
GLOBAL SCHOLARS
FINANCIAL STATEMENTS
JUNE 30, 2021

Contents

	Page
Independent Auditors' Report	1 - 2
 Financial Statements	
Statement Of Financial Position.....	3
Statement Of Activities And Changes In Net Assets.....	4
Statement Of Cash Flows.....	5
Notes To Financial Statements.....	6 - 18



1200 Main Street
Suite 1000
Kansas City, MO 64105

T: 816.472.1122
E: info@rubinbrown.com
www.RubinBrown.com

CERTIFIED PUBLIC ACCOUNTANTS & BUSINESS CONSULTANTS

Independent Auditors' Report

Board of Directors
Global Scholars
Olathe, Kansas

Report On The Financial Statements

We have audited the accompanying financial statements of Global Scholars, which comprise the statement of financial position as of June 30, 2021 and 2020, and the related statements of activities and changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility For The Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Global Scholars as of June 30, 2021 and 2020, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

RubinBrown LLP

September 30, 2021

GLOBAL SCHOLARS

**STATEMENT OF ACTIVITIES AND
CHANGES IN NET ASSETS**
For The Years Ended June 30, 2021 And 2020

	2021			2020		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, Gains And Other Support						
Contributions:						
Contributions and bequests	\$ 1,795,571	\$ 10,000	\$ 1,805,571	\$ 1,981,184	\$ 57,500	\$ 2,038,684
In-kind contributions	2,265,460	—	2,265,460	2,676,833	—	2,676,833
Society of Christian Scholars	8,018	—	8,018	8,268	—	8,268
Special events	—	—	—	312	—	312
Investment income	18,701	—	18,701	9,716	—	9,716
Net assets released from restrictions	57,500	(57,500)	—	99	(99)	—
Total Revenues, Gains And Other Support	4,145,250	(47,500)	4,097,750	4,676,412	57,401	4,733,813
Expenses						
Program	3,645,634	—	3,645,634	4,152,818	—	4,152,818
Management and general	246,644	—	246,644	291,141	—	291,141
Fundraising	111,579	—	111,579	192,807	—	192,807
Total Expenses	4,003,857	—	4,003,857	4,636,766	—	4,636,766
Change In Net Assets Before Revenue From Governmental Programs	141,393	(47,500)	93,893	39,646	57,401	97,047
Revenue From Governmental Programs	362,913	—	362,913	—	—	—
Change In Net Assets	504,306	(47,500)	456,806	39,646	57,401	97,047
Net Assets - Beginning Of Year	653,630	83,622	737,252	613,984	26,221	640,205
Net Assets - End Of Year	\$ 1,157,936	\$ 36,122	\$ 1,194,058	\$ 653,630	\$ 83,622	\$ 737,252

See the notes to financial statements.

GLOBAL SCHOLARS

STATEMENT OF CASH FLOWS

	For The Years Ended June 30,	
	2021	2020
Cash Flows From Operating Activities		
Change in net assets	\$ 456,806	\$ 97,047
Adjustments to reconcile the change in net assets to net cash from operating activities:		
Depreciation	1,803	1,304
Gain on extinguishment of PPP loan	(156,300)	—
Realized and unrealized gain on investment	(16,749)	(3,580)
Changes in assets and liabilities:		
Governmental Program receivable	(206,613)	—
Prepaid expenses	(9,643)	14,024
Accounts payable	2,759	(14,568)
Accrued expenses and college allowance fund	(8,132)	564
Deferred revenue	832	(691)
Net Cash Provided By Operating Activities	64,763	94,100
Net Cash From Investing Activities		
Purchase of property and equipment	—	(2,260)
Purchase of investments	(7,360)	—
Proceeds from sale of investments	9,616	13,115
Net Cash Provided By Investing Activities	2,256	10,855
Net Cash Provided By Financing Activities		
Proceeds from PPP Loan	161,200	156,300
Net Change In Cash And Cash Equivalents	228,219	261,255
Cash And Cash Equivalents - Beginning Of Year	942,480	681,225
Cash And Cash Equivalents - End Of Year	\$ 1,170,699	\$ 942,480

GLOBAL SCHOLARS

NOTES TO FINANCIAL STATEMENTS

June 30, 2021 And 2020

1. **Organization**

Global Scholars (the Organization) was formed in 1986 with a vision to start Departments of Christian Studies in public universities around the world. In subsequent years, the vision expanded as it became apparent that students in all academic disciplines need Christian professors who communicate the truth, goodness, and beauty of Christ. Global Scholars professors serve as teachers, researchers, and university administrators in a wide range of disciplines-math, ethics, engineering, management, business, natural sciences, law, education, and many other fields-all from a Christian perspective. As such, Global Scholars professors have many opportunities to have a redemptive influence among their students, colleagues, universities, and academic disciplines. Global Scholars is now in a new season of growth with the establishment of the Society of Christian Scholars, a global community of, by, and for missional Christian scholars. Global Scholars is committed to equipping Christian professors to serve Christ in secular universities worldwide through fifteen programs and services.

2. **Significant Accounting Policies**

Basis Of Accounting

The financial statements of the Organization have been prepared on the accrual basis of accounting.

New Accounting Principle

Effective July 1, 2020, the Organization adopted Accounting Standards Update 2014-09, *Revenue from Contracts with Customers (Topic 606)*, which outlines a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers and supersedes most current revenue recognition guidance, including industry-specific guidance. ASC 606 outlines a five-step process for revenue recognition that focuses on transfer of control, as opposed to transfer of risk and rewards, and also requires enhanced disclosure regarding nature, amount, timing, and uncertainty of revenues and cash flows from contracts with customers. Major provisions include determining which goods and services are distinct and represent separate performance obligations, how variable consideration including change orders and claims are recognized and whether revenues should be recognized at a point in time or over time. The implementation did not have a material impact on the Organization's financial statements.

Basis Of Presentation

Financial statement presentation follows the requirements of accounting principles generally accepted in the United States of America by presenting assets and liabilities within similar groups and classifying them in ways that provide relevant information about their interrelationships, liquidity and financial flexibility. As a result, the Organization is required to report its financial position and activities according to the following two net asset categories:

Net Assets Without Donor Restrictions: This category includes net assets that are not subject to donor-imposed stipulations, as well as net assets designated by the Board for specific purposes.

Net Assets With Donor Restrictions: This category includes net assets subject to donor-imposed stipulations that will be met by actions of the Organization and/or the passage of time.

Estimates And Assumptions

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could differ from those estimates.

Cash And Cash Equivalents

The Organization considers all bank balances, cash management and highly-liquid investments purchased with an original maturity of three months or less to be cash equivalents.

The Organization maintains its cash and cash equivalents in bank accounts that may, at times, exceed federally insured limits. The Organization has not experienced any losses in these accounts in the past, and management believes the Organization is not exposed to significant credit risks as they periodically evaluate the strength of the financial institutions in which it deposits funds.

Investments And Investment Return

Investments consist of stocks and mutual funds and are reported at fair value in the statement of financial position. See Note 4 for a discussion of fair value measurements. Gains or losses on sales of investments are determined on a specific cost identification method. Unrealized gains and losses are included in the statements of activities and changes in net assets and are determined based on year-end fair value fluctuations.

Promises To Give And Revenue

Unconditional promises to give are recognized as support in the period the promises are received. Promises to give that are expected to be collected within one year are recorded at their net realizable value. Promises to give that are expected to be collected in future years are recorded at the present value of estimated future cash flows, less an allowance for uncollectible promises. The discounts on those amounts are computed using a risk-free interest rate applicable to the year in which the promises are received. Amortization of the discount is included in contribution revenue. There were no unconditional promises to give at June 30, 2021 or 2020.

Conditional promises to give, that is, those with a measurable performance or other barrier, are not recognized until the conditions on which they depend have been met.

Contribution revenue is recognized upon written notification from a donor, at net realizable value.

Special event revenue is recognized in the period in which the event occurs. Payments received in advance are recorded as deferred revenue on the statement of financial position.

Contributions And Support

Contributions are reported as support with or without donor restrictions, depending on the existence and nature of any donor restrictions.

Support that is originally restricted by the donor and for which the restriction is met in the same period is recorded as both an increase in net assets with donor restrictions and then released from restriction. All other donor-restricted support is reported as an increase in net assets with donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities and changes in net assets as net assets released from restriction. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized.

Furniture And Equipment

Furniture and equipment is recorded at cost or, if donated, at estimated fair value at the date of gift. Donations are reported as support without donor restrictions unless the donor has restricted the donated assets to a specific purpose. Expenditures for major renewals and betterments in excess of \$1,000 and that extend the useful life of assets are capitalized. Furniture and equipment are depreciated on the straight-line method over their estimated useful lives, ranging from three to seven years.

Functional Expenses

Expenses are charged to programs and support services on the basis of management's estimates. Expenses that can be identified with a specific program or support service are allocated directly according to their natural expense classification. Salaries and wages are allocated to program expense and support services based on job descriptions and responsibilities. Other expenses which benefit several programs are allocated on a pro rata basis to the programs they benefit. Management and general expenses include those expenses that are not directly identifiable with a specific function and do not represent direct conduct or direct supervision of a program, but provide for the overall support and direction of the Organization.

In-Kind Contributions

The Organization recognizes the fair value of contributed services that create or enhance nonfinancial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. The value of contributed services not meeting this criteria is not reflected in these financial statements. The estimated value of professor services received was \$2,265,460 and \$2,676,833 for the years ended June 30, 2021 and 2020, respectively, and is reported as in-kind contribution revenue on the statement of activities and changes in net assets. The related in-kind expense is included in program expenses on the statement of activities and changes in net assets.

Revenue From Governmental Programs

Employee Retention Credit: On March 27, 2020, in response to the COVID-19 pandemic, the U.S. Congress enacted the Coronavirus Aid, Relief and Economic Security Act (“CARES Act”), which among other things, contains a provision for an employee retention credit which is a refundable payroll credit for wages and health benefits paid to employees during the COVID-19 pandemic. The Organization recognizes the employee retention credit when the conditions for earning it are substantially met. Based on management’s analysis of the CARES Act, the Organization qualifies for \$206,613 of employee retention credits for the year ended June 30, 2021. This amount is reported in governmental program receivable on the statement of financial position and in revenue from governmental programs on the statement of activities for 2021.

Paycheck Protection Program: In response to the COVID-19 pandemic, the Paycheck Protection Program (PPP) was also established under the CARES Act to be administered by the U.S. Small Business Administration (SBA). In April 2020, the Organization received proceeds of \$156,300 under the PPP provided by a local bank. The loan bore interest at 1.0%, with principal and interest payments deferred for the first six months following the measurement period. After that period, the loan and interest would be paid back over 18 months, if the loan was not forgiven under the terms of the PPP. The loan was forgiven on February 28, 2021 and the entire \$156,300 proceeds amount is reported as gain on extinguishment in the revenue from governmental programs. On January 26, 2021, the Organization received proceeds from a second PPP loan (Note 13).

The Organization accounts for the PPP loans under the provisions of Financial Accounting Standards Board Accounting Standards Codification 470, *Debt*. Accordingly, the PPP loan remains recorded as a liability until either (1) the loan is, in part or wholly, forgiven and the Organization has been legally released or (2) the Organization pays off the loan to the creditor. Once the loan is, in part or wholly, forgiven and legal release is received, the Organization will reduce the liability and record a gain on extinguishment.

Income Taxes

The Organization is an organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC) as not-for-profit religious and educational organizations.

The Organization’s tax returns for tax years 2017 and later remain subject to examination by taxing authorities.

GLOBAL SCHOLARS

Notes To Financial Statements (Continued)

Reclassifications

Certain reclassifications have been made to the prior year amounts to conform to the current year's presentation. The reclassifications had no effect on net assets.

Subsequent Event

Management evaluates subsequent events through the date the financial statements are available for issue, which is the date of the Independent Auditors' Report.

3. Investments

Investments and unrealized appreciation are as follows at June 30:

	2021		
	Cost	Fair Value	Unrealized Appreciation
Common stocks	\$ 10,283	\$ 22,517	\$ 12,234
Mutual funds	13,990	26,231	12,241
	<u>\$ 24,273</u>	<u>\$ 48,748</u>	<u>\$ 24,475</u>

	2020		
	Cost	Fair Value	Unrealized Appreciation
Common stocks	\$ 20,593	\$ 34,255	\$ 13,662

Investment return consisted of the following for the years ended June 30:

	2021	2020
Interest and dividend income	\$ 1,952	\$ 6,136
Realized gain	5,936	6,154
Unrealized gain (loss)	10,813	(2,574)
Total investment income	<u>\$ 18,701</u>	<u>\$ 9,716</u>

4. Fair Value Measurements

The Organization follows an established framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under these rules are described below:

Level 1 Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Organization has the ability to access.

Level 2 Inputs to the valuation methodology include:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

GLOBAL SCHOLARS

Notes To Financial Statements (Continued)

Following is a description of the valuation methodologies used for assets measured at fair value:

Common Stocks

Valued at the daily closing price reported on the active market on which the individual securities are traded.

Mutual Funds

Valued at the daily closing price as reported by the fund. Mutual funds held by the Organization are open-end mutual funds that are registered with the Securities and Exchange Commission. These funds are required to publish their daily NAV and to transact at that price. The mutual funds held by the Organization are deemed to be actively traded.

There have been no changes in the methodologies used at June 30, 2021 and 2020.

The following tables set forth by level, within the fair value hierarchy, the Organization's assets at fair value as of June 30, 2021 and 2020:

	June 30, 2021			
	Level 1	Level 2	Level 3	Total
Common stocks	\$ 22,517	\$ —	\$ —	\$ 22,517
Mutual funds	26,231	—	—	26,231
Total Assets At Fair Value	\$ 48,748	\$ —	\$ —	\$ 48,748

	June 30, 2020			
	Level 1	Level 2	Level 3	Total
Common stocks	\$ 34,255	\$ —	\$ —	\$ 34,255

GLOBAL SCHOLARS

Notes To Financial Statements (Continued)

5. Net Assets With Donor Restrictions

Net assets with donor restrictions subject to time and purpose restrictions are available for the following purposes at June 30:

	2021	2020
AIDS projects	\$ 2,067	\$ 2,067
Christian Religious Knowledge	24,055	24,055
African Scholars Conference	10,000	—
Society of Christian Scholars	—	57,500
	<u>\$ 36,122</u>	<u>\$ 83,622</u>

6. Net Assets Released From Restrictions

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes and are categorized as follows:

	2021	2020
Scholarship fund	\$ —	\$ 99
Society of Christian Scholars	57,500	—
	<u>\$ 57,500</u>	<u>\$ 99</u>

7. Board Designated Net Assets

Board designated net assets are available for the following purposes at June 30:

	2021	2020
SubSahara Africa	\$ 115,093	\$ 72,682
Southeast Asia and related professors	19,942	10,470
Central Asia and related professors	9,332	11,152
China and related professors	39,783	39,991
Europe and related professors	233,076	171,696
Mideast	13	2,470
Mexico, South & Central America	6,852	6,140
Professors not assigned	—	6,158
	<u>\$ 424,091</u>	<u>\$ 320,759</u>

GLOBAL SCHOLARS

Notes To Financial Statements (Continued)

8. Employee Benefits

The Organization has a retirement plan under IRC Section 403(b). The Plan covers all employees who meet certain service requirements. Annually the Organization will match employee contributions up to 5% of compensation, subject to IRC limitations. For the years ended June 30, 2021 and 2020, the Organization contributed \$37,913 and \$42,830, respectively, to the retirement plan.

The Organization has established a College Allowance Fund to assist in the education of children of overseas personnel. Eligible overseas personnel can contribute a portion of their salary, and the Organization will match up to 2% of compensation. For the years ended June 30, 2021 and 2020, the Organization contributed \$540 and \$646, respectively, to this College Allowance Fund. At June 30, 2021 and 2020, the fund had a balance of \$16,310 and \$21,238, respectively. The cash held in this fund is reserved for use in satisfying the offsetting liability for the fund.

9. Joint Costs

The Organization incurred joint costs for informational materials and activities that included fundraising appeals. These joint costs were allocated as follows for June 30, 2021:

	Conferences And Retreats	Newsletter And Mailings	Website	Social Media	Total
Program	\$ —	\$ 792	\$ 36,511	\$ —	\$ 37,303
Management and general	—	4,953	4,523	904	10,380
Fundraising	—	11,109	6,247	—	17,356
Total joint costs	\$ —	\$ 16,854	\$ 47,281	\$ 904	\$ 65,039

These joint costs were allocated as follows for June 30, 2020:

	Conferences And Retreats	Newsletter And Mailings	Website	Social Media	Total
Program	\$ 5,416	\$ 2,089	\$ 36,742	\$ —	\$ 44,247
Management and general	849	903	9,737	—	11,489
Fundraising	—	4,257	23,057	—	27,314
Total joint costs	\$ 6,265	\$ 7,249	\$ 69,536	\$ —	\$ 83,050

10. Lease Commitments

In March 2019, the Organization entered into an amendment to the operating lease for office space with a third party through February 2022. Rent expense for the years ended June 30, 2021 and 2020 was \$23,117 and \$24,060, respectively. The future minimum lease payments under the operating lease are as follows:

<u>Year</u>	<u>Amount</u>
2022	\$ 14,360

11. Liquidity And Availability Of Resources

The Organization has a goal to maintain financial assets, which may consist of cash and short term investments, on hand to meet 90 days of budgeted operating expenses. The Organization will structure its financial assets to be available when needed for its general expenditures, payroll and tax liabilities and other obligations. The financial assets available to meet general expenditures over the next 12 months are \$742,924 as of June 30, 2021, as compared to current liabilities of \$86,811. As of June 30, 2020, the financial assets were \$551,116, as compared to current liabilities of \$151,994. Financial assets consist of cash, cash equivalents and investments.

GLOBAL SCHOLARS

Notes To Financial Statements (Continued)

12. Expenses Presented According To Functional Classifications

Expenses for the year ended June 30, 2021 are presented in the following table according to both functional and natural classifications:

	Program	Management And General	Fundraising	Total Expenses
Depreciation and amortization	\$ 753	\$ 1,050	\$ —	\$ 1,803
Fundraising events	87	—	—	87
Fellow services	2,277,317	456	—	2,277,773
Grants	95,925	—	—	95,925
Insurance	—	7,014	—	7,014
Occupancy	29,007	10,084	3,829	42,920
Office expenses	16,226	3,459	4,863	24,548
Salaries, payroll taxes and benefits	1,054,667	193,697	92,443	1,340,807
Services	102,050	25,588	3,064	130,702
Information technology	12,617	2,693	2,478	17,788
Training and professional resources	28,991	1,906	41	30,938
Travel	27,994	697	4,861	33,552
Total expenses	\$ 3,645,634	\$ 246,644	\$ 111,579	\$ 4,003,857

Expenses for the year ended June 30, 2020 are presented in the following table according to both functional and natural classifications:

	Program	Management And General	Fundraising	Total Expenses
Depreciation and amortization	\$ —	\$ 1,304	\$ —	\$ 1,304
Fundraising events	—	—	978	978
Fellow services	2,683,368	317	328	2,684,013
Grants	68,658	—	—	68,658
Insurance	359	5,631	—	5,990
Occupancy	25,334	9,507	5,553	40,394
Office expenses	15,429	6,163	2,709	24,301
Salaries, payroll taxes and benefits	1,161,219	226,970	150,925	1,539,114
Services	97,697	29,350	6,901	133,948
Information technology	11,530	2,461	4,189	18,180
Training and professional resources	29,727	1,610	77	31,414
Travel	58,817	7,828	21,147	87,792
Other	680	—	—	680
Total expenses	\$ 4,152,818	\$ 291,141	\$ 192,807	\$ 4,636,766

13. Paycheck Protection Program (PPP) Loans

On April 17, 2020, the Organization received an unsecured PPP loan in the amount of \$156,300. This unsecured loan had a two-year term, bore interest at 1% and was eligible for forgiveness up to 100% of the loan value if certain criteria were met. The loan was fully forgiven by the SBA in February 2021.

On January 26, 2021, the Organization received an unsecured PPP loan in the amount of \$161,200. This loan has a five-year term, bears interest at 1% and may also be eligible for forgiveness up to 100% of the loan value if certain criteria are met. As of June 30, 2021, \$161,200 was outstanding. During the year ended June 30, 2021, there was no interest expense incurred or paid.

Scheduled annual maturities of the note payable as of June 30, 2021:

<u>Year</u>	<u>Amount</u>
2022	\$ 3,595
2023	43,408
2024	43,847
2025	44,296
2026	26,054
	<u>\$ 161,200</u>

The Organization intends to apply for forgiveness of all principal and interest, in an amount equal to the sum of qualified expenses under the PPP incurred during the 24-week measurement period following initial disbursement. Notwithstanding, the Organization's expected eligibility for forgiveness, no assurance can be given that the Organization will obtain forgiveness of all or any portion of amounts due.

14. Risks And Uncertainties

The outbreak of a novel strain of coronavirus (COVID-19) continues to be a public health emergency of international concern and has been declared to be a pandemic. This outbreak and the associated economic impact may result in reduction of future contributions and may have an adverse impact on results of operations, financial position and liquidity of the Organization. As the scope and duration of the COVID-19 pandemic is unknown and the extent of its economic impact continues to evolve globally, the Organization is unable to quantify its effect and ultimate impact.