Dear Friends,

This moment of planetary and social emergency in which we are living has produced two main narratives. The first one deals with the crises related to the three big divides of our time: ecological, social, and spiritual. The ecological divide has produced shocking levels of biodiversity loss and has led to a “code red” tipping point toward climate destabilization: wildfires, floods, falling water tables, and climate-related mass migration. The social divide shows up in intensifying polarization, inequity, and systemic racism, as well as in the collapse of old systems and structures. The spiritual divide is manifest in an epidemic of mental health issues, including burnout, anxiety disorders, and depression. That’s the first story: an old civilization is in the process of dying and self-destruction.

The second narrative is perhaps the most significant and least well-told story of our time. It’s a story about the birth of a new civilization: a new set of societal structures based on bridging (rather than widening) the three divides. It’s a movement still in its infancy, taking shape across the planet with a thousand different faces. And in some places the movement has sparked initiatives that have led to profound transformations, reflecting desires shared by people across countries, sectors, and systems.

At the Presencing Institute we have spent the past 15 years refining prototypes and the tools and methods required to transform our old economic, governance, leadership, and learning systems. In this extraordinary time of the global pandemic 2020–2021, we have been able to respond nimbly to the challenges it has presented. We have tailored new initiatives, including GAIA and the Global Forum, to be more culturally and linguistically relevant to participants in other countries. This report shares some of the tremendous work that has taken place, thanks to the readiness of our team and community to pivot fully into online spaces (launching the U.Academy and SDG Leadership Labs; upscaling our research), to help hundreds of thousands of changemakers, leaders, and pioneers activate their deeper co-creation capacities.

But this is just the beginning.

Please join us on this journey into the Decade of Transformation as we prototype new economic, social, and cultural forms that integrate and bridge the three divides and make it possible for a better civilization to take root, connect, and grow.

The time to act is now. The opportunity for civilizational renewal is in our hands and hearts.

Otto Scharmer,
Co-Founder of the Presencing Institute
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Presencing Institute Program Enrollments 2020–2021

268K total enrollments in PI free programs (u.lab, GAIA) since 2015
48.7K free program enrollments 2020–2021

19,941 GAIA Journey (free program)
1,238 U.Academy (paid programs)
28,744 u.lab 1x (free program)

Presencing Institute in Numbers 2020–2021

Institutional Work
69% of program objectives fulfilled
with UN SDG Leadership Labs 2020–2021

78% of respondents thought that the program significantly or very significantly achieved its objective of helping develop prototypes that reflect collaborative leadership with their colleagues.

60% of respondents thought that the program significantly or very significantly achieved its objective to build and strengthen leadership capacities in systems thinking, collaboration, and action learning.
Throughout 2020–2021, the Presencing Institute greatly ramped up the co-creation and delivery of its capacity-building programs (online journeys and programs, both free and paid), and leading-edge online events (GAIA Journey and Global Forum). The intensification of action research, conducted worldwide through social innovation labs and the development of new knowledge platforms and products, has continued to support and scale PI’s commitment to enabling profound societal innovation on the cusp of the emerging future.
WHAT WE HAVE DONE

Since 2015, the annual 14-week online course u.lab 1x has attracted over 200K participants from 185 countries around the world. In 2020–2021, "u.lab 1x – Leading from the Emerging Future", had 28K participants globally.

Over 2,000 Hubs have been created by "u.lab 1x" course participants to learn and practice Theory U tools and methodologies together. 441 Hubs were founded in 2020 (2,006 Hubs total – see image above).

Hubs are self-organized topic- and place-based groups with the goal of reinventing systems and societies. They meet online or in person (when possible) to connect around a shared context and practice implementing social methodologies together.

u.lab 2x

"u.lab 2x – An Accelerator for Systems Transformation“ builds on the 1x program, taking selected teams toward prototype deepening and development through multi-stakeholder engagement. It has counted 601 team journeys and produced just as many prototypes.

1,000 participants gathered online at the u.lab 2x kickoff session on February 18, 2021.

Democratizing access to the methods and tools for catalyzing profound change
u.lab prototypes

A small selection from the countless community-based projects and prototypes that were born and amplified through the “u.lab 1x” and “u.lab 2x” programs.

EU Climate Pact

Reaching beyond those already committed to climate work, to practice deep listening into systems.

Bridging the Divide

A project exploring the inequity between local and international actors in the humanitarian aid sector.

Healing through Story Sharing

Healing from traumatic stress through the telling of our own stories.
ZARAGOZA, SPAIN

Supporting Sustainability & Ecological Transition

A University of Zaragoza professor and former students collaborate to develop new business models in the region.

CONNECTING & ACTING FROM THE HEART

The Heart Revolution

When a desire to Change the World Now becomes a realization that what's actually needed is a "Heart Revolution".

1 university professor
3 former students
pioneering new business models

17 core & extended team members
85 international participants from 13 countries

BRAZIL

Cambia Festival

Building Community in the Face of Ecological Breakdown

BRAZIL

500+ students
Senior Leaders involved
Integrated Learning

MUMBAI, INDIA

Using Theory U in Higher Education

Enabling vertical literacy in higher education using Theory U at the ITM Business School in Mumbai

exploring by doing
building meaningfully together
Reviving cultural heritage
A worldwide community of over 15K people with 8 different language tracks.

The GAIA Journey was our in-the-moment response to emerging disruptions: the Covid-19 pandemic, the climate crisis, and widespread inequality and social injustice. The journey consisted of a series of free online sessions each month focusing on a specific area for societal transformation and planetary healing.

GAIA fostered conversations and showcased a stellar line-up of inspirational guests, including Vandana Shiva, Nipun Mehta, Fritjof Capra, and Peter Senge, among many others. Together we moved through practices of global sense-making, leaning into the current disruptions, to help us clarify our intentions and develop the action-confidence to move toward civilizational renewal.

Speakers, from top left to bottom right:
The 2021 Global Forum was an interactive event held to collectively step into the Decade of Transformation, featuring visionaries such as Angel Acosta, Thomas Hübl, and Melanie Goodchild. The forum further built on the movement to shift human consciousness and cultivate the inner conditions to allow for transformational societal change. An interactive event, blending both live online sessions and personal audio sessions, the Global Forum provided an opportunity for 1,246 people to connect with the current moment, themselves, and each other.

Audio Garden

The Audio Garden was a temporary online repository of short downloadable audio files (sounds, music, stories) co-created by the Global Forum community. Between the Global Forum sessions, participants could step away from their desks and experience a solo listening journey with a playlist of their choice. 8,486 Audio Garden tracks were downloaded, from which countless insights emerged for our work in the coming weeks and months — both individually and collectively.
In February and March 2020, speakers Angel Acosta and Drew Jones were Otto Scharmer’s special guests in the online “lunchtime” series Dialogues on Transforming Society & Self (DoTS). Launched in 2019, the series addresses some of the key acupuncture points of societal transformation.

Drew Jones is Co-Founder and Co-Director of Climate Interactive and an expert on international climate and energy issues. He invited participants to the EN-ROADS simulator, exploring with them the likely cumulative consequences of actions and decisions made about energy supply, transportation, and population growth.

Dr. Angel Acosta teaches in the Curriculum and Teaching Department at Teachers College, Columbia University. Using a mindfulness-based and contemplative approach, his work helps communities understand the history of structural inequality and human connection as a pathway toward restorative justice.

The Presencing Institute responded to an invitation to collaborate with Countdown in a global initiative powered by TED and Future Stewards. Participants from around the world gathered for the TEDx GAIAjourney live event in October 2020 to explore the question: How can we learn to operate from a place of open mind, open heart, and open will in order to create broad-based systems change?
Paid online programs for professionals seeking to develop or deepen their understanding of Presencing and Theory U.

In swift response to the first lockdowns that were being implemented around the globe, a founding team consisting of Julie Arts, Angela Baldini, and the most experienced senior faculty of the Presencing Institute accelerated the development of new programs to address what was most needed in the moment. They re-designed existing in-person offerings, adapting them for the online environment.

U.Academy (UA) was launched in April 2020, months earlier than planned. U.Academy has been offering focused modules to help leaders, changemakers, teams, and organizations initiate and sustain transformational change based on Theory U and Presencing practices and frameworks. In 2021, UA also developed 2 self-paced programs, and over the course of 18 months, 1,236 participants learned in cohorts with direct faculty engagement in 21 program offerings.

The vision is to develop a combined online/offline learning strategy in different languages with a focus on developing regional cohorts.
Dignity of Labor
Supporting Migrant Laborers

During the first lockdown, 23 million migrant laborers were stranded on India’s highways without food, transport, or shelter.

Manish Srivastava (Presencing Institute), Nirvana Laha, Vijaya Nair, and Sonali Gera invited 23 grassroots changemakers representing 10 leading social enterprises across the country to co-initiate a citizen collective called Dignity of Labor (DoL). They hosted weekly action dialogues to bring heads (policymakers), hearts (citizen activists), and hands (NGO/relief workers) together to support the migrant laborers.

Manish invited the Presencing Institute’s Social Arts Team (Arawana Hayashi, Angela Baldini, and Olaf Baldini) to apply the social technology tool of 4D Mapping to make visible the deeper systems dynamics and longings of the stakeholders in the midst of the migrant crisis. Their 4D Map exploration was presented at the Global Forum and at three subsequent gatherings in India. It led to deeper dialogue, rapid funding, and compassionate action.

The prototypes that emerged from DoL included women-led rural enterprises (to encourage reverse migration), a community radio station, collaborative enterprises, and welfare actions to reduce inequities between urban and rural populations.
Regenerative Agriculture
Weaving for a Thriving Planet

Organizations committed to systems change have formed an alliance to restore ecosystems, create green economies and thriving communities, and support whole-system transformation through the scalable concept of Bioregional Weaving Labs (BWL). The core alliance consists of Commonland, Ashoka, the Presencing Institute, and DERA (Drawdown Europe).

The BWL facilitates multi-stakeholder workshops (involving local innovators, policymakers, businesspeople, and private citizens) to explore the underlying causes of landscape degradation and develop collaborative actions for landscape restoration based on systemic understanding, trust, shared intention, distributed knowledge, and funding.

4.0 Lab
Innovating across Food, Agriculture, Health & Education

The 4.0 Lab is a learning and innovation platform for innovators from different sectors, including regenerative agriculture, holistic health, and education. Over the past year the 4.0 Lab has hosted a learning community of 20 pioneers from these sectors and supported them in weaving their connections and deepening collaborative experiments to accelerate the impact of their initiatives.
What We Have Done

**Research, Development & Knowledge Products**

Research & a New Journal

Articulating, supporting, and making visible the process of awareness-based systems change

In February 2021 we launched the *Journal of Awareness-Based Systems Change*. Oliver Koenig (Bertha von Suttner University), Megan Seneque, Eva Pomeroy, and Otto Scharmer make up the editorial team and Kelvy Bird, Sarina Ruiter-Bouwhuis, and Priya Mahtani the production team.

The inaugural issue has garnered 17,343 views and downloads since its inception, and the second issue was published in late November 2021. We also maintain a library of relevant publications on the PI website. In the coming months, we look forward to strengthening our internal research ecosystem, co-convening two online events for the wider research ecosystem, revamping the research section of the website, and developing a fundraising strategy.

**Presencing Market**

Products and Courses to support work with Theory U and Presencing

The Presencing Market, launched in December 2020, is an online portal to digital and physical products that help changemakers find new solutions in an era of unprecedented disruption and potential.
WHAT WE HAVE DONE

The Systems Transformation Metric
Measuring Impact for System and Self

An evaluation framework for individuals and teams to assess their capabilities for leading transformational change

Building on Otto Scharmer’s "Matrix of Systems Learning & Leadership", Becky Buell, Eva Pomeroy, and Liz Moyer Benferhat have developed an initial evaluation framework — the Systems Transformation Metric — that allows individuals and teams to assess their capabilities for leading transformational change. The framework is built on three key dimensions of change: mindset shifts, relational shifts, and action shifts.

The team has begun to test the framework within the UN system through the SDG Leadership Labs and will continue to test it in future programs. The next step will be to develop it into a tool that organizations and individuals can use to evaluate their capabilities to lead transformational systems change.

Books
From Regenerative Finance to Social Arts

3 books were published in 2020 and 2021 by our senior faculty and practitioners.

Generative Scribing by Kelvy Bird - translated into traditional Chinese by Crystal Huang and Jayce Pei Yu Lee and published by HEREWEGO CREATIVE Co., LTD.

Mindset shifts

Relational shifts

Action shifts
What We Have Learned

Through Some of our Living Examples of Ecosystem Activation

Connection
Transformation literacy is grounded in deepening our connections to ourselves, each other, and the planet in order to bridge the ecological, social, and spiritual divides.

Community
Across the planet, PI programs have empowered the activation of local initiatives and regional ecosystems through the use of awareness-based systems change tools.

Confidence & Capacity
Learning by doing is a powerful way for individuals, teams, and organizations to build the muscles of versatility, creativity, and action-confidence. The capacity to operate in conditions of disruption by tuning into the possibilities of the emerging future is more relevant now than ever before.
Addressing the climate crisis through science, systems thinking, and social-ecological justice

The Presencing Institute collaborated with the University of California Center for Climate Justice on a 2-day event to launch the Center and bring awareness to climate change as a social justice and equity issue. Taking place on Earth Day 2021, the event included a ceremonial opening led by indigenous peoples, keynote presentations, awareness-based practices, a fireside chat, panel discussions with scholars and practitioners of climate justice, and a closing celebration featuring musicians and spoken-word artists. Moving forward, the Presencing Institute and the Pachamama Alliance will partner on key aspects of the Center’s climate justice massive open online course (MOOC) to support social transformation and cultivate collective action on issues of climate justice.

Creating Thriving Communities

In partnership with thousands of people with intellectual disabilities who are developing innovative ways to thrive in their communities

These practitioners are seeking fresh ways to broadly transmit the essence of the work to future generations: making space for the imaginative spirit through embodied practices, to foster generative relationships. A 4D Mapping session was offered on April 15, 2021, during a virtual u.lab 2x session that included more than 500 global participant-observers. The experience produced significant insights into ways the group was constrained by the current industrial care system and identified numerous ideas for restructuring the work. The practitioners are prototyping new forms of mutual engagement that address the concerns of people with disabilities, their direct-support care workers, and family members. Theory U practices and the Social Arts are woven throughout these initiatives.
EMBODIED PRACTICES APPLIED ONLINE

Developing 4D Mapping Online

New approaches to applying established SPT embodied methodologies in online contexts

SCULPTURE 1: SCATTEREDNESS OF THE SYSTEM

Miro created by Sebastian Jung

SCULPTURE 2: CENTERS ARE BUILDING UP

EVERYONE IS AN ARTIST

Social Arts

Creating social resonance by activating the collective intelligence through open mind, open heart, and open will

research team of 6
4 prototypes tested with real cases
approx. 600 community members involved

co-creative
art-making
processes
Global Spaces for listening and activating, created and held by the Spanish-speaking community

The Spanish-speaking ecosystem first became engaged with Theory U during the GAIA Journey. From there, Teoría U en Español evolved organically into a holding space for u.lab 1x & 2x and the Global Forum, covering 50+ live sessions in 2020–2021. The reach of Teoría U en Español now extends to over 20 countries; the holding team itself hails from Argentina, Colombia, Chile, Guatemala, Perú, Puerto Rico, Uruguay, and Venezuela. With an enthusiastic global-local spirit, the team continues to evolve toward its highest possibility and to find grounding for the courageous actions that our times demand.

Activating curiosity and fresh thinking among Africa’s change leaders

Ubuntu.Lab’s 2020 program targeting leaders of organizations sparked their adoption of Ubuntu-led systems change. The 2021 program was a deep-dive sensing journey into issues of identity, soil and food sustainability, democracy, economic transformation and finance, education and the digital divide, and healing collective trauma. Enlightening dialogues with wisdom figures activated curiosity and fresh thinking among Africa’s change leaders. The online programs attracted hundreds of participants from 28 African countries and 13 other countries across the globe.
Whole-System Sensing in Indonesia

Nurturing a cadre of next-generation environmental practitioners to act sustainably and equitably, imbued with the spirit of indigenous wisdom.

UMI TAIWA

Fukushima Sea Dialogue

A multi-stakeholder dialogue about the contaminated treated wastewater of Fukushima’s nuclear power plant.
Future-Imagining in Taiwan

Teachers and teenage students explore what it means to investigate new ways of learning.

SDG Advocacy through Game & Dialogue

Sustainability dialogues emerging from a “Possible World Game” in the Philippines for transforming ourselves and the world.

PESCA GALAPAGOS

Sustainable Fisheries

Using Theory U to support a regional cross-sector planning process for the Galapagos.

WHAT WE HAVE LEARNED / COMMUNITY
UNDP & PRESENCING INSTITUTE PARTNERSHIP

UNDP Transformational Literacy

Dialogue series and action-learning lab for UN staff and members to build their capacity to achieve systems change

400+ UN members
5 global dialogue sessions
4 months of action-learning labs for 350 changemakers across agencies

UNDP & PRESENCING INSTITUTE PARTNERSHIP

MISSION-DRIVEN BANKS & THE FUTURE OF FINANCE

Just Money

A community of practice for bankers using finance as a tool to address pressing societal and ecological challenges

38K learners in the “Just Money” MOOC
157 graduates
book published in 2021

RADICAL REGENERATION OF SOCIETY & SELF

Pathways for Transformation

Shaping developmental pathways for individualized journeys within a framework of awareness-based systems change

developmental architecture
user-centered design
presencing practices
WHAT WE HAVE LEARNED / CONFIDENCE & CAPACITY

Facilitated Leadership Labs by the Presencing Institute for United Nations Leaders in 14 countries

In March 2021, the Presencing Institute began designing and facilitating Leadership Labs for United Nations leaders in 14 countries. Seven of the labs were launched by July (Bolivia, Ghana, Jamaica, Moldova, Serbia, Tanzania, and Uzbekistan), with the remainder due for completion by the end of 2021. Each lab involves senior leaders and staff from the UN teams operating in the country and focuses on increasing the effectiveness of the UN agencies in working collaboratively to support the achievement of the Sustainable Development Goals. The labs develop new prototype initiatives to turn participants’ insights into action and build stronger relationships across the UN country teams to enable more effective ways of working.

Supporting union leaders in efforts to bring about societal shifts and systems change

New York City has been at the forefront of some of the greatest societal challenges and social movements we have seen in the past year, as well as the source of intense expressions of solidarity and community determination to bring about change in healthcare and homecare systems. In partnership with Community Innovators Lab (CoLab) at MIT, PI worked with over 40 union leaders in New York in 2020 to support the activation of their leadership and wisdom in efforts to bring about systems change. Over 6 months, CoLab, PI, and the 1199 Education Department designed, tested, and delivered a program that, in the words of one participant, “gave us the courage and conviction to do the work we know needs to be done for our communities.”
Presencing Institute Team

**PI Team of Teams**

**PI Board**
6 members holding legal governance responsibilities
+ 3 Board Committees: Executive Committee; u.school Strategy; Finance Model

**Management Team**
6 people overseeing PI finance, personnel and overall management

**Operational Team**
8-10 people in roles designed to keep systems, teams and communications aligned

**Strategic Leadership Forum**
Strategic overview group of 12+ people with lead roles across PI, gathering on an ad hoc basis to review strategy and direction

**PI Faculty and Practitioners**

- **Senior PI Faculty**
  10-14 people overseeing curriculum, program quality, and faculty ecosystem

- **PI Program Faculty**
  20-30 people delivering programs

- **PI Practitioners**
  60-100+ people independently delivering work based on Theory U

**Core Team**
PI-wide team of 25+ people involved in developing and implementing PI programs and supportive infrastructure

**Project Teams**
10+ teams dedicated to developing and delivering major PI initiatives

**Global Team**
70+ PI practitioners from across the PI ecosystem providing mutual support in the development and delivery of PI programs around the world
Board

Becky Buell, Strategy & OD Consultant, MIT Community Innovators Lab, Oxford, UK
Dayna Cunningham, Dean, Tisch College of Civic Life, Tufts University, Medford, MA, USA
Maxime Houinato, Regional Director, UN Women, East / Southern Africa
Antoinette Klatzky, VP, Eileen Fisher Foundation, New York, USA
Dr. Christian v. Plessen, Senior Physician, Unisanté, Lausanne, Switzerland
Dr. C. Otto Scharmer, Board Chair, Senior Lecturer, MIT Sloan School of Management, Cambridge, MA, USA

Team

Julie Arts, Senior Faculty, U.Academy
Florentina Bajraktari, Global Programs Manager
Angela Baldini, Managing Director, PI Europe / Co-Founder, U.Academy
Olaf Baldini, Website, Graphic Design / Generative Scribing
Kelvy Bird, Knowledge Management / Director, Generative Scribing
Maria Daniel Bras, Lead, Digital Strategy
Deniz Cengiz, Operational Coordinator, Online Programs
Carmen Chacra, Operational Coordinator, U.Academy
Stefan Day, Media Strategy & Story Activation
Goetz Feeser, Managing Director, PI Europe
Marian Goodman, Senior Faculty
Grâce Victoire Gueye, Program Manager, SDG Labs
Arawana Hayashi, Co-Director, Social Presencing Theater / Senior Faculty
Rachel Hentsch, Lead, Communications
Kenneth Hogg, Director, Institutional Partnerships
Sebastian Jung, Lead, Social Presencing Theater, Research & Development
Katrin Kaeufer, Executive Director
Aggie Kalungu-Banda, Co-Founder, Ubuntu.Lab
Martin Kalungu-Banda, Co-Founder, Ubuntu.Lab, Senior Faculty
Leslie Koentje, Executive Assistant
Priya Mahtani, Lead, Editorial Team
Laura Pastorini, Lead, Latin America Development & Learning
Jayce Pei Yu Lee, Visual Storyteller / Generative Scribing
Eva Pomeroy, Lead, Research & Development
Janice Spadafore, General Manager
Manish Srivastava, Co-Director, Social Presencing Theater / Senior Faculty

Global Network of Practitioners and Volunteers

We would like to extend our deepest thanks to all of the amazing practitioners, artists, and faculty for their devotion to the work and goals of the Presencing Institute over the past several years. Without their engagement and dedication, the accomplishments and results described here would not have been possible.
All we need to do is to have a piece of the path to the future that is ours; and we polish that and we hone that, and we place that in the pathway that we are building; and of course as we build that pathway it changes us as the builders of the path and it also shapes the destination we are going to.

Dr. Noel Nannup, Aboriginal Noongar Elder
GAIA Journey
Our work is inspired by a vision of civilizational renewal that is grounded in **bridging the three divides** of our time: ecological, social, and spiritual. This vision makes us part of a larger movement that is already manifesting in places, organizations, and communities across the planet. Many people from every walk of life believe in the need for profound systems change, but do not yet know how to step into action.

The Presencing Institute has provided an **activation mechanism** designed to focus on the potential for change, as we have shown in countless labs, prototypes, and free learning infrastructures like u.lab and GAIA. Our vision is to grow the seeds of change into a fully integrated school for transformation that shifts the **inner place** of learning from head to heart and from heart to hands — and moves the **outer place** of learning from the classroom to the real world.

The **u.school for transformation** democratizes access to awareness-based systems change. It consists of five core elements:

- access to new methods and tools;
- practice fields where new behaviors can be learned and adopted;
- arenas of activation to spark and connect with our highest aspirations;
- ongoing and customized support structures to review, refocus, and regenerate as needed;
- cutting-edge research and knowledge creation.

We know that in order to really transform a system, we need to shift our consciousness. This shift — from ego-system to ecosystem awareness, focusing on the well-being of all living beings — needs a support structure.

The **u.school for transformation** has a vision to democratize access to such a support structure. It is a school without borders, connecting changemakers and movement-makers across systems, supporting them with an action-learning environment that integrates head, heart, and hands to co-create a just, inclusive, and regenerative society for all.
Supporters

We are profoundly grateful to our generous supporters:

GIFT IN HONOR OF DALE MCDONALD

Partners
Presencing Institute
Financials
2020–2021

Operating Expense by Function
Fiscal Year Ended June 30, 2021

Summary Profit and Loss Report
Fiscal Year Ended June 30, 2021

<table>
<thead>
<tr>
<th>Revenue &amp; Support</th>
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<td>Institutional Engagements</td>
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<td>Grants (Exchange &amp; Non-exchange)</td>
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<td>Donations</td>
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<td>Products, Coaching &amp; Other Income</td>
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<table>
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<th>Operating Expenses</th>
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<tr>
<td>Staff &amp; Faculty</td>
<td>$ 2,566,850.86</td>
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<td>Website &amp; Platforms</td>
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<td>General Administration &amp; Depreciation</td>
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<td>Professional Services &amp; Insurances</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$ 2,814,880.16</strong></td>
</tr>
</tbody>
</table>

| Net Income                                      | $ 231,983.87 |
The ability to shift from reacting against the past to leaning into and presencing an emerging future is probably the single most important leadership capacity today.

Otto Scharmer,  
*Leading from the Emerging Future*