANKS TO EDUCATION

In recognition of reaching our 10 millionth child, we asked our students, teachers, staff and investors from around the world how education has shaped their lives. We collected their personal messages of gratitude as part of our #ThankstoEducation campaign. Here are some of the more than 700 stories we received:

“Thanks to Education, I can stand for what I believe is mine and what I deserve. I am dreaming big to attain the goals of my life.”
DAR ES SALAAM, TANZANIA

“Thanks to Education, my father once crossed the boundary of his remote village. Now I can dream of crossing the boundary of my state and dream my children will cross the boundary of the globe.”
DHAKA, BANGLADESH

“Thanks to Education, I can see my world... and a zillion others.”
HONG KONG

“Thanks to Education, I can practically do almost anything I want to do — except fly a plane!”
KACHETA, ZAMBIA

“Thanks to Education, I am confident enough to take risks because I know even if I fail, my education will always open doors.”
NEW YORK, USA

“Thanks to Education, I have the opportunity to read instead of grazing buffaloes.”
RAJASTHAN, INDIA

“Thanks to Education, I live the life I want.”
VANCOUVER, CANADA
Atlassian has donated more than US$5 million toward Room to Read’s programs in Asia. In 2015, Atlassian was the largest investor in our Girls’ Education Program in Cambodia and the largest corporate investor globally. Almost half of Atlassian’s staff also supports Room to Read through its $1/day program.

Through donations from generous BURGER KING® employees, franchises and restaurant guests in select areas in Europe, Asia and Africa, as well as donations directly from the BURGER KING McLAMORE™ Foundation, the BURGER KING® system is supporting more than 69,000 students through Room to Read’s Literacy Program in Cambodia, India, Nepal, Sri Lanka, South Africa, Tanzania and Zambia.

Founded in 1952, Caterpillar’s philanthropic organization, the Caterpillar Foundation, is focused on making sustainable progress possible around the world by providing support in the areas of environmental sustainability, access to education and basic human needs. The Caterpillar Foundation has provided crucial support for our work since 2009. Through a three-year grant, the foundation has supported our Literacy and Girls’ Education Programs in India and South Africa, including the establishment of more than 90 libraries. This grant has benefited more than 25,000 children.

Citi partnered with Room to Read in 2015 through its e for Education initiative, an effort to raise funds for education-related nonprofits around the world. From October to December 2015, Citi donated US$1 for every US$1 million of notional volume traded on Citi Velocity, its award-winning institutional foreign exchange trading platform. More than US$400,000 was raised for Room to Read in 2015, bringing Citi’s total support for Room to Read to over US$1.65 million in the 2013–2015 period.

Credit Suisse is one of Room to Read’s largest corporate funders, supporting both our Literacy and Girls’ Education Programs and several key strategic projects, including the development of our 2015–2019 strategic plan and the launch of Room to Read Accelerator. Credit Suisse also donates office space for Room to Read staff in Hong Kong, Sydney and Tokyo, and provides capacity-building to country teams on a broad range of topics through its Global Citizens Program.

The Fossil Foundation, committed to unleashing the potential of underserved young people, supported our Literacy Program in India to ensure children have the instruction and resources they need to become fluent readers. This grant launched our Literacy Program at 310 schools in the states of Chhattisgarh, Rajasthan and Uttarakhnad.

Through Goldman Sachs and Goldman Sachs Gives, the company and its senior executives have contributed more than US$18 million cumulatively — and over US$3 million in 2015 — to Room to Read. In 2015, Goldman Sachs supported a wide range of Literacy and Girls’ Education Programs for children across Asia and Africa.

The Lee Foundation is Singapore’s largest and oldest private charitable foundation, with a majority of its funding going toward education. With a generous grant of US$350,000 in 2015, the Lee Foundation became the first family foundation in Singapore to invest significantly in Room to Read’s work. This grant provided critical support to our Girls’ Education Program across Asia, benefiting 1,350 girls in our program.
 Townsend Press, an independent publisher of acclaimed educational materials for students in grade school through college, has a dual mission: to create high-quality, reasonably priced electronic and print publications that help students learn the language and reading skills needed for success and to promote reading by publishing a library of compelling US$2 paperbacks, sponsoring scholarship contests and donating books to schools and community organizations. As a Room to Read partner since 2007, Townsend Press has funded core operating and program support for local-language book publication, library development and our Girls’ Education Program.

The UBS Optimus Foundation supported Room to Read’s post-earthquake recovery efforts in Nepal through a US$1.1 million grant to rebuild schools in Nuwakot and implement our Literacy and Girls’ Education Programs throughout the country. This funding is part of the UBS Optimus Emergency Response funding that includes post-emergency children’s education as a crucial intervention.

The U.S. Department of Agriculture, through a McGovern-Dole Food for Education award to Catholic Relief Services, is supporting Room to Read’s literacy efforts in Laos through the establishment of 70 libraries, provision of 49,000 books to these libraries and the implementation of literacy instruction activities in 26 schools.

### TOP ORGANIZATIONAL FUNDERS (1/1/2015 – 12/31/2015)

**$500,000 and More**
- Atlassian Foundation
- BURGER KING® McLAMORE™ Foundation
- Credit Suisse
- Echidna Giving
- Goldman Sachs
- UBS Optimus Foundation
- U.S. Department of Agriculture through an award to Catholic Relief Services

**$250,000 – $499,999**
- Butters Foundation
- Caerus Foundation, Inc.
- Caterpillar Foundation
- Citi
- Fossil Foundation
- Lee Foundation
- Townsend Press

**$100,000 – $249,999**
- The Brin Wojcicki Foundation
- Charities Aid Foundation India
- Four Acre Trust
- GlobalGiving Foundation
- Google
- Happy Hearts Fund
- Hilton Worldwide
- InMaat Foundation
- Jersey Overseas Aid Commission

- Kendeda Fund
- Myriad Asset Management
- PepsiCo Foundation
- Reliable Source Industrial Company (RSI)
- Salesforce.org
- Sensato Investors
- Tatcha
- TripAdvisor Charitable Foundation
- The Tudor Foundation, Inc.
- United Way Worldwide on behalf of the generosity of Target Foundation

**$50,000 – $99,999**
- 207, Inc.
- Anglo American Chairman’s Fund
- Asia Alternatives
- Bank of America – BA Continuum India Pvt. Ltd.
- Better World Books
- Biogen International GmbH
- Centre for Micro Finance
- Dining Concepts
- Dodge & Cox
- Dow Jones & Company
- DT Group of Companies
- Eureka Benevolent Foundation
- Green Leaves Education Foundation
- The Hoglund Foundation
- HSBC Bank
- Microsoft
- Monsanto Fund
- Navitas Education Trust
- Nuix Pty. Ltd.
- Samsung Asia Pte.
- Select Equity Group Foundation
- The SJS Charitable Trust
- T. Rowe Price Foundation
- Tokio Marine & Nichido Fire Insurance Co., Ltd.
- United States Agency for International Development
- USAID India
- Wells Fargo
- Whitehaven Coal
- Z Zurich Foundation

**In-Kind Donors**
- Autodesk
- Book Enterprises
- Books for Africa
- Cisco Systems, Inc.
- Credit Suisse
- Hardcastle Restaurants Pvt. Ltd. (McDonald’s India — West & South)
- Hilton Worldwide
- Ketchum
- Moët Hennessy
- Reliance Capital
- Scholastic
Room to Read depends on the generosity of global investors to make our life-changing work possible.

We deeply value their partnership and hold ourselves to the utmost levels of fiscal transparency and accountability so they can be sure that their funding is leveraged for maximum impact. This approach, combined with a commitment to consistently measuring and reporting on our results, allows stakeholders to trust that every dollar, pound, rupee and yen is used to provide the greatest benefit for the communities we serve.

**FINANCIAL HIGHLIGHTS**

- **$45.3 MILLION** CASH DONATIONS
- **$4.2 MILLION** IN-KIND DONATIONS
- **84%** SPENT ON PROGRAMS

<table>
<thead>
<tr>
<th>Sources of Revenue by Region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AMERICAS</strong> 65%</td>
</tr>
<tr>
<td><strong>EUROPE</strong> 15%</td>
</tr>
<tr>
<td><strong>SOUTH ASIA</strong> 2%</td>
</tr>
<tr>
<td><strong>SOUTHEAST ASIA</strong> 3%</td>
</tr>
<tr>
<td><strong>EAST ASIA</strong> 8%</td>
</tr>
<tr>
<td><strong>AUSTRALASIA</strong> 7%</td>
</tr>
</tbody>
</table>

**Donations by Type of Investor**

- **1%** SCHOOLS & OTHER GRANT REVENUE
- **2%** US GOV'T GRANTS
- **9%** FOUNDATIONS
- **28%** CORPORATIONS
- **60%** INDIVIDUALS

**Program Functional Expense Breakdown**

- **22%** GIRLS’ EDUCATION
- **78%** LITERACY
Statement of Activities
For the years ended December 31, 2015 and 2014 (USD).

<table>
<thead>
<tr>
<th>SUPPORT AND REVENUE:</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporations</td>
<td>$12,536,347</td>
<td>$11,214,658</td>
</tr>
<tr>
<td>Foundations</td>
<td>$4,172,714</td>
<td>$2,557,406</td>
</tr>
<tr>
<td>Individuals</td>
<td>$27,360,176</td>
<td>$27,301,694</td>
</tr>
<tr>
<td>Schools and Other</td>
<td>$490,534</td>
<td>$1,043,486</td>
</tr>
<tr>
<td>Total Donations</td>
<td>$44,559,771</td>
<td>$42,117,244</td>
</tr>
<tr>
<td>Grant Revenue</td>
<td>$708,398</td>
<td>$813,544</td>
</tr>
<tr>
<td>Donations In-Kind</td>
<td>$4,234,999</td>
<td>$9,922,253</td>
</tr>
<tr>
<td>Investment and Other Income (Loss),</td>
<td>$(609,980)</td>
<td>$(12,233)</td>
</tr>
<tr>
<td>Special Event Expenses, Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$48,893,188</strong></td>
<td><strong>$52,840,808</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES:</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Literacy</td>
<td>$8,862,628</td>
<td>$6,273,670</td>
</tr>
<tr>
<td>Girls’ Education</td>
<td>$2,581,086</td>
<td>$2,993,874</td>
</tr>
<tr>
<td>School Infrastructure*</td>
<td>N/A</td>
<td>$3,484,529</td>
</tr>
<tr>
<td>Donated Books and Supplies</td>
<td>$2,671,175</td>
<td>$8,587,695</td>
</tr>
<tr>
<td>Conferences, Travel and Meeting</td>
<td>$2,170,957</td>
<td>$1,852,692</td>
</tr>
<tr>
<td>Expenses</td>
<td>$1,177,976</td>
<td>$891,446</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td>$94,869</td>
<td>$322,566</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$3,024,024</td>
<td>$1,192,894</td>
</tr>
<tr>
<td>Program Operating Expenses</td>
<td>$2,499,585</td>
<td>$2,114,252</td>
</tr>
<tr>
<td>Program Personnel Expenses</td>
<td>$17,391,874</td>
<td>$15,223,265</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>$40,474,174</strong></td>
<td><strong>$42,936,883</strong></td>
</tr>
<tr>
<td>Management and General</td>
<td>$2,375,379</td>
<td>$2,703,003</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$5,486,462</td>
<td>$6,040,120</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$48,336,015</strong></td>
<td><strong>$51,680,006</strong></td>
</tr>
<tr>
<td>Translation Adjustments</td>
<td>-</td>
<td>$(33,913)</td>
</tr>
</tbody>
</table>

| Change in Unrestricted Net Assets   | $1,561,771          | $3,400,452          |
| Change in Temporarily Restricted Net Assets | $(1,451,374) | $(2,273,563) |
| Unrestricted Net Assets at Beginning of the Year | $4,088,941 | $688,489 |
| Temporarily Restricted Net Assets at Beginning of the Year | $16,883,333 | $19,156,696 |
| **Net Assets at End of the Year**   | **$21,082,471**     | **$20,972,074**     |

Room to Read’s financial statements have been audited by independent certified public accountants and are available on our website.

* School infrastructure services have been aligned to augment Room to Read’s Literacy and Girls’ Education Programs so that students at our program schools have safe and child-friendly learning environments. As such, infrastructure costs are now incorporated into Literacy or Girls’ Education Program planning and are reflected under the associated program, rather than as a standalone service.
Board of Directors

Scott Kapnick (Board Chair), CEO, HPS Investment Partners, LLC
Yusuf Alireza, Former CEO, Noble Group
Craig Bruya, Former CFO, Microsoft Business Solutions
Mary Byron, Former Partner, Goldman Sachs
Luis Crouch, Vice President and Chief Technical Officer, International Development Group, RTI
Erin Ganju, Co-Founder and CEO, Room to Read
Jerry del Missier, Executive Chairman, Copper Street Capital
Kim Anstatt Morton, Advisory Board Member, Girl Rising
John Ridding, CEO, Financial Times Group
Frank van Veenendaal, Former Executive Vice President, Salesforce
Susan Wojcicki, CEO, YouTube
John Wood, Founder, Room to Read

Emeritus Board

Hilary Valentine (Board Chair), Partner, Black & White Design
Chris Beer, Founding Member, Ironmark Law Group
Peter T. Grauer, Chairman, Bloomberg Inc.
Tim Koogle, Former CEO and Chair, Yahoo!
Alastair MacTaggart, President, Emerald Fund
Fernando Reimers, Director of Global Education and International Education Policy, Harvard University
Muneer Satter, Chair, Satter Investment Management
Jenny Shilling Stein, Co-Founder and Senior Advisor, Draper Richards Kaplan Foundation

Regional Boards

ASIA PACIFIC
Yusuf Alireza and Dina Khreino-Alireza
Damien and Rebecca Brosnan
Kevin Burke
Ben and Asami Ferguson
Neil Harvey
Carl Huttenlocher and Tamiko M. Lippit
John and Camilla Lindfors
Alan and Christine Miyasaki
Dieter Turowski and Laura Howard
Zoltan and Tamara Varga

AUSTRALIA
Steve and Carrie Bellotti
Mike and Annie Cannon-Brookes
Charles and Maile Carnegie
Brett and Zahra Godfrey
Andrew and Emma Gray
John and Nicolle Keith
David Torrible and Donna Yip
Mike and Cynthia Whelan

NEW YORK
Mary Byron
Peter T. Grauer
Sonny Kalsi
Scott Kapnick
Jaideep Khanna
Stephen King
Caryn Leventhal
John and Dudley Macfarlane
Aaron Nieman
Graves and Colleen Tompkins
Eric and Shauna Varvel

UNITED KINGDOM
Andrew Balls and Erica Wax
Marisa Drew
Doug Henderson
Elio and Maria Leoni-Sceti
Scott Mead
Jerry and Jane del Missier
Patrick and Benedicte de Nonneville
John Ridding
Stuart and Joanna Riley
Randy Work

Leadership Team

MANAGEMENT TEAM
Erin Ganju, Co-Founder and CEO
Lynn Foden, Chief of International Operations
Shari Freedman, Chief Financial Officer
Rebecca Hankin, Vice President of Marketing and Communications
Cory Heyman, Chief Innovation Officer and Executive Director, Room to Read Accelerator
Geetha Murali, Chief Development Officer
Heather Simpson, Chief Program Officer
Pierre Towns, Chief Talent Officer

INTERNATIONAL DIRECTORS
Sourav Banerjee, India Country Director
Philip Christensen, South Africa Country Director
Shevanthi Jayasuriya, Sri Lanka Country Director
Kall Kann, Cambodia Country Director
Tien Phong Le, Vietnam Country Director
Udaya Manandhar, Nepal Country Director
Russel Mushanga, Zambia Country Director
Peter Mwikabwale, Tanzania Country Director
Geoffrey Odaga, Associate Director, Africa
Rakhi Sarkar, Bangladesh Country Director
Christie Scott, Director, Asia
Dinesh Shrestha, Co-Founder and Director of Field Operations
Norkham Souphanouvong, Laos Country Director

List Current as of 6/30/2016
Technology Advisory Committee

We launched a special advisory committee in 2015 to improve the efficiency and effectiveness of our work by developing global information technology strategies and forging key partnerships. In 2015, this committee assisted in planning and deploying several technology solutions, including a new accounting system and customer relationship management database. These new systems have transformed our operations, and we would like to thank the committee for its invaluable guidance on these initiatives.

James Arnett, Partner, Capco
Alex Belous, Education Portfolio Manager, The Cisco Foundation
Mary Byron, Former Partner, Goldman Sachs
Dustin Frazier, Independent Consultant
Matthew Glotzbach, CEO, Quizlet, Inc.
Andrea Leszek, Vice President of Technology Services, Salesforce
Ambarish Malpani, Vice President of Engineering, Edmodo
Vibhu Mittal, CEO, Edmodo
Brett Robson, IT Workplace Engineering Manager, Atlassian
Frank van Veenendaal, Former Executive Vice President, Salesforce
Tim Wood, Senior Program Manager, Bill & Melinda Gates Foundation

A SPECIAL THANK-YOU

One of Room to Read’s greatest strengths is our leadership and the depth of expertise and passion these individuals bring to our mission. We benefit immensely from their wisdom and talent, so we would like to extend our gratitude to three long-term leaders who have fulfilled their commitments on our Board of Directors: Peter Grauer, Tim Koogle and Fernando Reimers. Collectively, they have contributed 17 years of service to our Board and were key in growing Room to Read into the organization we are today. We thank them deeply for their contributions over the years and are honored that they will continue to offer their guidance through our Emeritus Board.

ROOM TO READ’S LEGACY SOCIETY

“As outgoing Board Chair, I am proud to ensure my long-term impact on Room to Read programs through a legacy gift. I hope you will join me in pledging to leave your legacy through Room to Read and make your ongoing commitment toward educating the world’s children.”

CRAIG BRUYA

The Legacy Society recognizes individuals who have made provisions for Room to Read through their estate plans. As a Legacy Society member, you can share your story and become a role model to others who are thinking about leaving a legacy gift to Room to Read. We are sincerely grateful to those who remember us through a bequest or other type of legacy gift.

For information, please contact legacy@roomtoread.org.
World Change Starts with Educated Children.

Room to Read Global Office: San Francisco
Delhi • Hong Kong • London • Mumbai • New York • Singapore • Sydney • Tokyo • Zurich

www.roomtoread.org

We would like to thank the following organizations for sharing their office space with Room to Read: Credit Suisse (Hong Kong, Sydney and Tokyo) and Reliance Capital (Mumbai).


Design: Melanie Doherty Design