Another banner year for High Resolves

2019 was another big year for High Resolves. We had victories on many fronts while setting ourselves up for further expansion in the next decade:

- In Australia, we received a large grant from the Department of Social Services which opened the door to a massive expansion into regional centers. As a result, we are on track to grow from reaching 5% of youth in 2018, to 50% over five years with several new regional hubs opened in 2019.
- In North America, our first set of lighthouse schools emerged as vocal champions while we also proved that summer camps were an important new segment. Our aspiration remains to grow into a self-sustaining model in North America over the next three years.
- Internationally, we launched Viven, our partnership in Brazil; while also forging an innovative global alliance with Teach For All, Cinépolis and the World Bank, called Project Amplify.
- Our Ventures team led a successful private beta with our game-changing Composer platform while nurturing a new pipeline of opportunities.
- We recruited a very strong set of senior executives and systematized our business processes consistent with our evolution into a team-of-teams operating model.

In the last two years, we have more than doubled our reach and revenue which are both good proxies for impact.

The Operating Plan is organized according to our primary operating groups which we call Lines of Business. Each Line of Business consists of a series of Business Units which have been identified as natural Profit & Loss entities or Project/Cost Centers for the organization. As such, each has clear leadership and accountability identified. This has enabled us to get more granular around the priorities within each Line of Business without losing track of the big picture strategic direction each is pursuing.

None of this would be possible without our amazing group of supporters, especially Omidyar Network, the Chan Zuckerberg Initiative and the Australian Department of Social Services.

We engaged more than 100,000 young people in citizenship education in 2019.

Number of students reached

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>40,000</td>
<td>60,000</td>
<td>120,000</td>
</tr>
</tbody>
</table>

Reach 2017-2019

Revenue ($k)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>$2,000k</td>
<td>$4,000k</td>
<td>$7,000k</td>
</tr>
</tbody>
</table>

Revenue 2017-2019
Learning science gives us a distinctive edge

The High Resolves curriculum provides a fully integrated system for building mastery of the core competencies of citizenship:

- **Mastery**
  - Peak experiences
  - Repeated practice
  - Real world application

Our interactive, simulation-based workshops that challenge and shift existing beliefs about the world.

Our library of complementary Teaching Resource Packs and Teacher Professional Development to embed new learning into working memory.

Project-based learning like Videos for Change and Social Action Projects that raise confidence to practice these new capacities.

2019 was the year of strings

We refer to a sequence of these three types of learning experiences as a "string" which we help school leaders design for each grade level consistent with learning science principles. In 2019, High Resolves championed this breakthrough in the design of citizenship education programs: our strings deliver higher levels of student motivation and purpose as well as a form of mastery that has higher relevance to the lived experiences of students in the real world. This has created a powerful new platform for growth.

Learning science reveals key insights into how humans acquire, store, and integrate new knowledge, skills and opportunities into daily life.

We also used the Mastery Formula as the foundation for our new Composer platform, where we have created a way to communicate learning science principles in the form of real-time feedback on string quality. In September, we published an Orange Paper, “Putting Learning Science at Everyone’s Fingertips”, showing how the entire citizenship education sector could draw on learning science to enhance the quality of their curriculum.

In 2019, we revamped our peak experiences into four impactful and student-driven offerings. We adopted a more facilitated approach where the learning is derived from the students’ own experiences, both the ones triggered by the module as well as their real, lived experiences.

We also changed our approach to the measurement of student achievement within the directly facilitated sessions. Towards the end of the session, each student is now asked to complete a one-page survey including a modified ‘Net Promoter Score’ question, a question that asks them for the best response to a scenario, along with three qualitative responses. Our overall NPS was 19, which is considered in the good range but we will be aiming to get to a much higher score of 40 in 2020.
Migrating towards a team-of-teams model

In 2019, we continued our fast growth. As we grow our global reach, our organization will have to grow to incorporate the new geographies, but we will have to tailor to local differences while maintaining our cohesion as one entity. Thus, we aim to grow into a united, multi-local organization.

One of the most critical achievements of 2019 was the formation of strong operating businesses and the recruitment of a high caliber of talent to lead them. These new executives now make up more than half of the new Global Executive team which is majority-female for the first time in our history, as is our Global Leadership Team which also includes the next level of leaders across High Resolves.

As each Line of Business grows in scale and complexity, the organizational management structure will need to shift from top-down management to a “team-of-teams” model. This will bring much more accountability onto the Line of Business leaders and allows for decisions to be made quickly and effectively at the team level. We began this important transition in 2019 but it will take some time to institutionalize and embed throughout our organization. It is a critical enabler of our future growth plans.

Australia/New Zealand (ANZ)
Our core business has reached critical mass and is doubling each year. We were fortunate to recruit Donna Hutchison, a rising star from National Australia Bank, to a purpose-led organization. In 2019, Donna made great progress in forming a team to drive this fast-paced growth agenda.

North America (NAM)
Our initial activity proved that we will play an important role in this market. To establish and grow a business of significant size in the United States and Canada, we recruited Josh Densen, a successful education entrepreneur from New Orleans. Josh made a gradual transition in the second half of 2019 and is now ready to step into the role full-time.

Ventures (VEN)
Our team had very strong leadership under May Samali, whom we recruited from the social impact investing arena. However, the growing pipeline of ventures necessitated that we bring on board Ali Berry, a tremendous product leader, to be the CEO of our Composer platform, while May broadened her responsibilities.

Global (GLB)
Our internal global shared services required a lift on many fronts. In 2019, we recruited Paul McWilliams, an experienced corporate executive, as our new CFO, while we added Anna Howarth, another experienced executive, to lead our People & Culture work.

Lina and Eduardo Wurzmann officially formed and launched Viven in Brazil while Roxy Pirnia moved over to lead Project Amplify in Mexico.

Paul McWilliams
Chief Financial Officer

Anna Howarth
Global Director, People & Culture

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Fast growth: doubling reach in a single year

The Australia and New Zealand Line of Business has an ambitious target to grow 10x and shift our reach and impact from 5% to 50% of Australian teenagers by 2023.

This will see our reach grow from ~50,000 student experiences in 2018 to more than 500,000 in 2023 and represents a significant step change in achieving our vision of a generation of young people resolving to make a positive difference to the world.

2019 was the first year in our five-year growth strategy and we came close to doubling reach from ~50,000 student experiences in 2018 to ~90,000 student experiences in 2019. In 2020, we will look to double this impact again, moving to ~180,000 student experiences (or a shift from 9% to 18% of Australian teenagers).

In May, the team in Australia welcomed the announcement by Minister for Families and Social Services, Paul Fletcher MP, regarding the Mutual Understanding, Support, Tolerance, Engagement and Respect Initiative. This initiative has allocated $6 million to High Resolves over two years (July 2019 – June 2021) to provide in-school programs designed to inoculate high school students against hatred and intolerance.

This grant has built on the existing Business Unit infrastructure of High Resolves in Sydney, Brisbane and Melbourne to expand into a further eight regional centres, including Newcastle, Wollongong, Albury, the Gold Coast, Sunshine Coast, Townsville, Ballarat and Bendigo.

We have been working with schools and partnering with universities and community organisations in each of these regional centres to establish a local presence. We have seen an incredible start to the rollout, reaching nearly 18,000 students in the new regional hubs in the first six months of the grant. This is nearly twice the target number of students expected.

**DSS Grant Reach 2019**

<table>
<thead>
<tr>
<th>Region</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Far North QLD</td>
<td>258</td>
</tr>
<tr>
<td>Sunshine Coast</td>
<td>3,132</td>
</tr>
<tr>
<td>Gold Coast</td>
<td>2,957</td>
</tr>
<tr>
<td>NSW North</td>
<td>6,068</td>
</tr>
<tr>
<td>Sunshine Coast</td>
<td>3,111</td>
</tr>
</tbody>
</table>

Total Project Reach for 2H 2019: **17,604** students. A focus on Identity & Purpose across Grades 7-10.

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**Australian Government**

**Department of Social Services**
In 2019, we took the approach of embedding mastery into all our schools in Australia and began moving from being an external provider to becoming a trusted partner.

We formed close relationships with principals, school leaders and teachers to work towards scalable, sustainable and successful partnerships that result in whole-school cultural change.

String building is an opportunity for schools to engage with High Resolves in a new and impactful way. The combination of personalized consultation, high-quality teacher training and our broad suite of premium resources has enabled us to set a new standard for partnerships with these New South Wales schools:

- Elite academic schools who previously utilized High Resolves exclusively for peak experiences are looking for ways to develop their students' citizenship competencies in more depth and with tangible results.
- State-ranked selective schools like James Ruse Agricultural, Hornsby Girls and North Sydney Girls are looking to train their staff in the delivery of Base Camp Series lessons, teaching resource packs and Videos For Change sequences to more fully engage with our citizenship education curriculum.
- Schools with unique cultural and socio-economic contexts, like Granville Performing Arts, Green Square School for At-Risk Youth and Narrabeen Sports High School, are partnering with High Resolves to design bespoke strings of citizenship education curriculum that support their students' specific academic and social needs.
- Plumpton High School, an award-winning positive psychology school, is engaging with High Resolves to support and enhance its existing strings of targeted wellbeing curriculum for grades 7 to 10.

Narrabeen Sports High School
Narrabeen Sports High School had been previously engaged with High Resolves peak experiences but dropped out of the program after one year. When presented in 2019 with our focus on mastery at the core of our mission and the co-design of curriculum as the organising principle, the school was convinced that a partnership with High Resolves would profoundly benefit their student body. The school has since partnered with High Resolves with the entirety of our mastery offerings for 2019 and 2020.

“We are totally committed to High Resolves and see our school as a critical opportunity to build the skills in young people that High Resolves provides training for.”

– Dane Ropa, Principal, Narrabeen Sports High School

North Lakes State College
North Lakes State College is a previous High Resolves school but had not engaged with the program for the last four years. We recently had the opportunity to present the new High Resolves program and our mastery model to the leadership team. As a result, we have now created the school’s entire wellbeing program from grades 7–9 which directly engages more than 1,000 students. They have never had a wellbeing program at the school and were concerned about their teachers’ response to having curriculum time taken away and an increased workload to learn the new curriculum. After we delivered the first professional development session to 70 of their teachers, one participant said, “I was concerned about the value of the program over other curriculum. After being involved in the professional development I am now totally on board and value it.”
Rapid adoption of programs in new hubs

We exceeded all our reach and impact targets for regional schools on the east coast of Australia in 2019.

This has been in large part due to the successful partnerships we formed with universities in different regional centers, but especially with the University of Newcastle, University of Wollongong and CQ University in Queensland.

In 2019, we used the first tranche of the $6 million funding allocated from the Department of Social Services to directly engage almost 18,000 additional students and teachers across eight new regional centers. In the first six months of this multi-year project, students have participated in immersive learning experiences to help them better understand what it means to be a global citizen, and build the skills needed to resist messages of hatred and intolerance. More broadly, the training has empowered them to have an active role in shaping their local community.

At the same time, we have engaged teachers in highly interactive professional development sessions which have encouraged a whole-of-school approach to integrating the program. The teachers have been equipped with skills and support to develop a citizenship mastery plan for their school, including the sequencing of the program into the school timetable using learning strings.

We clearly established that there was a real appetite for our program to be embedded at a deeper level, with schools seeking more support and advice to implement the program as part of their curriculum and whole-school vision.

“In regional and rural centres, students often don’t interact outside the local context or have exposure to global speakers. By having High Resolves based locally, our students will have access to the program, designed to develop the confidence, mindsets and associated capabilities in students to be change agents for a better society.”

– Principal of Karijini Mountains High School, Anne Vine

“Global citizenship awareness is the key to making a positive difference in the world and should be incorporated into every school to the degree that High Resolves enables.”

– Teacher feedback, Henry Kendall High School
Ed Summit sets a new benchmark

The 2019 edition of our Ed Summit was themed “Lead the Change” and focused on one of the most pressing questions for our sector:

Global citizens are made not born, so how do we re-imagine our schools to ensure young people are globally competent?

The event was held in partnership with Swinburne University and we brought together more than 300 global thought-leaders, trailblazers and disruptors from the education sector and beyond to look at the evolving face of education.

The prioritization of global competence, as one of the key pillars of learning required for the 21st century, is being recognized by education systems globally.

Ed Summit 2019 explored how schools can design a rigorous model for building these vital competencies and looked at content and pedagogical techniques that could be deployed to ensure students gain real mastery in these domains.

We featured an extraordinary line-up of speakers including former neo-Nazi leader Christian Picciolini and African art activist Hope Azeda, as well as leaders from our many partner organizations from across the world. The feedback from the event was exceptionally positive and led to high interest and many new leads from school leaders.
Videos for Change breaking new ground

**Videos for Change** provides a simple, yet powerful stepping stone for young people to channel their passion and creativity into tangible social change and develop the confidence that their actions do make a difference.

In 2019, we set new records on multiple fronts:

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>2000+</strong></td>
<td>students participated in Videos for Change across Australia</td>
</tr>
<tr>
<td><strong>5,512</strong></td>
<td>total votes from the People's Choice Awards across 41 countries</td>
</tr>
<tr>
<td><strong>1.69m</strong></td>
<td>members of the public engaged with videos from the Australian Videos for Change competition across 56 countries</td>
</tr>
</tbody>
</table>

Through the 2019 Videos for Change Australian national competition, students from grades 7-12 were invited to submit a one-minute video on social issues, about which they felt passionate. Participants covered a wide range of issues such as domestic violence, bullying, racism, mental health, environmental issues and social inclusion.

Students told us they feel empowered as advocates for social change and feel they have the ability to make a difference in their community.

“I think that Videos for Change is such a great platform, as it gives a voice to the voiceless and gives people like me an opportunity to speak up about issues that they’re passionate about.”

Teachers reported that the program allows students to develop the critical global competencies needed to be active, responsible and engaged citizens.

“My students engaged in this project better than most I ran throughout the year... Many students chose topics that they had experience with, including bullying, domestic violence, and body image...”

For the first time, we also announced a number of experiential awards for students to spend time with experts in the creative field to understand more about driving social impact through video. Thank you to the wonderful organisations who offered these awards, including Network 10’s The Project, our signature partner, Platypus Shoes, Social Parade and WhiteGREY. These “money can’t buy” experiences will provide the students with skills and resources for life.

On 26 November, the Videos for Change Summit was held at the Powerhouse Museum in Sydney, attended by 300 students, teachers and supporters from all over Australia. The theme was ‘Building Empathy by Walking in the Shoes of Others’. We celebrated our finalists and awarded the winning teams. All 2019 Finalist videos can be found at: [www.videosforchange.org/videos](http://www.videosforchange.org/videos)
Systematic plan for critical mass in North America

High Resolves reached significant milestones in the United States and Canada in 2019, with the ongoing generous support of our partners at Omidyar Network.

We established our headquarters for North America in New Orleans, Louisiana, and brought on our first CEO of the North American region.

We have organized the United States and Canada into five geographic regions and built upon our initial work throughout the two countries since 2017. Our US South region grew beyond our New Orleans Hub to support schools and districts in Miami, Florida, and Charlotte, North Carolina. Meanwhile, we deepened our roots in New Orleans and strengthened our partnerships with our lighthouse schools.

In Canada, our partnerships with independent schools and public schools in the Greater Toronto Area grew. The new ‘charitable’ status of High Resolves will facilitate even broader reach and appeal.

The impact of High Resolves reaches beyond our hub headquarters. In the north-eastern United States, we launched a summer camp initiative and partnered with eight summer camps in the state of Maine, demonstrating that young people’s development as citizens and leaders doesn’t stop at the schoolhouse door.

Our partnerships in the western United States resulted in our first Videos for Change challenge created in the United States by young people connected to the Aspen Global Leadership Program and middle school students at the East Bay Innovation Academy.

These activities across North America provide a solid foundation upon which to grow our network and impact. Indeed, our number of school partners continues to grow wherever we have a presence. We expect to see continued growth in our reach into 2020 and beyond.

Videos for Change Film Festival at the East Bay Innovation Academy
Positive reactions from first market segments

High Resolves deepened our partnership with Metairie Park Country Day, an independent school located in New Orleans, Louisiana, our hub for the US South.

Our partnership with Country Day included training for staff, programming in Identity and Purpose and Just Society for students in grade 9, complemented by programming in Social Progress and Better Self in grade 10. Our partnership has directly impacted more than 160 students and 20 educators.

After engaging with the Identity and Purpose peak experience, 94% of students reported they were more likely to act in ways that promote a shared sense of collective identity.

Administrators, teachers, and students identified the importance of High Resolves programming in strengthening their school community. They also identified the need for more student voice in designing the strings of learning experiences that were most relevant for their cohorts. In response to this feedback, our staff conducted a series of student roundtable discussions that allowed our team to refine learning experiences to best meet students’ needs.

Summer Camp Initiative

At camp sites around the idyllic Lake Sebago in Maine this summer, High Resolves worked with camp leaders and campers in our signature citizenship and leadership development programs.

With young people coming together from all parts of the world for summer camps, there is an incredible opportunity to introduce experiences that are engaging for a camp setting and also transformative in how young people think and feel about the world around them. Counselors also find the activities important for their own development in working with young people from diverse backgrounds.

The High Resolves immersive experiences reached hundreds of staff members and campers across eight different camps in the summer of 2019. This has now set us up to test the viability of camps as a major new segment in North America.

“[High Resolves] really has enhanced our program this year. Parents and Board Members had been asking us what more we are going to do to support the development of our campers as citizens and leaders. After we talked to one of our major donors about our work with High Resolves this summer, we received grant funding to support it.”

– Executive Director of Camp O-AT-KA, Heather Plati
In November, High Resolves held a retreat in Montgomery, Alabama to engage our staff, our Board, champions, and special partners in conversations about justice, truth, and reconciliation and how they influence our collective work.

Over the course of five days, we visited two components of the Equal Justice Initiative. The Legacy Museum: From Enslavement to Mass Incarceration is built on a site where enslaved people were once warehoused. It traces the history of racialized social control through slavery, racial terror lynchings, legalized segregation, and mass incarceration. The National Memorial for Peace and Justice is America's first memorial dedicated to the legacy of victims of racial violence.

The High Resolves team had deeply emotional responses as we learned and processed this experience together. We left Montgomery with a renewed resolve to continually work toward equal justice. We have now co-created a string, bringing together resources from partners on Composer, including High Resolves, The Equal Justice Initiative, Teaching Tolerance, Facing History and Ourselves and The Anti-Defamation League.

"The fact that the Legacy Museum and Memorial for Peace and Justice in Montgomery, Alabama exist is part of the journey towards justice in the United States. I hope that educators who want our students to learn this history and be on the path towards social justice will visit the Legacy Museum and Memorial and think about how to incorporate more “peak experiences” like this in their teaching practice."

– Diane Robinson, Teach For All

New string on Equal Justice
Exploring different models in different markets

With the launch of our operations in the United States and Canada in 2018, High Resolves built some initial capabilities for more significant international expansion.

Our increasing global recognition during 2019 generated high levels of interest in new markets, especially from partners across Latin America.

We were invited by Wendy Kopp, the global CEO of Teach For All, to join her at their 2019 Global Summit in Armenia. We conducted a workshop around how our partnership is progressing in Mexico jointly with the CEO of Enseña por México. Following that, we facilitated the retreat for 50 or so CEOs of the different Teach For All partner entities from around the world, exposing them all to our signature global warming simulation as well as other teaching resources.

Having been identified as one of the most innovative education organizations by the Asian Development Bank, we were also invited to the Philippines for two days of discussions with around 20 members of their senior executive and education teams. Reactions were very positive thanks to the immersion into a few High Resolves experiences.

Capabilities and Strategy for International Expansion

In response to this heightened interest, we implemented a clear framework for deciding which, of multiple models, to choose with each interested global partner:

- **High Resolves (core)**: Australia, USA, Canada
- **High Resolves (FIFO)**: China, New Zealand
- **High Resolves (JVs)**: Brazil, India
- **Project Amplify (or the like)**: Mexico, Peru, Chile, Argentina, Colombia, Ecuador, Paraguay, and Indonesia
- **Videos for Change**: Israel, Central America, Armenia, France
- **Composer**: Rest of the World

*ALL SUBJECT TO BANDWIDTH*
Very fast start for Viven in Brazil

We are very proud to have launched our first major joint venture in Brazil with the establishment of Viven.

Viven – Citizens for a Better Tomorrow was founded as a new not-for-profit association based in Sao Paulo by Eduardo and Lina Wurzmann with additional financial backing from the Omidyar Network and the Brava Foundation.

This exciting new partnership has provided Viven with access to all High Resolves curriculum and IP. We have now translated all supporting operational frameworks into Brazilian Portuguese and they have also been modified to suit the local context. The Viven team’s objective is to support the training of global citizens in public and private schools. We have an opportunity through Viven to reach out to a large proportion of the nearly 50 million students enrolled in the Brazilian school system.

Early feedback from schools has been very positive and the High Resolves curriculum has strong alignment to the common core of the Brazil National Curriculum. Schools have also been very excited about the innovative pedagogical approach being used to achieve these difficult learning outcomes with their students.

Eduardo and Lina Wurzmann
Global alliance amplifies student voice in Mexico

One of the brightest highlights of 2019 was the creation of Project Amplify.

Amplify is a powerful global alliance we have forged with Cinepolis (the second largest film exhibition company in the world), Teach For All, and the World Bank with support from Participant Media and BCG. Our shared mission is to activate and amplify the voice of young people all over the world.

Together, with our powers combined, we are able to offer an innovative learning opportunity that has the potential to reach millions of youth, particularly in the most disadvantaged communities. In 2019, we developed a high-impact string of learning experiences to be piloted in Monterrey, Mexico in early 2020 based on the top issue currently affecting the local community: identity-based violence:

• Cinema as the peak experience. Our string will begin with a film-based “peak experience” at a Cinepolis cinema featuring Hunger Games.
• Repeated Practice. We will train facilitators from Enseña por México, to facilitate a selection of our teaching resources in schools.
• Social advocacy videos as real-world application. We will leverage Videos for Change and feature the best videos students make in Cinepolis cinemas.

The following string has been created, bringing together The Hunger Games film, with High Resolves content on identity-based violence.

With support from the World Bank, we have designed a rigorous evaluation process that will provide us with impact data as well as insight into the process and experience to ensure we learn and enhance our approach.

Eva Granjeda, our lead partner from Enseña por México

The following string has been created, bringing together The Hunger Games film, with High Resolves content on identity-based violence.
Social innovation is garnering great interest as global and local challenges grow in number and complexity.

Creative solutions are needed and there is greater experimentation with entrepreneurial approaches to find answers. Many social ventures rely on philanthropic and government support to deliver their services. An entrepreneurial approach requires a self-funding core business that is able to perpetuate itself by generating earned revenues for products or services.

We established a New Ventures group in 2018 to generate new revenue streams to fund our purpose-led work. New Ventures has brought this vision to life by building a portfolio of compelling technology ventures and partnerships to extend our reach and scale our impact in the global citizenship education space.

Our first major venture was borne out of our recognition of the need for a collaborative all-of-sector approach. Composer is a global digital platform for schools to search, create, and coordinate sequences of citizenship education informed by the latest insights from learning science.

Composer’s core intellectual property (IP) – the ability to search, create and deliver strings of content based on latest insights from learning science – has applications beyond citizenship education. This year, we signed a commercial deal with the University of Technology, Sydney for the platform.

Despite the importance of citizenship education, our ability to measure the development of “soft” citizenship competencies has not sufficiently advanced over past decades. Our vision is to develop a new framework for assessing learning where schools can measure the impact of student growth in citizenship competencies through micro-assessments. Through this framework, schools will be able to assess the efficacy and impact of citizenship education in terms of capability development. Implementing this vision is a separate multi-year venture we refer to as Future of Assessment.

This was a critical year for laying the foundation for a successful ventures group. In fact, by the end of 2019, we had achieved such strong progress that we changed the name of the group to Ventures by dropping the word “New”. We are excited to see how our Ventures group will deepen our impact in the global citizenship education space.
Composer ignites sector-wide collaboration

Composer is an innovative digital platform for schools to search, create, deliver and share powerful sequences of citizenship education, informed by the latest insights from learning science.

Thanks to the generous contributions from Chan Zuckerberg Initiative and Omidyar Network, we mapped the field of curriculum and assessment in citizenship education, built partnerships with dozens of content providers and like-minded organizations, and created a breakthrough design for a technology platform to help schools make sense of the increasingly complex landscape of curriculum and assessment.

In 2019, we built Composer through a collaborative partnership with four other founding providers, recognized for their commitment to excellence in citizenship education: Facing History and Ourselves, iCivics, Generation Citizen, and Peace First. These providers represent the initial core group behind a growing ecosystem of providers from around the world that has now grown to include more than two dozen players.

We have curated around 1,000 of the best individual learning experiences available for schools to design the most powerful learning sequences we call strings. For example, schools can search for “racism” and find all strings designed by providers or used by schools to inoculate against racism.

One of the core functions of the platform is to provide a curriculum-design interface that incorporates insights from learning science translated into practical applications. We identified heuristic rules and features that enable evidence-based feedback and support to educators as they design learning experiences expressed through our simple visual language.

After a private beta of nearly 500 users from 113 schools across the United States, Australia and Canada, we will launch the platform to the public in March 2020. We believe this project will allow us to grow the citizenship education ecosystem globally and to scale the technology platform to thousands of schools and organizations across the world.

Private Beta User Testimonials

“Everything I see I love; huge time saver and excellent resource of high-quality lessons.”

“It’s helpful especially for Title 1 teachers, since we don’t have money for curriculum [and] textbooks.”

Strategic Partners
In recognition of the importance of focusing on our people, High Resolves appointed its first Global Director, People and Culture in 2019.

As we continue to experience significant growth, we must ensure that our Character and Culture is retained, especially as many new people are recruited and onboarded into the organization.

In 2019, we invested in a world-class executive team, recruiting incredible talent to lead our Lines of Business. We have also been building bench strength in our Business Unit leaders and the broader team.

As each Line of Business grew in scale and complexity, we shifted our organizational model from top-down management to a “team-of-teams” approach. This is bringing much more accountability onto the Line of Business leaders and allowing for decisions to be made quickly and effectively at the team level. At the same time, we are focusing on important linkages and synergies across our Lines of Business.

In 2019, we also introduced the “Right People, Right Place” framework with the Global Executive Team taking time to reflect on the performance and potential of every member of our team, along with succession planning for critical roles across all Lines of Business. We focused on staff wellbeing and embraced more flexibility in the workplace.

We conducted an Employee Engagement survey in July, which enjoyed 100% staff participation. The feedback showed:

- **100%**
  - Feel proud to work for High Resolves and would recommend it as a great place to work

- **100%**
  - Feel their manager is a great leader who motivates them

This incredible result notwithstanding, we committed to do an even better job of communicating and ensuring staff know what they need to do to be successful in their role.

“The feeling that our work is genuinely contributing to a better future... The feeling that the company is constantly growing and expanding in numbers and recognition, we are always on the precipice of something exciting for the organisation as a whole.”

“We have a genuinely integrated, innovative model of social change education that doesn’t exist anywhere else. School by school, region by region, we can change the way young people act in the world :) I’m excited to have such a clear opportunity to lead on some of this work. It’s ambitious and energizing!”

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**PEOPLE & CULTURE**

Lifting our people and culture to new heights

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We conducted an Employee Engagement survey in July, which enjoyed 100% staff participation. The feedback showed:

- **100%**
  - Feel proud to work for High Resolves and would recommend it as a great place to work

- **100%**
  - Feel their manager is a great leader who motivates them

This incredible result notwithstanding, we committed to do an even better job of communicating and ensuring staff know what they need to do to be successful in their role.

“The feeling that our work is genuinely contributing to a better future... The feeling that the company is constantly growing and expanding in numbers and recognition, we are always on the precipice of something exciting for the organisation as a whole.”

“We have a genuinely integrated, innovative model of social change education that doesn’t exist anywhere else. School by school, region by region, we can change the way young people act in the world :) I’m excited to have such a clear opportunity to lead on some of this work. It’s ambitious and energizing!”

--

**PEOPLE & CULTURE**

Lifting our people and culture to new heights

In recognition of the importance of focusing on our people, High Resolves appointed its first Global Director, People and Culture in 2019.

As we continue to experience significant growth, we must ensure that our Character and Culture is retained, especially as many new people are recruited and onboarded into the organization.

In 2019, we invested in a world-class executive team, recruiting incredible talent to lead our Lines of Business. We have also been building bench strength in our Business Unit leaders and the broader team.

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2019 was a year of further growth for High Resolves, with income up more than 68 percent on 2018.

The increases in income from donations, philanthropic grants and government grants are recognition that High Resolves’ citizenship program is being widely acknowledged as a valuable contributor to student education and teacher training. The growth in income has enabled a substantial increase in capacity to deliver program content more widely across Australia and North America, and the continued development of the Composer and Videos for Change platforms.

Our international expansion and the associated disparate global staff locations, currencies and legislative requirements have necessitated that we make step-changes in our operational capabilities. Even within each city, our staff are very mobile and consistently travelling out to schools to work with students. Our strategy has been to ensure remote autonomy for all staff in order to best meet market needs, while retaining connectivity to our global community, management and governance.

**Operational Optimization**

A key focus in 2018 was on globalization of accounting systems and in 2019 we have been able to better equip our teams to manage their many diverse relationships through implementation of the Salesforce Customer Relationship Management (CRM) platform.

Our global team is split into small Business Unit teams to ensure tight focus on the needs of specific geographies or project initiatives. Implementation of Salesforce has enabled more detailed and timely tracking on our key performance indicators with schools for each delivery-focused Business Unit and provides a significant step-change in our overall operational management capability.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services, sponsorships and licenses</td>
<td>1,580</td>
<td>1,255</td>
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<tr>
<td>Donations and philanthropic grants</td>
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<td>Government grants</td>
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<tr>
<td><strong>Expenses</strong></td>
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<tr>
<td>People costs</td>
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<tr>
<td>IT and platform development</td>
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<tr>
<td>Direct service delivery costs</td>
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<tr>
<td>Administration and other costs</td>
<td>375</td>
<td>305</td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td>8</td>
<td>27</td>
</tr>
</tbody>
</table>

2019 numbers are provisional only, pending completion of our annual audit by PricewaterhouseCoopers.

**Sample dashboard images from our new Salesforce platform:**
Recognition on the global stage

In late 2018, our CEO, Mehrdad Baghai, was awarded the prestigious McNulty Prize that served as a catalyst for significant exposure and network creation throughout 2019.

High Resolves was profiled at the 2019 Global Philanthropy Forum. Our partnership with Cinépolis grew out of that event.

Mehrdad was recognized as a Social Entrepreneur of the Year by the Schwab Foundation, which is the sister organization to the World Economic Forum.

High Resolves was featured in the Aspen Action Forum with the Aspen Global Leadership Network. Our team led about 120 youth through the Videos for Change program and took great pride as some of the best videos were screened in the final plenary session of the Action Forum. The session generated great interest from Aspen Fellows especially from Israel, India and Central America.

We were also recognized as one of the top 100 education innovations across the world by the HundrED Foundation where we presented our approach to education at its global Innovation Summit in Finland. There was huge interest in our visualization of learning science through strings.
Thank you to our supporters

Our work with the many thousands of young people across the world would simply not be possible without the tremendous support of our partners who believe in us and our mission.

A special thank you

After three years of being our biggest champion, Dena Trujillo left the Omidyar Network at the end of 2019.

Dena – we can’t thank you enough for your support over the years and we wish you the very best with your next steps. You will always be part of the High Resolves family.