

2022 ANNUAL REPORT

Inflection Point



THE RIDHWAN FOUNDATION

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"I am falling in love with Diamond Heart. It's a definite feeling that I've landed in a place that is always going to hold me."



Vaishali Chadha
CADHg, California



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A Message from the President

Dear Community,

As members of the Ridhwan School we engage our spiritual work while living and learning in the midst of our worldly lives. At the same time, we recognize we are not of this world. Our nature is a mystery beyond everything, while encompassing all we experience as human beings on this planet. The Diamond Approach teaching steadily reveals this apparent dichotomy as one truth to be realized and lived.

The teaching itself is both in the world and not of it. It arises from the mysterious source of all manifestation, as a particular stream of wisdom and blessings for those who find and resonate with its logos. And our school structures are external expressions of this mystery and ways for the teaching to emerge more fully in the world.

Four decades ago, the Ridhwan Foundation formally became the organizational vehicle for providing the practical and administrative supports necessary for this path to flourish. We continue to refine our organizational forms and operations in response to the needs of the times, the places, and the people, so our school can more fully serve the truth we love and the logoc stream that

**We continue to
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so generously reveals the mystery of reality. This yearly report is a summary that captures some of those activities.

With appreciation for all who traverse this path and deep gratitude for the many individuals who contribute their time, energy and resources to ensure the Diamond Approach will be available for generations to come,



Bob Ball
President of the Ridhwan Foundation



The Teaching

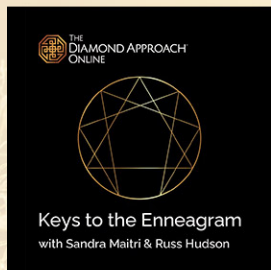
The purpose of the Diamond Approach teaching is to realize, actualize, and develop the potential and essence of the human soul as an expression of True Nature.

Its aim and orientation are the development of students so that they attain spiritual maturity and completeness—an open-ended, on-going, unlimited unfoldment.

The larger aim is to contribute to the evolution of humanity in the service of our True Nature.



Successes & Challenges



Success

The Keys to the Enneagram course helped boost DAO revenue by 89%, producing a surplus for the first time.

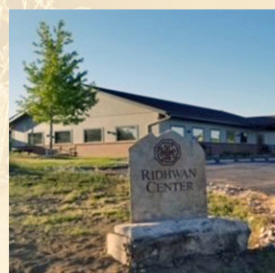
Support for Staff

Jessica Powell was hired as Human Resources and Operations Director. Jessica established a Culture and Wellness Committee to address staff needs, look at ways to maintain cohesiveness and nurture relationships among staff.



Hybrid

Equipment has been installed at the Berkeley Ridhwan Center to support the complexity of hosting hybrid groups, meeting both in person and via Zoom.



Effective Strategic Planning

The most important realization of 2022 from a strategic planning perspective was recognition by key stakeholders of how much more holistic and comprehensive it needed to be. A comprehensive strategic planning process is being designed and implemented in 2023.

Challenge

Finding a suitable partner to help us build the IT Infrastructure project turned out to be a challenge.

Community Response

Less than 5 months after the Colorado Ridhwan Center was lost to a fire, we closed on the purchase of a new building.

Generosity

The DA Youth Fund awarded 69 young students scholarships for a total support of \$48,000.

Key Investments

A 2022 operating surplus makes key investments in 2023 possible, however due to inflation and the costs associated with running and sustaining an International organization, aligning future growing expenses with revenue remains a challenge.

Ordained

22 new teachers:

- Europe: 13
- USA: 9



Donations



\$1.2m

in donations; a 12% decrease against 2021 donations. Because of larger projects being moved into 2023-24 (IT Infrastructure) there was less overall need for funding.

+38%

The End-of-Year Campaign raised 38% over the campaign goal of \$275,000.

23 Legacy Gifts

Over the years, 23 people named us a beneficiary in their estate plans. 8 planned gifts are valued at \$2.5M, 15 have unknown values.

Legacy gifts support the long-term sustainability of the teaching.

171

Citadel Circle

48 new monthly donors joined the Citadel Circle, numbering 171 members!

10%

of worldwide committed students made one or more donations.



Percentage of funds raised that supported Ridhwan; cost and administration of fundraising was 7.7%.

Matched

Our \$100,000 grant challenge raised \$297,598 in unrestricted funds.

\$742,014

donated in unrestricted funds; an 11% decrease.

Unrestricted donations fund areas of greatest need: outreach, administration, new initiatives, and improvements in operational infrastructure.

A big thank-you to all donors and volunteers for your support!

Global Community

We saw an 18% increase in students committed to ongoing groups. DIVE was our biggest 2022 success, with 1,010 active students.

STUDENTS, IN-PERSON GROUPS

2,434	North America	+15%
2,187	Europe incl. Russia & Turkey	+15%
363	Australia & New Zealand	+39%
37	Asia	-14%
20	Middle East	-26%
18	Africa	-5%
12	Central & South America, Caribbean	-59%

TOTALS

53	Countries	
5,071	Students, ongoing groups	+18%
4,544	Students, online courses only	+26%
1,010	DIVE students	+2%
226	Active teachers	+4%
162	RISNG, students in teacher training	-4%

A Message from the Executive Director



Dear readers,

Last year it became apparent to the leadership of the Ridhwan Foundation that we were at an inflection point in our history and evolution. While we continue to treasure the spontaneous revelation and unfolding nature of the Diamond Approach teaching, we also understood that, with changes of the last few years—including the trend to more online learning, the development of new technologies to stay connected as a community during the pandemic, Hameed's aging, new groups forming in Asia and online—it was and is necessary to think more strategically about our future.

Our orientation to more intentional planning will be guided by what best serves our students, teachers, other stakeholders and, of course, the teaching itself.

Much has already been accomplished in response to our current needs. As you will read throughout this report, we've enhanced programming (launching DIVE for longtime students and a very successful

enneagram course); improved technology at the Berkeley center to accommodate hybrid retreats; hired a new Human Resources Director to better support staff; and continue to refine our succession plan to prepare for when Hameed can no longer lead the school.

As we searched for the appropriate technology partner for the IT project, we also rolled out improvements to our Ways to Engage page and ramped up YouTube activities (we now have over 7,000 subscribers to our channel).

We have high hopes for 2023 as we assess our programs and structures to effectively sustain the teaching throughout the world.

Sincerely,

Seth Schapiro
Executive Director, Ridhwan Foundation

“Last year
we were at
an inflection
point in our
history and
evolution.”

"I have chosen three people to succeed me in the leadership of the school in the event that I cannot continue or I am gone. They are Karen Johnson—who helped found the path and has been important in the development of the teaching—Ridhwan President Bob Ball, and teacher Zarina Maiwandi. I have confidence in all three in terms of their knowledge of the teaching, their alignment with it, their embodiment of the logos and the solidity and depth of their realization. I am healthy, and this body will go on at least for a little longer. But I am thinking of the future of the school, making sure that it has the reliable leadership it needs to continue on a solid basis after I am gone."



Hameed Ali



2022 IN REVIEW

The Life of the Teaching Continues

Over the last few years as Hameed Ali—founder of the Ridhwan School and its lead teacher—has been aging, he and the Ridhwan Foundation undertook the development of a succession plan, a normal and prudent process for any organization and spiritual school.

This began with Hameed gradually stepping back and eventually down from various responsibilities on both the Ridhwan Board and the Obsidian Synod and continued in various ways in 2022, including:

- The development of clear documents of succession explaining who is to take over and what their duties will include
- The filming of three videos to be aired after Hameed is gone—one a message to teachers, another to students and, lastly, one to a more general public who knows Hameed through his various online appearances, books and other outlets

- A general video announcement to the school delivered March 2023 about his choice of successors (co-founder of the Diamond Approach Karen Johnson, Ridhwan President Bob Ball, and teacher Zarina Maiwandi)

These steps are designed to assure the smoothest possible transition of the school into a new era after Hameed has left his earthly body.

For updates visit:

[Succession page](#)

[Succession plan document](#)

Strategic Planning

The most important realization of 2022 from a strategic planning perspective was recognition by key stakeholders of how much more holistic and comprehensive it needed to be. Everyone has to be involved in coming to agreements on key school priorities and directions, particularly to bringing more intentional focus to the future of the school.

This was especially critical to preparing the organization for when Hameed is no longer in his leadership seat. Effective strategic planning had to encompass:

1. **A New Model:** As a school whose aim is to steward a spiritual path that continues to unfold spontaneously, a lot of past decisions relied on natural guidance. However, as a path that lives in the world but is not of it, that guidance kept pointing toward the need for a certain amount of structure to maintain organizational stability and integrity, and to ensure the long-term sustainability of the school. At meetings throughout the year, leadership and stakeholders aligned around the need to prudently balance guidance with structure, and that strategic planning decisions would arise out of this new awareness.
2. **Staff:** Given many workplace issues tied to the pandemic, inflation and the unique challenges of our structure, we needed to fill key positions to support the staff infrastructure, most critically the vacant Human Resources Director role.
3. **Succession Planning:** Hameed's advancing age emphasized the need for thinking beyond his departure and creating a solid succession plan.
4. **New Forms of Learning:** Equally important was embracing online learning: more vibrant programming and the adoption of up-to-date technologies for hosting hybrid retreats.
5. **Managing Growth:** Thought must be given on how to manage the global expansion of operations, specifically how much centralization is appropriate and what is better administered through individual groups.



Audit and IT Infrastructure

Outreach Audit

In 2022, the school conducted an outreach audit to review current practices and guide its future efforts. With multiple lines of inquiry pointing to a need for more strategic clarity around the role of the Foundation, we find ourselves at an inflection point.

The summary reaffirmed insights from prior reviews in 2018 and 2019 and identified opportunities for new investments to support the findability of the teaching to those with whom it resonates and to bolster the long-term sustainability of the school including:

- **Establish a clear vision;** a North Star that helps us set strategic initiatives and objectives while keeping focus on the big picture
- **Define and propose a model** with measurable goals and implement detailed data analysis to measure success; a unique challenge within the logos of the teaching
- **Develop clear and engaging content** for website and social media platforms
- **Improve the website experience**
- **Improve our findability,** and attract new students utilizing DAO as a gateway to bolster the creation of new dedicated groups

IT Infrastructure Project

The IT infrastructure project aims to bring immediate improvements to the existing systems while simultaneously working on a full system overhaul that will serve as the core technical architecture and website platform for the school for years to come. In 2022, upgrades to the Ways to Engage page enabled improved website navigation, with easier access to information and services, and links to other relevant resources.

Analyzing the existing infrastructure revealed the complexity of the school's operations and provided a deeper understanding of our needs and challenges. This led to the creation of a comprehensive IT strategy designed to support the student and teacher body and further the reach of the teachings in the world. This involved clarifying the key technical requirements and identifying the right tools and technical architecture to use (WordPress + Salesforce). After exploring a variety of organizations and with careful consideration, the Foundation is partnering with a reputable Salesforce implementation partner and a top-tier WordPress web design agency to ensure a phased approach for a successful and sustainable project over the long term that will be completed on time and within budget.

Putting the Human Into Human Resources

Given many of the challenges of the pandemic, remote work and the changing nature of staff expectations and needs, our commitment to retain our wonderful team led us to a renewed focus.

To lead these efforts, 2022 saw the hiring of **Jessica Powell** in the redesigned role of Human Resources and Operations Director. Jessica comes from a 10-year background of being Executive Director of various public libraries in Kentucky.

In collaboration with Jessica, the board's Human Resources Committee became more involved in supporting the staff field. The committee updated its name from Personnel Committee to Human Resources Committee to better define their intention to value individual talents, skills and education, as well as view each employee as an asset. At the November board meeting, a new staff longevity recognition program was established and we continue to have regular meetings where staff can interact/dialogue with the Synod and Board.

Jessica established a Culture and Wellness Committee to address staff needs, look at ways to maintain cohesiveness and nurture relationships among staff.

Other new hires in 2022:

Leslie Miller Jewett joined Friends of Ridhwan as Fundraising Coordinator. Prior to Ridhwan, she was Development Assistant at The Record Co., a nonprofit community music workspace in Boston where she helped execute a \$6.5 million capital campaign to build its new 12,500-square-foot facility.

Elizabeth Bourdon came on board as Ridhwan Foundation's Communications Coordinator after serving as Communications & Operations Director at the Rocky Mountain Kung Fu/Zen Kids Ninja Academy. She has also been a teacher, director and videographer for the School of Metaphysics.

"We took a very intentional look at work culture to foster something healthy and foundational that we can further build upon in the future."



Jessica Powell
Human Resources and
Operations Director

"The *Keys to the Enneagram* course was the first DA online course I have taken. I loved witnessing this kind of generosity and offering, making it accessible to literally everyone is being of service, it is being as generous as we can in these times...because it's needed."



Diane Woods
CA Omega2, California

2022 IN REVIEW

Diamond Approach Online

In 2022, Diamond Approach Online (DAO) experienced enormous expansion and success. DAO programming served over 7,200 online students across the globe—a 27% growth year-over-year.

The email reach of the department has increased by nearly 20% this year alone. This means DAO is an influential beacon for the teachings in the world and serves as a powerful entry point for individuals new to the path.

Both of the department's major 2022 offerings—*Keys to the Enneagram* and *Spiritual Wisdom of the Body*—exceeded board-approved budget projections.

An additional public program, the *Diamond Body Practice* course, was added based on requests from non-Ridhwan Foundation members enrolled in the *Spiritual Wisdom of the Body* series.

A snapshot of achievements include:

- Launching the founders' "Year of the Body" theme with over 6,000 registrants in the *Awakened Body* webinar
- DAO's largest program to date, the *Keys to the Enneagram* course drawing over 6,000 registrants for its opening webinar and maintaining 1,100 registrants for the 11-month program
- Attracting an impressive number of non-Ridhwan students (83%) to *Keys to the Enneagram* webinar, including 44% who are new to the teachings entirely
- Increasing DAO revenue by 89% over 2021, ending the year with a surplus
- Creating online teaching opportunities for 13 teachers

Online Groups

DHO1

The school's first-ever all-online group, DHO1, enrolled about 350 students from dozens of countries and time zones. DHO1 meets monthly and will remain open to new students through 2023.

The group supports its global student body by offering tiered tuition and generous scholarship opportunities to make it more accessible.

According to the teaching team—comprised of Hameed Ali, Karen Johnson, Zarina Maiwandi, and Christof Bosch—the group is going very well, and it is clear to them from the perceptive and deep questions DHO1 students are asking that they are thoroughly integrating the teachings.

The teaching team is also delighted that small groups are beginning for DHO1, which they anticipate will enable students to connect and integrate the practices even more deeply.

DIVe

DIVe (Deep Integrative Voyage) successfully completed its first full year, during which it opened to new students due to the high level of demand.

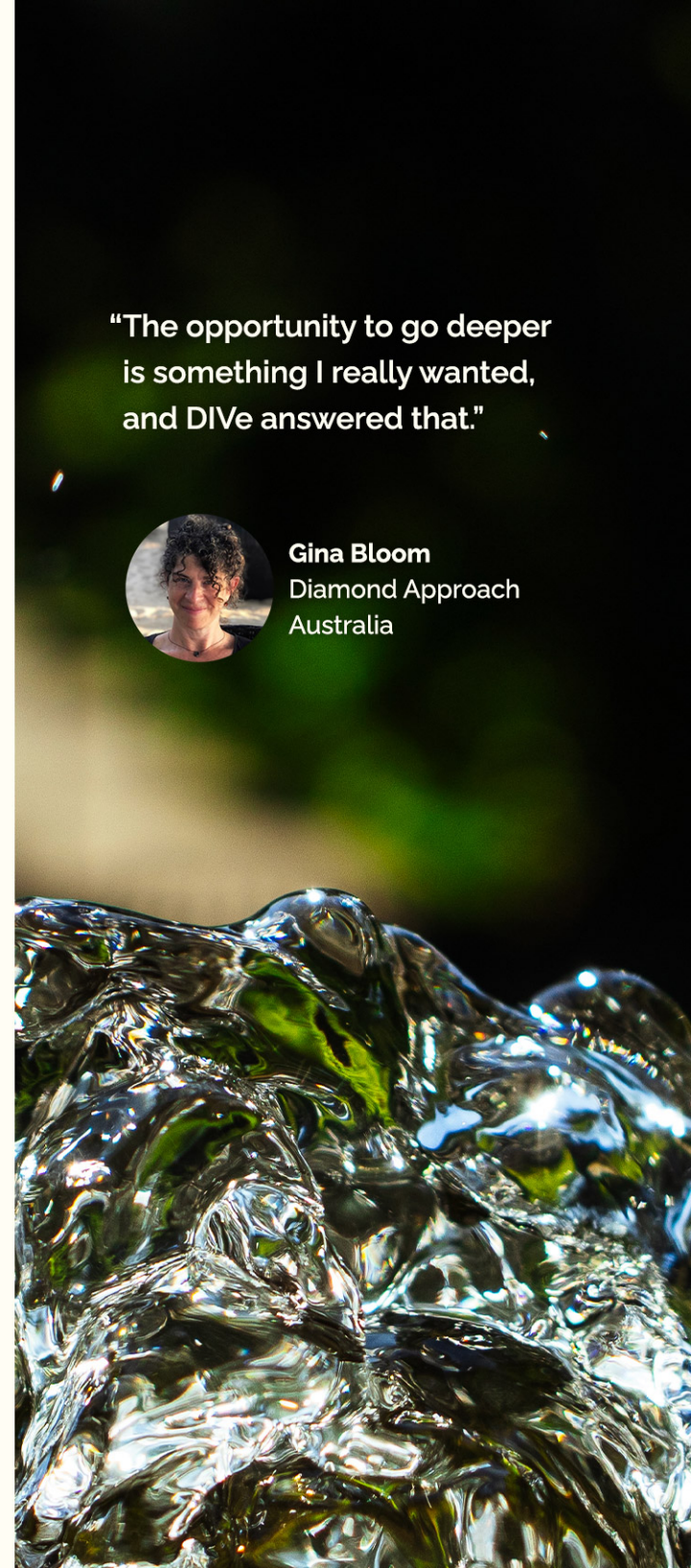
Today, DIVe engages over 1,000 long-term DA students in regular advanced programming.

DIVe supports students and teachers from 28 countries and 14 time zones. It is taught by 70 teachers and facilitated by a Zoom team of nearly 100 people. Feedback about DIVe is extremely positive, particularly regarding the opportunity it offers to experience different teachers and teaching styles.

"The opportunity to go deeper is something I really wanted, and DIVe answered that."



Gina Bloom
Diamond Approach
Australia



"The Diamond Approach has opened me to a dimension of life that I previously did not know existed, the dimension of essence. The teaching transforms me, refines me, develops me, dissolves me, humbles me, illuminates me, matures me, expands me, and continues to disappear me. When I speak about the Diamond Approach I speak with humility and reverence. I feel honoured to be on a jewelled path."



Wazee Walks
DHO1, Oslo, Norway

"In the last two years,
the teaching has
become the center of my life."



Alessandro Genovese
Cicogna
UK4, United Kingdom



2022 IN REVIEW

International

Germany

Formed in June 2022, the new German-language group DAWID-Frankfurt is the first group to be administered through the Ridhwan Stiftung gGmbH. Their German-language social network platform grew by 30% and attendance at German-speaking events increased by 20%. Throughout the coming year, they plan to continue outreach activities in the wider German field. Additionally, a team of experienced students are working together to translate the teachings into German and have begun book translations.

United Kingdom

DHUK, an academy group that formed in 2021, has steadily grown and remains open to new students as they celebrate moving into a new venue. The UK welcomed five new teachers in 2021 and members of all of the UK groups are looking forward to coming together at the 2023 summer retreat in the Netherlands.

Netherlands

As COVID continued to be a powerful influence in 2022, recently formed DHNL and DHE4 and ongoing groups continued to meet online. As a result, balances in the Students for Students Funds managed by the Dutch Stichting remained stable.

International

Australia

After a period of dedicated work, Diamond Approach Australia Ltd (DAA) successfully registered as a charity with the Australian Charities and Not-for-Profits Commission in 2022.

For the first time in their 30-year history, DAA became an employer, with two part-time staff attending to daily operations and supporting the community of 230 students and teachers.

In October 2022, DAA returned to in-person retreats using a hybrid model for those who wished to remain on Zoom due to financial, aging, health and climate-related travel concerns. They also launched a new ongoing retreat group, DAA8. The DAA student association distributed over \$35,000 in financial assistance to students to ease cost-of-living pressures.

Asia

After being on Zoom for three years, DA Asia is resuming live retreats in 2023. DA Asia students meet twice a year in Chiang Mai, Thailand. The group has attracted students from many countries, including

China, Singapore, India, Pakistan, Hong Kong, Taiwan, Malaysia, Thailand, Kuwait, Lebanon, and several European countries. For the first time, a student from Asia was able to attend the Winter Retreat in Berkeley in person.

Africa

The Diamond Approach group in South Africa recently transformed into Diamond Approach Africa, integrating individuals from the broader continent of Africa and those with a special connection to Africa. The group meets five weekends per year for a combination of online and hybrid retreats based in South Africa.

The South African currency is deeply undervalued, so the teaching is made available at significantly lower USD rates than would be charged in most other countries. The group anticipates growth in the coming year and has begun creating a valuable resource of videos addressing regional issues. You can find these videos on the group's website, here: www.domliber.com/daafrica

"There's a natural unfolding of wisdom in relation to my difficulties and challenges, and therefore [it is] more effective than anything I've experienced in my life in terms of healing."



Nolitha Tsengiwe
DA Africa
South Africa

"While I naively hoped for a lovefest, seminary is more like a giant mortar and pestle where identities are ground into dust. I'm so grateful for what was given and taken away. My heart's wish is for the chance to pass on the blessings I received to souls ripe for the journey."



Julia Dengel
CODH8/formerly EM
Colorado

2022 IN REVIEW

Community

The pandemic had many negative impacts on our lives, but most notably in the school it restricted our ability to be together in person.

Surprisingly, however, by adapting to an online existence, our worldwide sense of community was strengthened by that very limitation. Our community continued to solidify and expand during 2022 in various ways:

New Meeting Formats

What initially started as fully virtual retreat attendance has now evolved into hybrid retreats, offering more choice to students. While some relish the in-person contact with fellow students and teachers, others prefer to reduce their carbon footprint by not traveling. This format also offers an alternative to students who find costs and health concerns prohibitive to attending in person. Individual groups are taking a variety of approaches to in-person group health protocols to create an environment that allows students to open fully to the teaching so the learning can happen as deeply and effectively as possible.

Student Body Committee

The SBC has been active and incredibly helpful in informing the school's discussions around community conduct guidelines, safety protocols at retreats and other important topics. This year saw a lot of turn-over of representatives as those who have served from its beginnings three years ago pass the baton to new representatives from their groups. The SBC also adopted a new format that more closely aligns with the DA form of working, utilizing breakout rooms to discuss agenda issues and returning for a Q&C afterward.

Community Conversations

We experimented with a new format and moderators for our Community Conversations series of online gatherings. The most recent event was facilitated by Executive Director Seth Schapiro and Ridhwan Foundation President Bob Ball.

Growing Teacher Body

There were 22 new ordinations in 2022, which means there are now 226 active teachers around the world. Another 162 are still awaiting ordination.

Community

The Next Student Generation

The Ridhwan Youth Council is an official body of the school that kindles the spirit of the next generation of Ridhwan students and gives voice to the experience of younger students in the work.

In close collaboration with the Ridhwan teacher body, the Youth Council hosts events, inquiries and workshops. Through this it fosters the community YODA (Young People of the Diamond Approach), a co-creative space for inspiring exchange and connection between younger members of the school worldwide.

It also launched the Pearl Dialogues in September 2022, a podcast hosted by students featuring teachers of The Diamond Approach on the topics of growth, love, creativity, and self-realization.

More about YODA

Visit the Pearl Dialogues podcast

DA Youth Fund (DAYF)

2022 was the first fully operational year of the DA Youth Fund (DAYF), formed to support a younger generation pursuing the path who faced obstacles such as little or no accumulated wealth, student loan repayment and more.

In 2022 the fund processed 142 applications from 14 countries worldwide, disbursing almost 43,000 euros (about \$48,000) to 69 students in ongoing groups so they could attend retreats.

More about DA Youth Fund

The Youth Council is currently looking for new members. Curious?

Write to ridhwaneuyc@outlook.com for more information.

“Located in the UK, the Netherlands and Germany, we have all volunteered many hours with the Youth Council and now work together on the Diamond Approach Youth Fund, a school-wide scholarship fund for any student under 40. The volunteer work we do definitely comes from our hearts and our love of this work, in support of the longevity of the school so that it may touch many lives. We also have a deep desire for the school to be accessible, diverse and inclusive, dedicating our time and energy to create the youth fund to help keep the barriers low for younger people who have the flame, to also take part.”

Kathryn Ariel Ruch
UK Big, UK

Lysan Boshuizen
DH Europe 3, Netherlands

Tobias Luginsland
DH Europe 2, Germany

"Volunteering as a SBC representative is very inspiring to me. I truly enjoy being together with all the group representatives and the school around topics that are alive in the field. I feel we are part of the unfolding of the communication between the school and her students. And I experience my own gratitude for the teaching in the process of this 'life practice.' Volunteering for this work is thus both a giving and receiving to me; I feel it as one."



Astrid Paalvast
Student Body Committee
DAWN, The Netherlands

2022 IN REVIEW

Volunteers

Selfless

Everyday across the globe people are selflessly dedicating their time and skills in service to the teaching by supporting their fellow students and teachers. As a fundamental part of the inner workings of the school, volunteers are essential to the functioning of the organization, and though your hard work is often executed behind the scenes, it does not go unnoticed or unappreciated.

Our sincerest gratitude to all our volunteers for your dedication and service. Your contributions to the Ridhwan community and the impact you have on the school is invaluable.

Opportunities

Volunteer opportunities range widely from arriving early to set up the room for your group's retreat to being a member of one of the school's committees and everything in between!

If you're being called to volunteer,

- reach out to your lead teacher to **support your local group**
- visit **Ridhwan Board and Committees** [on the portal](#)
- visit **Ridhwan Affinity Groups** [on the portal](#)
- email contact@friendsofridhwan.org to volunteer for the **Ridhwan Canon Project**.

The Ridhwan Canon Project is a library of transcriptions of Hameed and Karen's teachings made available to Ridhwan teachers creating content for their group retreats and for use in the development of books to support the growth of current students and reach a wider world of seekers.

2023 OUTLOOK

Continuing the Diamond Approach Lineage

The responsibilities of the succession team of Bob Ball, Karen Johnson, and Zarina Maiwandi will include:

- General leadership and oversight of the Ridhwan School (similar position to Hameed's currently)
- Running the Academy where the teaching is sanctioned. Oversight and decisions concerning all Academy affairs (i.e. choosing chancellors, program directors and teachers for groups and school-wide retreats)
- Continuing to translate and develop new teachings from Hameed's journals and from the logos itself. Determine what teachings are part of the Diamond Approach logos.



Karen Johnson: Karen met Hameed Ali (A.H. Almaas) when she was 23 years old. Their deep friendship eventually evolved to becoming colleagues, and codeveloping the Diamond Approach as it is taught in the Ridhwan School today. They have been working together for the past 45 years.



Bob Ball: A member of the original Colorado group, Bob has been a Diamond Approach teacher since 1983. Over the years he has taught in a number of groups in the US and in Europe. He has also served in various other roles within the school, on different committees, as the director for the European Seminary Training Program, as a Synod member, a board member, and most recently as President of Ridhwan Foundation. He lives in Northern Michigan with his wife and fellow teacher, Jeanine Mamary.



Zarina Maiwandi: Trained as an academic studying Western philosophy and literature, Zarina has been a student of the Diamond Approach since 1999 and was ordained as a teacher in 2015. She currently works with students in the US, Asia and Europe, and teaches in the first all-online group, DHO1. Zarina also leads courses for Diamond Approach Online and has edited several books by A.H. Almaas.

2023 Outlook

There's a lot to look forward to in the coming year

Strategic Planning

Through the coming year we will look closely at every organizational structure to see what is needed for the health of the school, particularly in light of eventual succession.

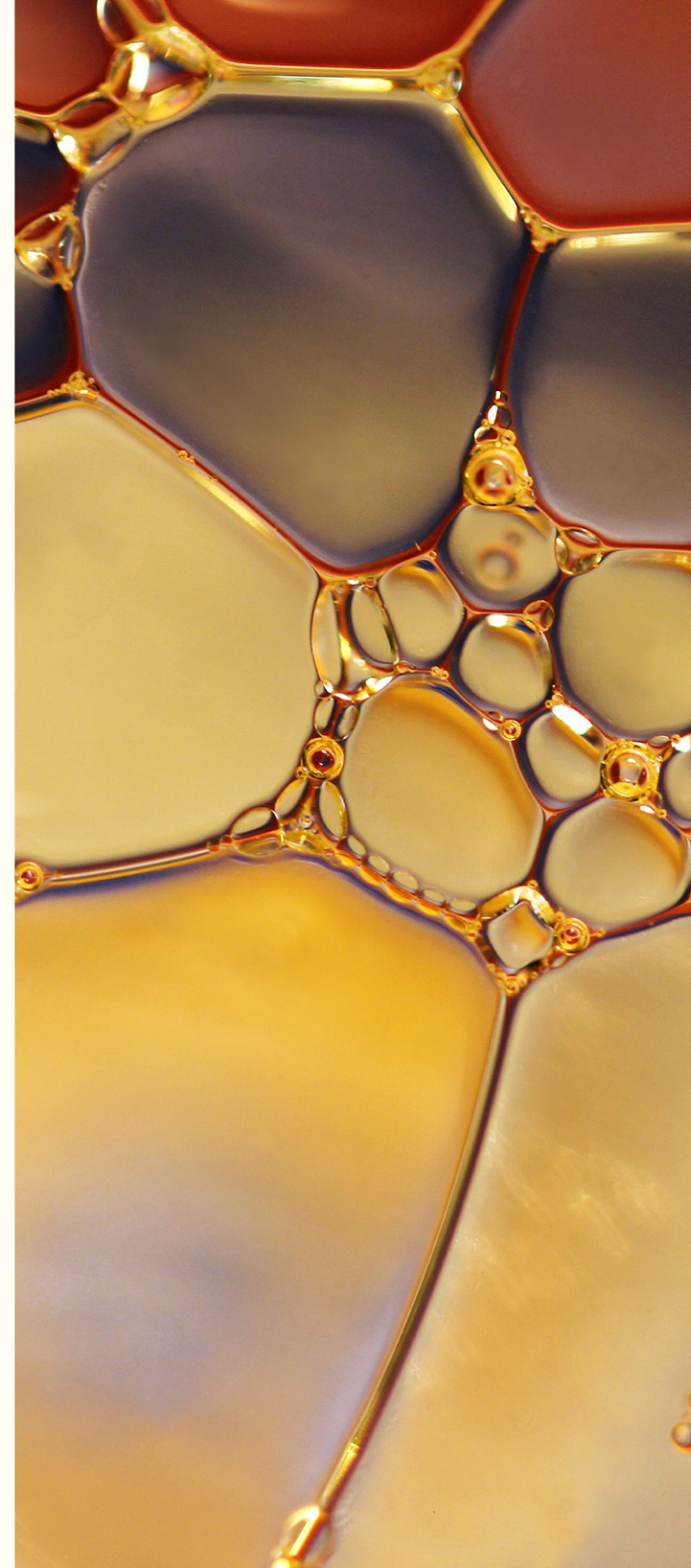
Among our questions are:

1. Running an international school has inherent complexities. What core roles should the school perform, and what's best handled more autonomously by regions?
2. How do we keep the teaching affordable?
3. We are engaging a donor-funded professional consultant to facilitate our thinking around where we need to begin—programmatically, structurally, with decision-making?

As always, our chief guidance will come from the teaching as it is unfolding in any particular moment.

Improved IT Infrastructure

- One of the most important facets of the IT infrastructure project will be implementing Salesforce customer relationship management (CRM) software to better serve the various constituencies of the school. This effort aims to standardize and unify a core part of our school's data and provide a single login across the student portal and Diamond Approach Online websites.
- The redesign and rebuild of the Ridhwan Foundation's website and portal will be a major undertaking, requiring many staff hours and substantial investment. The goal is to simplify the site, making it easier to navigate, upgrading visual design and content, improving its search function, and much more.



2023 Outlook

“It’s amazing to be back in this field physically. To me it’s a feeling of lushness..”



Beth Shapiro
DHR5, Massachusetts

Hybrid Meeting Formats

We expect more groups to resume meeting in person throughout 2023 and beyond. It’s almost certain hybrid retreats are here to stay, but this remains a work in progress influenced by a variety of factors:

- As a school of about 5,000 students, it’s not surprising that concerns and opinions vary greatly about risk factors, health protocols, and how to address different viewpoints in an equitable way for all. For some, online participation may be the only option that feels safe.
- Our aging population, both students and teachers, faces challenges with mobility and traveling to retreats, making at-home attendance much more practical.
- There are also regional preferences and concerns. For instance, especially in Europe, students have a desire to reduce the carbon footprint of traveling to retreats.

In spite of this, the trend so far seems to be a growing desire to return to the immediacy and depth of a physical group field.

Online Unfolding

So far, the first all-online group has responded enthusiastically to this expanded availability of the teaching. Our experience, as well as student input, indicates it is a vital new format for the teaching in the world. This may lead to more online groups in the future.

Rocky Mountain High

The Colorado DA community has successfully transitioned to their new building. This year will see many upgrades and changes implemented to help the space better meet the needs of the students and teachers and make it feel like “home.”

Going Solar

The foundation is exploring the feasibility of solar power for both the Berkeley and Colorado centers. The expectation is to implement this efficient, more ecologically sound system into both buildings by end of 2023 and the middle of 2024. Stay tuned!

Ways to Support the Longevity of the Teaching

Projects in Need of Funding

The Ridhwan Foundation staff and leadership are always reviewing current practices and ongoing efforts to support the organic unfolding of the teaching and accomplish the most effective ways to disseminate that information to our global community.

There are many projects in the works that could benefit from your financial support:

- **Succession Planning:** As mentioned earlier in this report, we continue to refine our succession plan to prepare for when Hameed can no longer lead the school. Many staff and consultant hours will be required to build the complex roadmap ensuring a smooth transition of leadership and secure the long-term future of the school.
- **Strategic Planning:** The completed outreach audit has provided guidance on how to reach a new generation of students and teachers and increase global access. A plan of action must now be developed and implemented to solidify the longevity of the teaching.

- **IT Infrastructure Project:** Ongoing support will be needed throughout the project:

Phase I: Deploy Salesforce as our CRM and donor database serving as a central component of our upgraded IT infrastructure.

Phase II: Redesign the public-facing websites and portal to be an integrated system and significantly upgraded user experience.

These two pieces together, the Salesforce CRM with the redesigned website and portal, will serve as a solid technical foundation for Ridhwan for the next 5+ years.

- **Environmental Upgrades for the California and Colorado Centers:** An effort to reduce our carbon footprint by installing solar power and other green upgrades to be made to CA and CO centers.

Make a Donation



"The possibility to really stay in contact with myself and presence...this is the most important thing. There is a quality of goodness in it, of kindness, of love."



Ruth Hensel
Diamond Approach Italy
Germany



WAYS TO GIVE

Your Generosity Supports the Functioning of the School

The Ridhwan Foundation is the organizational steward of the Diamond Approach. It is the primary instrument of its functioning and enables the dissemination of the teaching to our fellow human beings.

It takes a lot to keep this doorway open: in-reach and outreach efforts, online courses and groups, book publication, teacher training and support, facility upkeep, compliance with international legal and financial requirements, the administrative staff to support these various functions.

All this serves what is most important: the continued availability of the Diamond Approach in the world to bring more of us both together and closer to our True Nature.

Your generosity supports the functioning of the school, and unrestricted donations create the flexibility to apply funds where they are most needed.

There are many ways you can give:

Donate Online

The simplest way to support the sustainability of the teaching is to make an online donation.

Citadel Circle (Monthly Recurring Donations)

Recurring donations support more accurate financial planning and spread the impact of giving across the entire year for you.

Stock Gifts

Many people find making a gift of securities to be easy and often financially beneficial as they may provide a tax advantage.

Employer Match

Companies of all sizes will match donations their employees make, giving your gift twice the impact. Inquire with your HR representative today about a matching gifts program with your employer.

Make a Donation

To schedule a call to discuss gift options, please contact Leslie Miller Jewett at contact@friendsofridhwan.org

Leave a Legacy

Talking about estate planning can be uncomfortable and overwhelming. But more people are choosing to have these difficult conversations early to ensure their assets are distributed as they wish and not as dictated by state law and probate courts.

In 2022, three generous donors included Friends of Ridhwan in their estate planning to support the future of the school for the next generation. This brings our known legacy gifts total to 23.

Planning to leave a financial gift to Friends of Ridhwan is a meaningful way to both make an investment in the long-term sustainability of the teaching and realize significant financial, tax and estate planning benefits.

The most familiar type of planned gift is a **bequest** provision in your will designating an exact amount or asset, or a percentage of the assets to Friends of Ridhwan. For an estate, a charitable bequest is the simplest means of obtaining an estate deduction.

You could also name Friends of Ridhwan as the **beneficiary** of a retirement, pension plan or life insurance policy.

- Depending on your tax situation, your plan assets can be transferred to Friends of Ridhwan tax free and your heirs may be able to avoid taxation on retirement fund gifts.
- As a qualified charity, Friends of Ridhwan will pay no taxes on the proceeds and will have more funds to support the ongoing manifestation and unfoldment of the Diamond Approach teaching in the world.
- You can name Friends of Ridhwan as a primary beneficiary for a percentage or a specified amount of your life insurance policy, or you can make us a contingent beneficiary. Donating a policy outright is another strategy for creating a significant impact on the future of the school.

Please note the tax estate benefits mentioned may not be applicable in your country.

To schedule a call to discuss your legacy gift options, please contact Leslie Miller Jewett at contact@friendsofridhwan.org

[Want to learn more? Watch the video >](#)



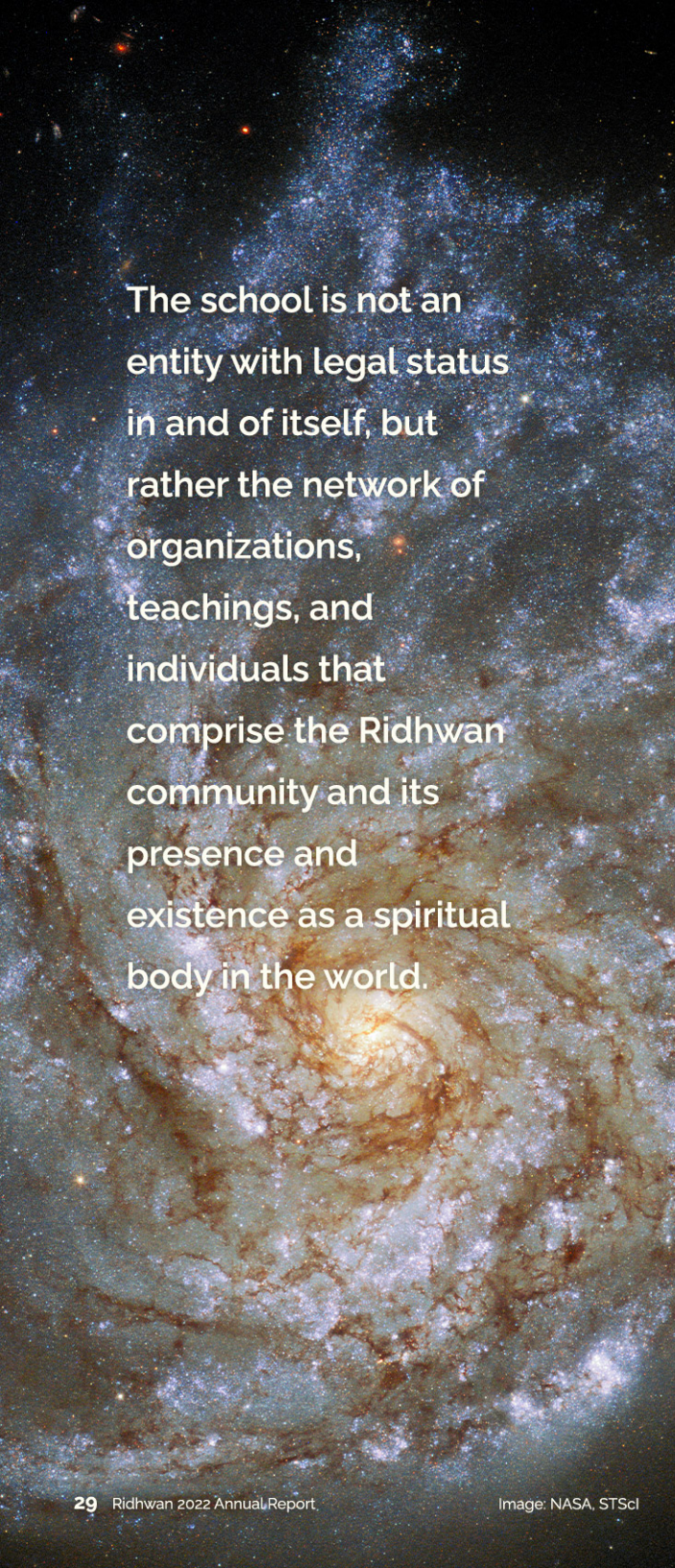
"The impact of my dad's slow death followed by the sudden death of a man I was dating brought me both to my knees and to my beloved Ridhwan teacher in January of 1990, then to the Ridhwan school in 1993. A door cracked open to an unknown path which invited courage, vulnerability, curiosity, willingness to "not know" and a commitment to Truth.

Accepting this invitation brought innumerable and previously unknown jewels: experiencing the aspects, the ability to be vulnerable, intimate, to be happy and, perhaps most importantly, to trust and receive support from True Nature rather than always seeking it from the outside world. It changed my life to one of richness, mystery and gratitude.

This path requires that students have the financial means to participate, and it is my hope that my bequest to the Colorado student scholarship fund enables them to do so."

Anonymous Legacy Giving Donor





The school is not an entity with legal status in and of itself, but rather the network of organizations, teachings, and individuals that comprise the Ridhwan community and its presence and existence as a spiritual body in the world.

Ridhwan Leadership



The Ridhwan Foundation

The Foundation is the visible organization providing a legal and civic structure that gives legitimacy, protection, and support for the school to do its work in the secular world. The Foundation performs a multitude of tasks including teacher/group support and administration, outreach efforts to existing and prospective students, financial management, legalities, and various other functions.

Ridhwan Board

The Ridhwan Board oversees the functioning of the Ridhwan Foundation and is in service of the teaching and the teachers. It is an organ of support to operate in a concrete way in the world. It is at the interface of the invisible mystery school and the visible school. The board has responsibility to watch over legal, financial, and operational risks, and to protect the church and non-profit status of the Foundation.

The Obsidian Synod

The Obsidian Synod is the leadership council that oversees the running of the school, established in 1998 by Hameed Ali to be the interface among the organizational structures, teaching, and teachers of the

Diamond Approach. The synod provides the spiritual leadership for the Ridhwan Foundation and oversees the activities, proposals, and decisions of the Foundation. Its goal is to ensure that such activities, proposals, and decisions serve, support, and are harmonious expressions of the Diamond Approach.

The Executive Committee

The Executive Committee makes decisions on behalf of the board when such decisions are required between board meetings and are either not amenable to email discussion or not important enough to require the full board's attention.

The Triune

Created in 2022, The Triune is a small committee that functions as a connecting body between the synod, board, and the Ridhwan Academy with representatives from each of the three main organizational structures of the school.

Friends of Ridhwan

Friends of Ridhwan is a nonprofit initiated and led by students, designated by the Obsidian Synod to raise funds to support the school and the Ridhwan Foundation.

Ridhwan Leadership



Obsidian Synod



Bob Ball



Christof Bosch



John Davis



Barrett Estress



Marilyn Giglio



Tejo Jourdan



Linda Krier



Anne Laney



Zarina Maiwandi



Jeanine Mamary



Rob Merkx

Board of Directors



Bob Ball
President



Laurie Chestnut
Treasurer



Maury Zilber
Secretary



Keith McAllister
Assistant Secretary



Zarina Maiwandi
Synod Liaison



Kristin Bobola



Rob Gussenhoven



Karen Johnson



Stephanie Kenen



Marko Rinck



Seth Schapiro
Executive Director



Thomas Schneider



Diane Woods

Triune



Bob Ball



Christof Bosch



Karen Johnson



Stephanie Kenen



Seth Schapiro

Friends of Ridhwan



Board of Directors



Rob Gussenhoven
President



Guus Brackel
Vice President



Laurie Chestnut
Treasurer



Richard Wallstein
Secretary



Vaishali Chadha



Claus Haalck



Seth Schapiro
Executive Director

"A lot of people were looking for communities and ways to connect with something meaningful when the lockdown started. It's deeply moving to hear about their experiences and what's attracting them to learn what we provide through Diamond Approach Online."



Becky Ocean
DAO/DN Program/IT Director
DHR4, Arizona

Ridhwan Staff



Akshay Anikhindi
Website Administrator



Hilary Beban
Membership Manager



Holly Beck
Program Administrator
RISNG - EU/US



Elizabeth Bourdon
Communications
Coordinator



Lynette Bunyard
Program Administrator DAWN, DHR5,
EU1-4, EU Summer, CADHg, DAIRE



Francoise Chesaux
Program Administrative
Manager



Sylvie Curran
Program Administrator
DAO/DN



Marie Dotts
Program Administrator
CODH8, CODHg, CODH10



Theresa Elander
CA Facilities,
Building Manager



Candace Feldman
Executive Assistant,
Teacher Liaison



Tim Gallaher
Audio Library, AVM,
Publishing Manager



Eric Graham
Associate Director,
Director of Communications



Carol Grant
Program Administrator
DHROmega, DHR4, DHR6, DIVE



Gary Haraldsen
Office Admin,
Bookkeeper, Dues



Devon Harper
Web Manager



John Harper
Content Manager Communications,
Outreach



Priya Hemenway
Senior Accountant,
Payroll Specialist



Sheila Kelly
Program Administrator RISNG-EU/US,
STP EU/US, COBig, CODH4-7



Leslie Miller Jewett
Fundraising
Coordinator



Vivienne Leahy
RISNG Seminary Administrative
Manager, Director



Amanda Luckey
Office Manager



Rebecca Ocean
DAO/DN Program/IT
Director



Linda Perry
Program Administrator
CADH6, CA-Omega, CADH10



Jessica Powell
Human Resources,
Operations Director



Stacia Roberts
DAO Associate



Nicole Rose
Controller



Rose Ruggles
DAO/DN Program
Manager



Seth Schapiro
Executive Director



Ash Schoep
Communications Coordinator,
Program Administrator DHO1



Jona Scovill
Program Financial Support, Program
Administrator UKBIG, UK3, DHUK



Seth St. Martin
Senior Accountant,
Payroll Associate



Katy Taylor
Program Administrator DANS1, DANS2,
DHE3, DHE4, UK4, UK Weekend



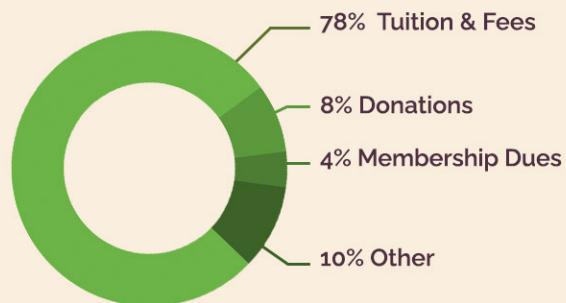
Doris Waldman
Program Administrator
DHE1, DHE2, RAD2

\$17 Million

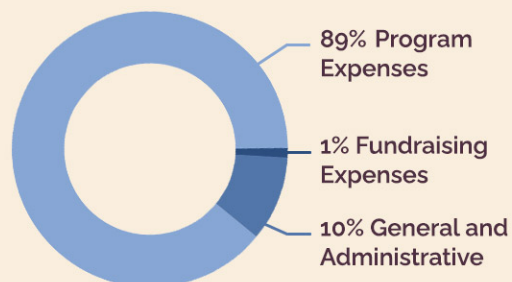
The estimated 2022 income of the Ridhwan School in all its activities around the world. This includes all groups, retreats, small groups, and private sessions students have with their teachers.*

* Converted to US dollars; not counting students' travel & accommodation expenses.

Ridhwan School Income



Ridhwan School Expenses



Financial Statements

The Ridhwan School

The Ridhwan School is a network of teacher-ministers and students, both in teaching groups and individually, who are engaged in the Diamond Approach (DA) path. It encompasses all the DA teaching activities as well as the organizational structures supporting them. The school is not a formal legal entity.

The Ridhwan Foundation (RF) is legally recognized by the US IRS as a church and charitable 501(c)(3) corporation. The Foundation attends to financial and legal matters, provides administrative resources and support, a central website, and other functions for the school. The Foundation also ordains DA teacher-ministers.

The Ridhwan Academy, within the Foundation, is responsible for the teaching of Diamond Heart programs in the US and Europe, and for the seminaries that train teacher-ministers.

Friends of Ridhwan (FOR) is a student-led organization. It raises funds to support the activities and the functioning of the school and Foundation. FOR's activities allow the RF to focus on Ridhwan teachers and students, train and ordain teachers, and present programs to the public. FOR is incorporated as a California not-for-profit organization and recognized by the US IRS as a 501(c)(3) tax-exempt, charitable entity.

The graphs at left estimate the financial size of the Ridhwan School, both its income and its expenses.

[Click here for detailed financials](#)

Financial Statements

The financial statements on this page pertain to The Ridhwan Foundation only.

The Ridhwan Foundation (RF) closed 2022 with an operation surplus of \$871,000 before depreciation.

Eighty percent of this surplus is due to one-time factors, such as temporary staff vacancies and higher-than-expected enrollment in some short-term programs.

RF operations in 2023 are expected to be close to break-even. The surplus will help fund planned investments in IT infrastructure, outreach, planning for the future of the school, and other initiatives.

RF's income is derived from membership dues; percentages paid from all teaching groups, sessions, and online programs; unrestricted and operational support donations; and other income, including rents.

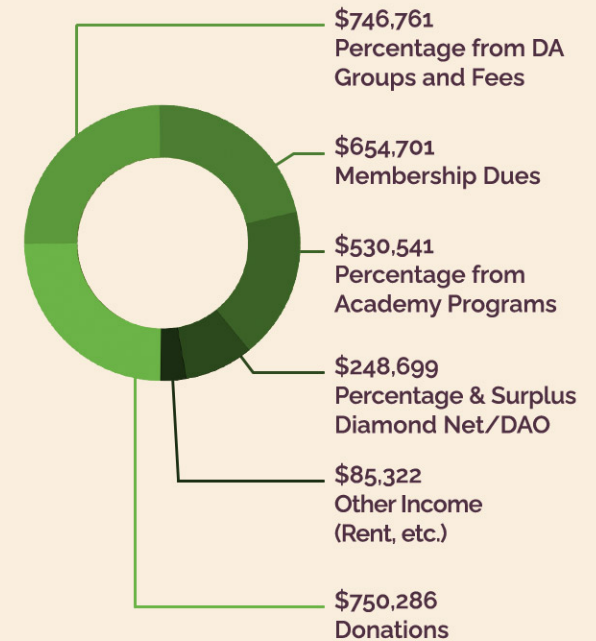
RF's expenses are primarily for general US and international administrations, communications, certain teaching costs, website and portal operations, and maintaining the operational legal infrastructure.

Diamond Approach Online programs generated a surplus for the first time in 2022 due to high enrollment.

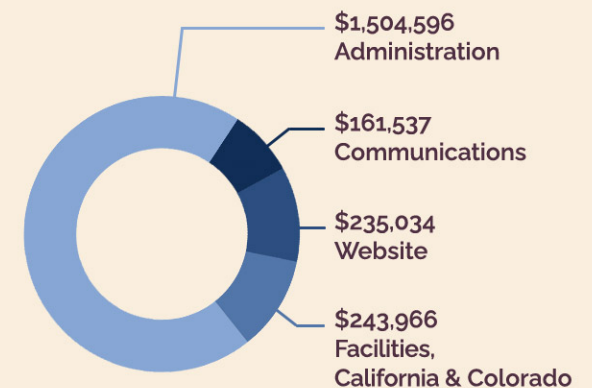
The operation and maintenance of the Colorado and California centers are also RF expenses; the latter is the Foundation's headquarters. Members whose groups use these centers pay higher annual dues and fees to help cover these costs. Facility costs were higher in Colorado in 2022 due to the fire that destroyed the property in December 2021. These costs were offset by insurance payments and donations.

[Click here for detailed financials](#)

Ridhwan Foundation Income \$3,016,310



Ridhwan Foundation Expenses \$2,145,133



Donations

While we saw increased numbers in the end-of-year and Citadel Circle (monthly donor) campaigns, the overall total of donations received in 2022 decreased 12% compared to 2021, with 10% of our dues-paying student population of 4,682 having donated. The school continued to have sufficient operational revenue in 2022, so the Executive Director asked some major donors to delay giving until 2023 when funds will be needed for the IT infrastructure project and other initiatives.

There continued to be a higher amount of unrestricted gifts relative to restricted giving, but we will likely see an increase of restricted donations in 2023 as more groups returning to in-person retreats or organize fundraising events to support their scholarship funds. Unrestricted funds continue to be an important support for the Ridhwan Foundation's operations and allow the Ridhwan Foundation Board and Synod to direct funds where they are most needed.

Please note: Friends of Ridhwan manages about a third of all group scholarship funds and does not receive data from other independent student-to-student funds. Many students are engaged with donations to their local scholarship funds and those gifts are not reflected in the numbers in this report.

[Click here for detailed financials](#)

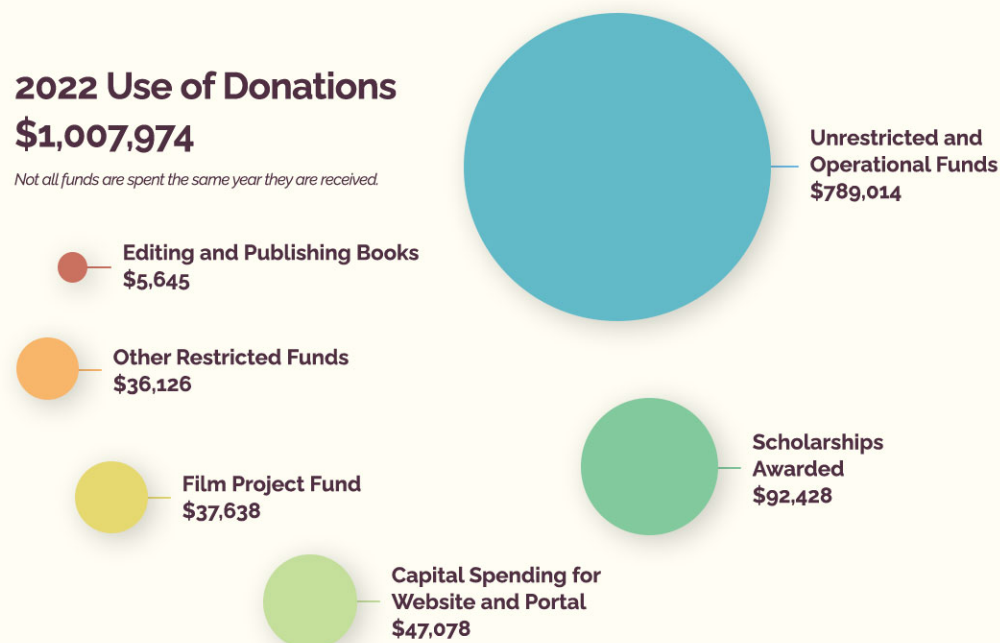
Donations Received

	2021	2022
Unrestricted Donations	\$894,860	\$789,014
Restricted Funds	\$351,568	\$359,529
Scholarship Funds	\$106,740	\$87,866
Endowment	\$2,690	\$3,550
Operational Support, Miscellaneous	\$60,400	\$1,254
Total Donations	\$1,416,258	\$1,241,233

2022 Use of Donations

\$1,007,974

Not all funds are spent the same year they are received.



"I am blessed to have been a vehicle for the unfoldment of this path on Earth, and it has been heartening to see the foundation that holds and stewards it throughout the world grow into a robust and vibrant manifestation of the work itself. I see the treasure of truth that has blossomed into the Diamond Approach path as illuminating the future for many as the Ridhwan Foundation continues to make it more and more accessible to those souls who can benefit from a deeper understanding of reality and our true nature."



Hameed Ali

Image: NASA, STScI



The Ridhwan Foundation

P.O. Box 10173
Berkeley, CA 94709 USA

Tel: +1 (510) 841-1283
info@ridhwan.org
www.diamondapproach.org

Friends of Ridhwan

P.O. Box 10174
Berkeley, CA 94709 USA

Tel: +1 (510) 269-8033
contact@friendsofridhwan.org
www.friendsofridhwan.org