

Transitions

2025 in Review



Transitions

2025 focused on defining the organizational structures needed to support the long-term continuity of our Path. By adopting a nimble and more efficient leadership and governance model, we took a significant step toward enduring stability.

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Why We Rely On Donations

As the organizational steward of the Diamond Approach, the Ridhwan Foundation provides the worldly support that sustains the school's international teaching structures—helping ensure that the teaching remains available to students through local groups, retreats, and online offerings.

The Foundation has made a deliberate choice to keep the cost of participation as accessible and stable as possible, even as the expenses of facilities, technology, staffing, and services continue to rise. This commitment creates a growing gap between operating revenue (tuition, fees, dues, and program income) and the actual cost of sustaining the teaching.

In recent years, donations have helped bridge that gap, covering an average of about 20% of the Foundation's central operating expenses. For 2026, maintaining a balanced budget will require just under \$1 million in donations.

The generosity of our community makes this possible. Gifts from students help ensure that the Diamond Approach remains accessible to many while supporting the availability of the teaching in the manifest world.



THE RIDHWAN FOUNDATION

2025 Major Developments

The teacher body welcomed the new Ridhwan Foundation Board during a ceremony held at the November Teacher Retreat. The Board held its inaugural meeting on November 13.

STRATEGIC DEVELOPMENT

Thinking Globally

As the school expands internationally, the Board began contemplating how best to define regionalization and the Foundation's central functions.

DEEP INTEGRATION

DIVE Extended Through 2026

Hameed and Karen decided to continue DIVE (Deep Integration Voyage) another year, a unique opportunity for students to receive teachings from Hameed and Karen.

STAFF

Staff Dedication Remains Strong

The Foundation had no staff turnover in 2025. Even with various challenges, our staff remains committed to supporting the school's mission.

SEMINARY

YTTR Partially Funded

We screened and selected participants for the Youth Teacher Training Retreats, a new, largely international donor-funded youth seminary planned for summer of 2026.

GROUPS

Back to In-Person Attendance

Hameed and Karen encouraged students to return to in-person attendance while recognizing the value of online participation for those who aren't able to.

INFRASTRUCTURE

IT & Website Project Delayed

Due to the vast complexity of our school, completion of this important project is proving slower than expected. It takes time to do things right.

FINANCES

Deficit Erased Through Donations

Generous donations eliminated our projected deficit. For 2026, we face the challenge of expenses outpacing revenue and overreliance on donations to close the gap.

STUDENT BODY

How We're Growing

Worldwide, the student body is stable. Most new groups formed in Europe. Though the US saw attrition, a new Academy group, DH11, is forming in California.



DONATIONS

Ridhwan Runs on Generosity

The numbers on this page offer a glimpse of your generosity in action: people stepping forward to contribute, a community spanning many countries, and a shared commitment to keeping the teaching vibrant for generations to come.

The Circle Is Growing

710

Generous Donors

710 people from 22 countries supported the teaching financially, up from 538 in 2024—an expanding circle of generosity.

Nurturing Younger Seekers

\$171,000

Targeted Donation

This gift supports Youth Seminary Training and facilitates younger students' participation in the path.

Global Unrestricted Giving Is Rising

\$61,331

International Support

Contributions from donors outside the U.S. grew dramatically—from \$5,790 in 2022 to \$61,331 in 2025.

The Power of Steady Giving

Monthly Donors

A Vital Circle of Support

Recurring monthly donors form a continuing essential baseline whose steady generosity sustains the school year-round.

An Inspiring Year-End Response

\$497,273

55% Above Goal

The community's generosity carried the year-end campaign far beyond its goal, raising \$177,273 over target.

A Year of Strong Support

\$1,194,860

Total Donations in 2025

Overall giving reached nearly \$1.2 million, an 8% increase over 2024, strengthening the financial support for the teaching.

Adopting Clean Energy

\$16,175

Solar Power Fund

Community generosity helped move Ridhwan centers toward sustainability through the Solar Power Fund.

Generosity Across Generations

4

New Legacy Pledges

Legacy gifts ensure the teaching continues to flourish for future generations of students.



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Supporting the teaching in the world is a group effort that encompasses the contributions and dedication of many people. We extend immense gratitude and a deep bow to our teachers, our staff and those volunteers who generously donate their time as group student representatives, offer their expertise through committee work, and keep our affinity groups thriving and vital. Thank you!”



Diane Woods

Vice Chair of the Board of Directors



The New Ridhwan Foundation Board

The Founders, Successors, Obsidian Synod, and Board confirmed a new Ridhwan Foundation leadership and governance structure. The new Board took its seat on November 13.

The 7-member Board is designed to be agile and well-suited for the eventual transition to a post-Hameed era. With the Successors serving on the new Board and Hameed as Founder in an advisory role, spiritual leadership is fully integrated into the decision-making structure, strengthening the alignment of the Board with the teaching and its core values.

As the foundation grew, our increasing complexity began to outpace the capacity of the existing founder-centric structure. Multiple decision-making bodies made governance slow and cumbersome. The founder-centered structure also posed a potential risk to organizational stability following Hameed's passing.

The new governance structure addresses these challenges by consolidating governance and leadership, streamlining decision-making, and establishing clear authorities and responsibilities.



Successor
Karen Johnson



Successor, President
Bob Ball



Successor
Zarina Maiwandi

Board of Directors



Director
Christof Bosch



Vice Chair
Diane Woods



Treasurer
Laurie Chestnut



Chair, Secretary
Rob Gussenhoven



Founder
Hameed Ali
In an advisory role



Executive Director/CEO
Seth Schapiro
Non-voting member



Board Priorities

The new Board centered on building a governance culture that embodies the teaching while letting go of old patterns that no longer serve the organization.

In its first full year, the Board's priorities are focused on clarifying its mandate, growing into its new leadership role, setting clear strategic goals, establishing the committees and task forces needed to support its work, redefining executive roles, implementing clear policies and practices, and strengthening relationships with staff, teachers, and the broader community.

Well-Functioning Advisory Committees

The Board is establishing strong advisory committees to take responsibility for specific functions and areas of work in support of the Board. As part of a network of distributed leadership, these committees will play an important role in the living organism of the school by contributing expertise, perspective, and operational support. While advisory committees will make recommendations, final decision-making authority remains with the Board.

Examples of advisory committees include Finance, Human Resources, IT, and Strategic Planning.

Following the adoption of the new bylaws and the formation of the new Board, the Obsidian Synod became the Transitional Synod, pending the definition and confirmation of its new mandate by the Board. The Board is working with the Transitional Synod to clarify its new mandate. A central priority is ensuring that the voice of the teachers is meaningfully integrated into the decision-making process.

The Board is also considering how one or more bodies might support additional functions, including oversight of the development of the teacher body, oversight and management of CARE/CRC and the Review Process, and care for the teacher body and the broader community.





The Next Steps in the Strategic Development Process

In 2024, our organizational strategic development process identified a set of key priorities we called “Doorways.” Two of these Doorways remain open and continue to guide our work in 2026.

Intentional Centralization and Decentralization

We are exploring how to intentionally design the administrative, legal, and financial structures needed to support the teaching across different regions of the world. As the school grows globally, this work includes identifying the Foundation’s primary functions and determining which responsibilities are best carried centrally and which are best regionalized or decentralized.

Long-Term Financial Stability and Fundraising Strategy

Another step is developing approaches to funding the school’s activities that are aligned with the values of the teaching and that strengthen long-term financial stability and sustainability. In this effort, we are considering how best to serve the teaching, support teachers and staff, and make participation possible for all those called to this work, regardless of financial means.



“

The Board holds the view that we are fundamentally a mystery school guided by the teaching. Organizational structures and administrative needs should remain in service to that reality, rather than trying to shape how the teaching unfolds in the world.”



Rob Gussenhoven

Chair of the Board of Directors



Leave Your Legacy

A planned gift is a meaningful way to make an investment in the long-term sustainability of the school. There are some surprisingly easy ways to do this. To schedule a call to discuss legacy gift options, please email Lacey Mendoza at contact@friendsofridhwan.org

[Click here](#) for more information about Legacy Giving.

“

Most important to me is keeping the spiritual flame alive, because the core of humanity depends upon it. When I leave this Earth, the teaching will continue to benefit others. But one way I can ensure its health and wellbeing is to contribute with a legacy gift. The currency of love and knowledge is the deep wisdom of the teaching stream, which is independent of the world. But this gifting of funds is love for this teaching and fuel for the flame of truth. It's also for future students who will find their way to the Diamond Approach. We are keepers of the flame. I vow to serve it even after my departure."

Karen Johnson

Co-Founder of the Diamond Approach

Hameed Ali and Karen Johnson each formalized their legacy giving arrangement benefiting the Ridhwan Foundation



Ways to Give

Many members of our community choose to give through one-time or recurring donations, which provide steady support for the foundation's work throughout the year. Others contribute through stock gifts, employer matching programs, or other forms of charitable giving that can increase the impact of their generosity.

Donate Online

The most common way to make a gift. [**Make a Donation**](#)

Monthly Recurring Donations

Recurring gifts provide reliable support throughout the year and allow donors to contribute in a way that fits comfortably within their budget.

Stock Gifts

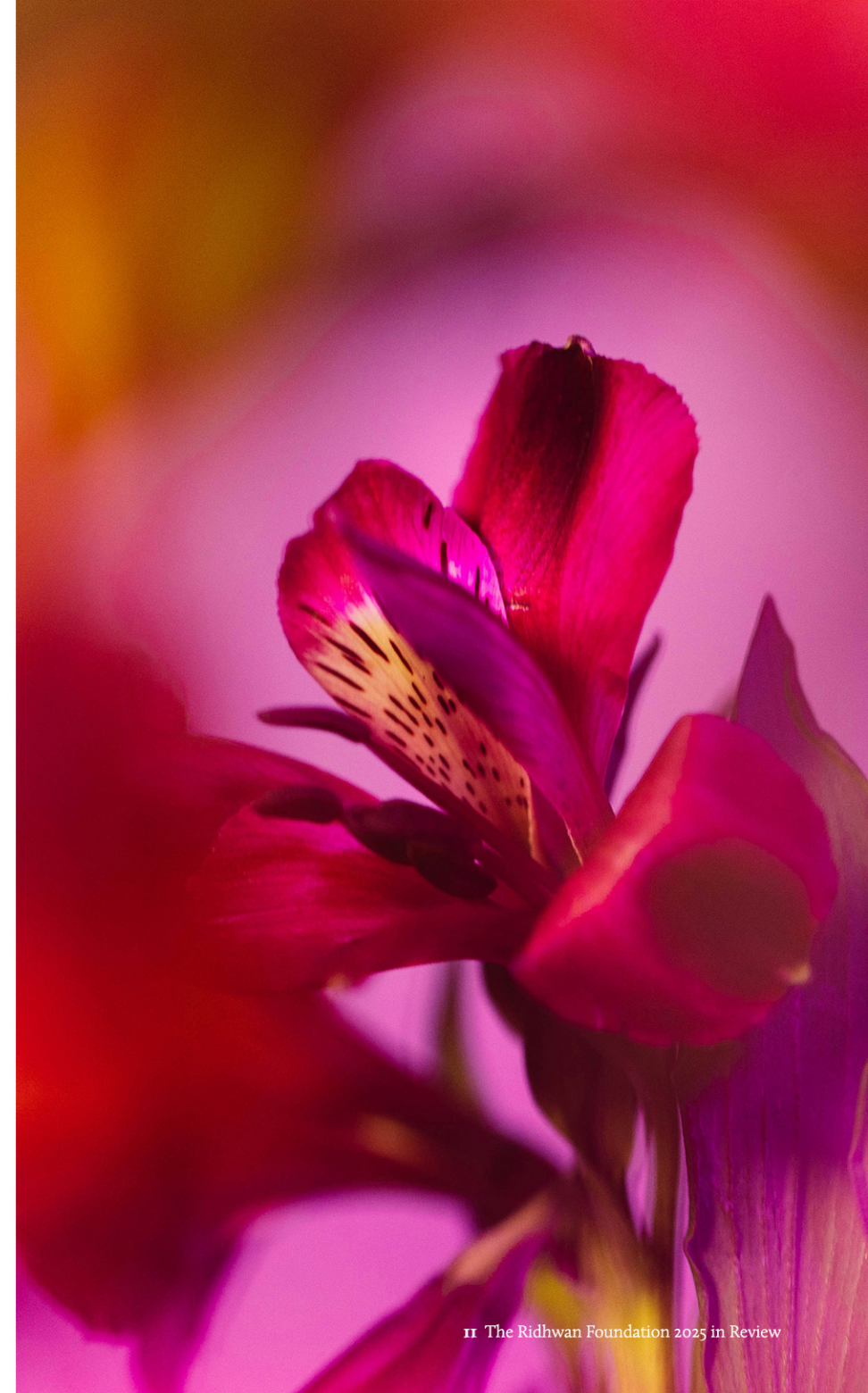
Donating appreciated securities can be a tax-efficient way to support the foundation.

Employer Match

Many companies match charitable donations made by their employees, potentially doubling the impact of your gift. Check with your HR department to see if your employer participates.

Discuss Giving Options

If you would like to explore additional ways to give, we would be happy to speak with you. To schedule a conversation, please contact **Lacey Mendoza at contact@friendsofridhwan.org**.



“

The Board is working with the Transitional Synod to clarify its new mandate. A central priority is ensuring that the voice of the teachers is meaningfully integrated into the decision-making process.”



Bob Ball
President



Financial Position and Outlook

The Foundation continues to navigate a challenging financial landscape shaped by a structural deficit, in which operating expenses exceed operating revenue. Unrestricted donations have closed this gap for the last 10 years. While this underlying imbalance remains, 2025 brought encouraging momentum; fundraising exceeded expectations, reflecting strong community support and effective development efforts.

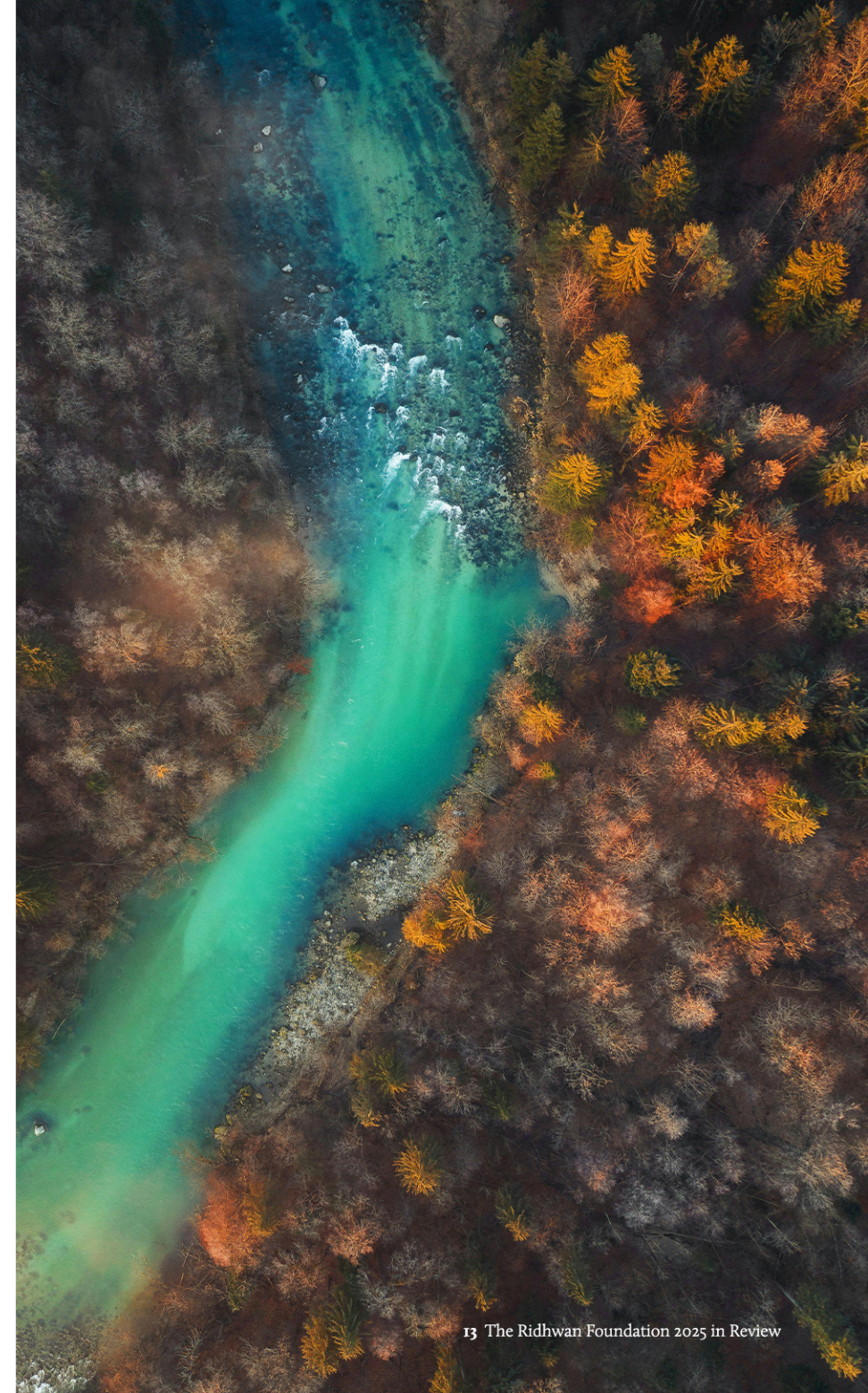
Looking ahead, the Board adopted a 2026 budget that anticipates a \$415,000 deficit, assuming donations stay at pre-2025 levels. This projected shortfall highlights the importance of addressing not only immediate budget pressures, but also the longer-term financial realities involved in sustaining the Foundation's roles.

A primary focus of our work centers on ensuring the ongoing availability of the teaching. This effort calls for careful evaluation of the Foundation's roles and responsibilities, along with the financial resources required to sustain them over time.

The Foundation continues active strategic work to clarify its long-term central role and financial structure. This effort is progressing well and aims to create a more sustainable framework that aligns mission, operations, and resources—positioning the foundation to support the teaching for generations to come.



Seth Schapiro
Executive Director/CEO





Ridhwan School Worldwide Financials

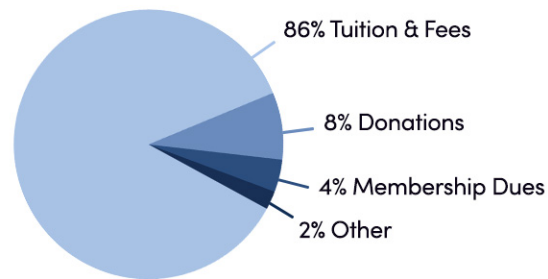
The total financial size of the Ridhwan School is \$15.0 million. This represents all the Diamond Approach teaching activities of all the ordained teachers worldwide. Total tuition and fees for retreats, sessions, groups, and online programs were \$12.8 million in 2025, making up 86% of total revenue. Membership dues paid by all students and teachers in ongoing groups was \$0.6 million. Donations added another \$1.2 million. Other income includes rent and interest. Many teaching activities are organized autonomously by teachers, so only about 40% of students' tuition and fees flow through the Ridhwan Foundation. A percentage of all these tuition and fees is paid to the Ridhwan Foundation to cover its costs for supporting groups and teachers, as well as RF's core activities for supporting the Diamond Approach in the world.

Program expenses make up 85% of the total expenses of the school. These include compensation to teachers, administration of retreats, meeting facility costs, financial accounting and processing, insurance, technology, and other costs of running teaching programs.

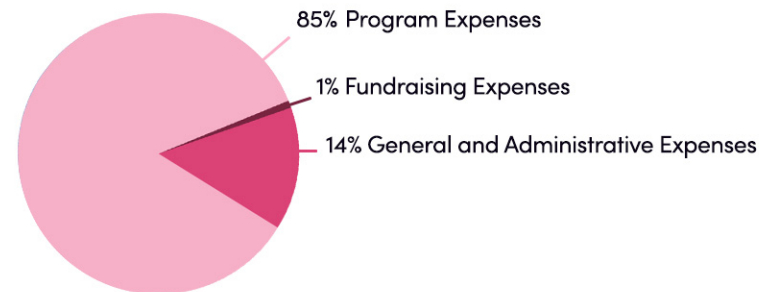
General and administrative expenses are for core activities of the Ridhwan Foundation, which provides a legal entity and administrative center that makes all the Diamond Approach teaching possible in the world. This includes outreach and communication to help people who may resonate with the Diamond Approach find the school.

[Detailed financial statements](#)

Breakdown of Revenue



Allocation of Expenses



\$15 Million

The estimated 2025 revenue 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 Foundation Financials

The Ridhwan Foundation (RF) closed 2025 with an annual surplus of \$154,391 before depreciation.

Tuitions and fees cover the costs of running groups and offering sessions, such as compensation to teachers, directors, and program administrators, and costs for venues and teacher travel. A percentage of each tuition and fee is paid to the Ridhwan Foundation to cover its costs for supporting groups and teachers, as well as RF's core activities for supporting the Diamond Approach in the world. RF's revenue is derived from these percentages, membership dues, tuitions for DAO programs, unrestricted and operational support donations, and other income including rents and interest.

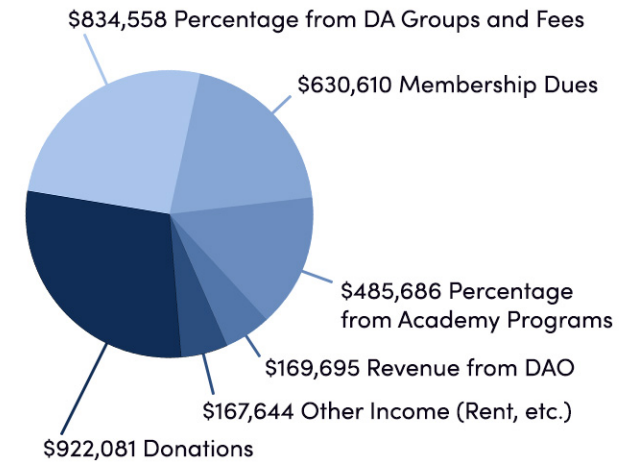
RF's expenses are primarily for general US and international administration, communications and outreach, certain teaching costs, website and portal operations, and maintaining the operational legal infrastructure. A portion of RF expenses is program expenses for groups that run their administration and finances through RF for payment, payroll processing, and other administrative support.

RF expenses also include the costs of Diamond Approach Online (DAO) programs. DAO programs offer introductory Diamond Approach teachings to the public and supplemental teachings to current members. These programs provide outreach for the school and give a taste of the Diamond Approach teaching to a wider audience. They generate revenue, but not usually enough to fully cover the costs.

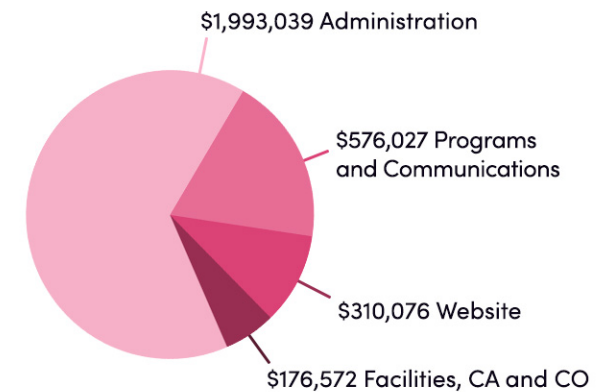
The operation and maintenance of the California and Colorado centers are also RF expenses; the former is the Foundation's headquarters. Members whose groups use these centers pay higher annual dues and fees to help cover these costs.

[Detailed financial statements](#)

Revenue \$3,210,274



Expenses \$3,055,714

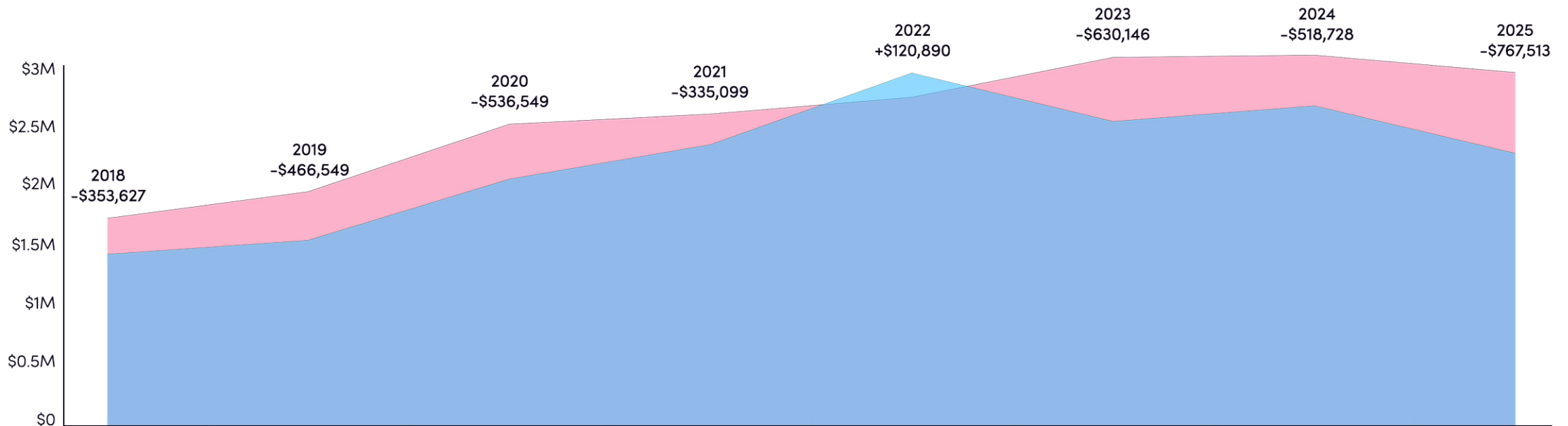




Gap Between Ridhwan Foundation Operating Revenue and Operating Expenses

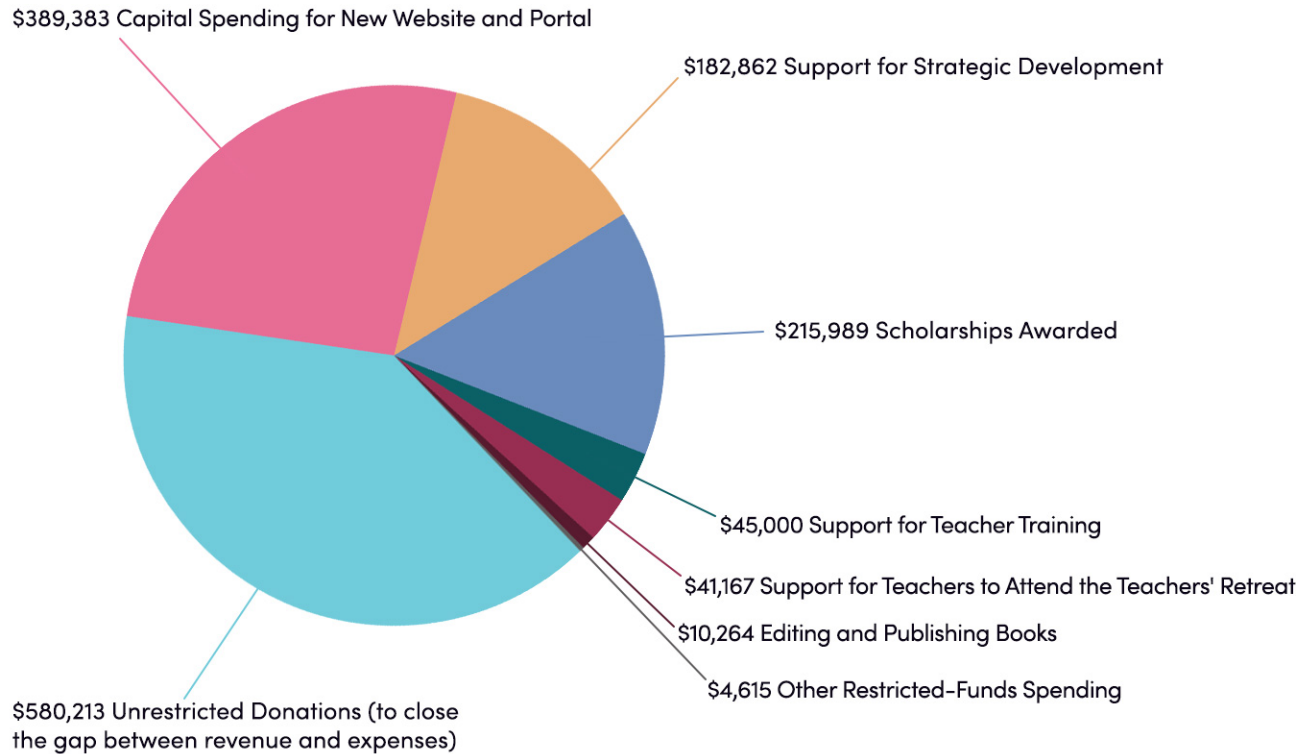
Several factors affect fluctuations in annual operating revenue for the Foundation, including unforeseeable participation levels in online courses and the number of students joining new groups and programs. The Keys to the Enneagram course offered through Diamond Approach Online in 2022 had a large participation resulting in unusually high revenue. Otherwise, revenue has stayed about the same since 2021. The gap has averaged 20% of expense, but was higher in 2025. This was because staff were focused on the IT infrastructure project, which resulted in fewer online course offerings.

The Ridhwan Foundation is the organizational steward of the Diamond Approach. The graph shows that the foundation's revenue from tuitions, fees, and dues (blue) does not fully cover all the costs of what we do to support the teaching in the world. Like most non-profits in America, we rely on charitable giving for a portion of our annual budget. Through 2025, we have been able to close this gap with annual giving.





How Donations Were Used in 2025



There are some significant donation-funded activities in the school that are not run through the Foundation. For example, the Youth Scholarship Fund is run through the German Stiftung to help younger members of the school with tuition and travel expenses, the Australian scholarship fund supports students in Diamond Approach Australia, a documentary film about the Diamond Approach is being funded by donors directly to the filmmakers, and many groups have their own scholarship funds.

Total \$1,469,493

Donations support many important activities of the Ridhwan Foundation. Donated funds spent in 2025 were received in 2025 and in earlier years. These include unrestricted donations that the Foundation can apply to the greatest need, and restricted donations that are specified by the donor to a particular purpose.

In 2025, \$580,213 in unrestricted donations closed the gap between operating revenue and expenses, allowing all the teaching and support activities to continue while keeping dues and fees increases modest.

Capital expenditures on the new website and portal were \$389,383. This multi-year project will bring all the online programs and Foundation activities onto one platform, upgrading both the public-facing website and the back end administrative systems for processing payments and managing databases.

Scholarships awarded were \$215,989 through funds held by the Foundation for individual groups. Each group raises donations for their fund. The Foundation holds funds for only about a third of all the groups in the school.

[Detailed financial statements](#)



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[Make a Donation](#)

“

Gifts from students help ensure that the Diamond Approach remains accessible to many while supporting the long-term sustainability of the teaching.”



John Dunham
President of Friends of Ridhwan