courage to care VIC
An initiative of B'nai B'rith
CREATING A GENERATION OF UPSTANDERS

B'NAI B'RITH **COURAGE TO CARE** (VIC) INC 2022/23 **ANNUAL REVIEW**

OUR MISSION: CREATING A GENERATION OF UPSTANDERS

B'nai B'rith Courage to Care (Vic) Inc's purpose is to educate about the dangers of prejudice, racism and discrimination and to promote acceptance of diversity by:

- Creating awareness of the dangers of discrimination, racism and prejudice;
- Educating to challenge attitudes and behaviours;
- Demonstrating that every individual can make a difference;
- Transforming 'bystander' behaviour to 'Upstander' action.

Each person can make a difference. Never be a bystander.

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Courage to Care acknowledges the traditional owners and custodians of the land on which we live and work. We honour the strength and resilience of Aboriginal and Torres Strait Islander peoples and pay our respects to their Elders past, present and emerging.

COURAGE TO CARE

Courage to Care delivers Upstander Programs, in schools and workplaces, which use the period of the Holocaust as a vehicle to explore racism, prejudice, stereotyping and bullying.

Our focus is on education and encouraging Upstander behaviour. We are not an advocacy organisation *per se* but when incidents arise, we proactively promote individuals and organisations to make informed decisions and take whatever action, within the rule of law, they deem appropriate.

Highlighting the acts of the 'Righteous Among the Nations' and the heroes of other genocides, the program inspires participants to be Upstanders, not bystanders, when they are witnesses to acts of injustice.

The personal testimony of Holocaust survivors and custodians of their stories underpins the key message that indifference to discrimination and bullying normalises these behaviours and emboldens the perpetrators. Focusing on the experiences of Holocaust survivors who were saved, Upstander Programs demonstrate that the heroes were often ordinary people who, when confronted by evil, behaved in extraordinary ways. These are the 'Righteous Among the Nations', and their actions are testimony to the belief that every person can make a difference.

Upstander Programs are a dynamic, intensive experience which challenges participants to consider their own actions and attitudes and the meaning of what it is to be an Upstander instead of a bystander. Programs are offered for secondary school students (SYP), middle school students (MYP) and the program for Upstander training in the workplace for corporate clients and teachers has proved popular.

Courage to Care was conceived and, from inception, has been delivered by dedicated and passionate volunteers. Exhibitions are held in regional Victoria and, increasingly, schools are visited (incursions) across the state of Victoria. Workshops are delivered directly into workplaces and schools.

By exploring the consequences of widespread bystander behaviour under the extreme circumstances of the Holocaust, and the far-reaching benefits of choosing to be an Upstander, Courage to Care aspires to create a generation of Upstanders.

"We've have a great partnership with Courage to Care over the years and value the contribution it makes to our students' development."
teacher, Carey Baptist Grammar School

Student group in facilitation.

JUDY GLICK, CHAIR COURAGE TO CARE (VIC) INC.

This past year has been a year of consolidation, celebration and change for B'nai B'rith Courage to Care (Vic) Inc.

We were so pleased to be back in schools delivering the Upstander Programs. It is a credit to our staff and our volunteers that in spite of two pandemic years, we did not miss a beat and were able to deliver the programs as if there had been no interruptions at all. Schools were very happy to welcome us back after the long wait and multiple postponements. We have trained new facilitators and custodian speakers, consolidating our ability to deliver our programs into the future with the expanded relationship with the Department of Education.

We celebrated our 30th Anniversary with two weeks of events at the ARK Centre. It was wonderful to see so many supporters, friends, volunteers, both past and current, joining in the celebrations.

The 30th Anniversary was a fitting time to acknowledge and officially farewell Dr. Tony Weldon OAM FRACP, who stepped down after seventeen years of holding the position of Chair. His achievements are myriad and he is still very much engaged with Courage to Care.

At the August AGM, I was elected to take Tony's place as Chair. It is a great honour to have this level of involvement with Courage to Care and I hope I can contribute meaningfully.

Our relationship with the Department of Education spans over twenty years and we are delighted to have signed a four year contract for continuing funding support. We also acknowledge the long term support from our Principal Partner, the Gandel Foundation.

My sincere thanks go to Mike Zervos, our CEO, for his leadership, commitment and guidance, to our staff—Zoi, Lisa, Karen and Sarah—to all our volunteers whatever role they play, and to our partners and supporters who ensure we can keep spreading the Upstander message.

I hope you enjoy reading this Annual Review and we welcome your continued support as we strive to create a generation of Upstanders.

Judy Glick
Chair, B'nai B'rith
Courage to Care (Vic) Inc.

JACK AGHION, VICE PRESIDENT, B'NAI B'RITH, VICTORIA

On behalf of Dr Peter Schattner, President of B'nai B'rith Victoria (BBVic), I would like to commend Courage to Care for its achievements over the past year.

As a long-time member of BBVic, I have personally seen the B'nai B'rith Courage to Care project grow from small beginnings to the wonderful and much recognised organisation that it is. There is a sense of pride and satisfaction at BBVic from all your achievements over the years. This is reminiscent of the *naches* one feels when a son or daughter's accomplishments are such that people ask with emphasis: "Are you related to …?"

Your original concepts of educating the community to adhere to the principles, that each one of us can make a difference by standing up to overwhelming forces, transpiring into teaching children in schools to stand up to bullying and protecting victims of abuse, are awe-inspiring.

The ever-growing recognition of your work not just by the community, but also by the Victorian Government itself, attests to the worth of what you do.

We appreciate that Courage to Care and many of your members maintain their ties with BBVic in promoting our annual Human Rights Oration, as well as involvement in a number of events supporting First Nations Peoples.

I can do no better than to quote Peter's concluding words in last year's Annual Review: "B'nai B'rith congratulates you and hopes that you continue to grow from strength to strength, and prays that our two organisations continue our partnership in promoting a much more tolerant world".

Jack Aghion
Vice President, B'nai B'rith Victoria
Chair, First Nations Reconciliation Project
on behalf of Dr Peter Schattner,
President, B'nai B'rith Victoria

JOHN GANDEL
PRINCIPAL PARTNER

The Gandel family and Gandel Foundation continue to proudly support Courage to Care Victoria as Principal Partner. Not just with funding, but also with advocacy, guidance, advice and collaboration.

We were pleased to support the 30th Anniversary Exhibition celebrations held in May 2022 at the Ark Centre. We acknowledge the significant contribution of Dr Tony Weldon OAM FRACP who, after seventeen years as Chair, stepped down. Judy Glick who was Vice Chair has stepped up to Chair; the transition was seamless.

The last few years has been challenging for us all, but the For-Purpose sector has probably borne the brunt of it. Many educational organisations were unable to deliver on their mission in traditional ways, while some—like Courage to Care—managed to successfully adjust their delivery to reach out to their core audiences.

Face-to-face learning has always been the strong, and very successful, feature for Courage to Care. It is pleasing to see that in 2022 it was once again able to visit schools across Victoria with its Upstander Programs. . The COVID challenges have not resulted in the reduction on the need, or demand, for Courage to Care teachings.

Every organisation, no matter how large or small, needs strong leadership, management and operations to successfully deliver on their mission. We continue supporting the role of the Chief Executive Officer and extending our funding for another three-year period. My hope is that this support will strengthen the capacity of the organisation and demonstrate the vital need for such a role.

I was particularly pleased to see that the Department of Education has also committed increased funding to support Courage to Care over multiple years.

Gandel Foundation would also like to acknowledge the hard work of countless individuals who give their time, energy, funding and wisdom to make Courage to Care as successful as it is. This especially goes for the volunteers, who are truly the lifeblood of this grassroots organisation – you deserve special recognition! In my past messages I referred to a world that is becoming more challenging with growing racism, prejudice and anti-Semitism. Sadly the situation doesn't seem to be getting better. If anything we are witnessing an even more turbulent world, with more acts of racism and anti-Semitism occurring all too often, becoming more mainstream.

That is exactly why we need the likes of Courage to Care, to teach young people and share the messages of hope, of caring for fellow human beings and of standing up for what's right in this world. The young people of today need guidance, can learn from the past and learn to be – and do—better, helping make this world a more humane and compassionate place. I put my hope in the hands of organisations like Courage to Care to guide our youth on the right path, the path of becoming a force for good – for all of us.

John Gandel AC
Chairman and Co-founder, Gandel Foundation

ALPHA CHENG
AMBASSADOR

Earlier this year, the NSW Premier dropped a bombshell. The revelation about his choice of dress at a birthday party decades ago was shocking to many. It is easy to pass judgement regarding the act and the way it was handled. It didn't seem that long ago that Prince Harry was caught in a similar situation. I do not think this is the last. As a former teacher, I view this as a teachable moment.

Why does this seem to keep happening? In a recent memoir Prince Harry wrote, "I'd long understood that the photo of me in a Nazi uniform had been the result of various failures—failure of thinking, failure of character. But it had also been a failure of education. Not just school education, but self-education. I hadn't known enough about the Nazis, hadn't taught myself enough, hadn't asked enough questions of teachers and families and survivors."

This is where Courage to Care can step in so remarkably. In a crowded History curriculum, where Holocaust history is one dot point, the Upstander program provides a unique opportunity for students to meaningfully engage with lived-experience testimony and to develop the courage to stand up against racism, bullying and prejudice. It teaches that every individual has the power to make a difference. That difference could be as small and simple as thinking twice about one's action; perhaps it gives one person the courage to tell a friend, to stop or reconsider a problematic choice.

In 2023, International Holocaust Remembrance Day marked 90 years since the Nazis assumed power and their persecution of everyone they thought of as "inferior". While Courage to Care is rooted in Holocaust testimony, it is also about countering the dangers of racism, discrimination and bullying in any form.

I want to take this opportunity to highlight a group that is often hidden in the Holocaust studies—people with disability. The NSW Premier apologised to Jews and veterans – but disabled people were also a persecuted group and victims of the Holocaust. Often people with a disability lack the voice to fight against discrimination, unfortunately still major issue in Australia today:

- 44% of complaints received by the Australian human rights commission are about disability discrimination,
- 22% of people aged over 15 with disability experienced some form of discrimination, compared with 15% without disability.

The Disability Royal Commission continues to report alarming statistics on the extent of violence, abuse, neglect and exploitation against people with disability.

How can we help amplify their voices? How can we continue to support those with disabilty? What can we do to encourage young people to be Upstanders for those with disabilities?

As always, there is no simple answer. But what I do know is that every extra effort from Courage to Care staff, volunteers and supporters makes a difference. It has an impact on young people, students and participants. I hope 2023 brings along more new opportunities.

Alpha Cheng
Ambassador, Courage to Care

SIR GUS NOSSAL
PATRON

After two years of difficulties due to the necessary conditions imposed by COVID, particularly on schools, it is very gratifying to learn of the successful delivery of the Courage to Care Program to so many schools and students during these last 12 months.

The pandemic showed us examples of both the best and worst of human behaviour. The best: in the manner so many in the community showed determination to face the challenges presented. From the dedicated scientists who identified the offending virus and those who developed both vaccines and treatments, to those who supported their neighbours by simple acts of kindness through the hardest times. The worst: those in the community who suggested conspiracy theories and took advantage of the fears and anxieties of others. This has been a timely reminder of the different manner in which we react at times of relative crisis.

At the time of writing this, students have commenced the next phase of their lives in further education at universities or trade institutions or have decided to take a break from their studies. However, regardless of the marks they achieved in any of their subjects at school, the ethical values these students have acquired during these formative years will be of critical importance in the development of their character and behaviour as adults.

The Courage to Care programs contribute in a very meaningful way to the development of attitudes to one another and so the increasing involvement of schools and students from Year 5 onwards is to be welcomed.

Congratulations to all involved in the development and delivery of these important programs – may they go from strength to strength.

Sir Gus Nossal AC CBE FRS FAA FTSE
Patron, Courage to Care

UNCLE BOYDIE TURNER
PATRON

I acknowledge the custodians of the land of my people, the Yorta Yorta where I live, and of the Kulin Nation, where most of your valuable volunteers reside, and pay my respects to our Elders, past, present and future. I also pay my respects to your treasured Elders, including Holocaust survivors, their descendants and all your volunteer educators, for the passionate work of educating the breadth of the Australian community on having the "courage to care".

During the recent floods in the Shepparton region I experienced firsthand the positive impact volunteers can have when a community is under duress.

I have seen a lot in my 94 years and, sadly, I know too well what happens in a society of bystanders.I grew up in a country where few had the "courage to care" for my mob. My family was well aware of discrimination based upon racial prejudice.

I remember, as a 10-year-old, when my grandfather, after years of futile activism for my people's human rights, travelled from Melbourne to conduct Sydney's Day of Mourning on 26 January 1938. And, in November of that same year, as secretary of the Australian Aborigine's League, his distress on reading in The Argus of the atrocity we now know as Krystallnacht. As an Aboriginal man, Grandfather could sadly recognise the fear, desperation, bewilderment and a sense of hopelessness which the Jewish people faced in Europe.

I am so proud that Grandfather fought for what he knew was right, and that the volunteers of Courage to Care put their hearts and souls likewise into educating people to do the right thing—to not be bystanders.

Any new opportunity to achieve greater awareness and understanding of the values my Grandfather, William Cooper, represents, must be nurtured and strongly encouraged. I am delighted that Courage to Care celebrated its 30th anniversary and wish you continued success for the future. Thank you again for the privilege of being a Patron of Courage to Care.

Together, we can make a difference!

Uncle Boydie Turner
Patron, Courage to Care

CEO'S REPORT: CREATING A GENERATION OF UPSTANDERS

It is an honour to be again contributing the CEO's Report of B'nai B'rith Courage to Care (Vic) Inc.

I continue to be amazed by the resilience and willingness of our wonderful staff, volunteers and supporters to make us even better. I extend my appreciation to our staff and volunteers for the enthusiastic and professional way I have been able to interact with the Courage to Care "family".

Our Committee of Management (CoM), so ably led for many years by Dr Tony Weldon OAM FRACP, continues to provide excellent oversight and strategic direction. A testament to Tony's leadership is how smoothly and successfully he transitioned the Chair role to our Vice Chair Judy Glick.

The CoM is a cohesive unit that continues to focus on the big picture and rise to the challenges that confront us. I would like to express my appreciation to Tony, Judy, and the respective Chairs of our four key subcommittees for their guidance and support.

Everything the CoM does has in mind our strategic direction, the welfare of our volunteers, and how we can grow our impact in schools and the broader community. Also, we are very fortunate to have four enthusiastic staff members—Zoi, Karen, Lisa and Sarah—as providing such a high standard of work. They continue to amaze me with their positivity and willingness to contribute above and beyond.

Despite the challenges experienced by many over recent years, 2022 was a year of significant achievements with us entering into a long term funding contract with the Department of Education. I take great pride in looking back over such a successful year and am honoured to be part of such a positive and productive team. 2022 was a record year as we reached 11,979 students, the most ever!

We also celebrated our 30th Anniversary in style with an Exhibition at the Ark Centre.

While there will always be challenges, we have confidence that our operating model is robust, and we continue to have strong demand from schools for our programs. Our evaluations tell us we are making a difference.

As we grow, the support of our donors and volunteers is needed more than ever to ensure we can meet the demand from schools. Our attitude is one of continuous improvement and capacity building, with a number of areas that we will focus on.

Strategic Direction: Creating a Generation of Upstanders

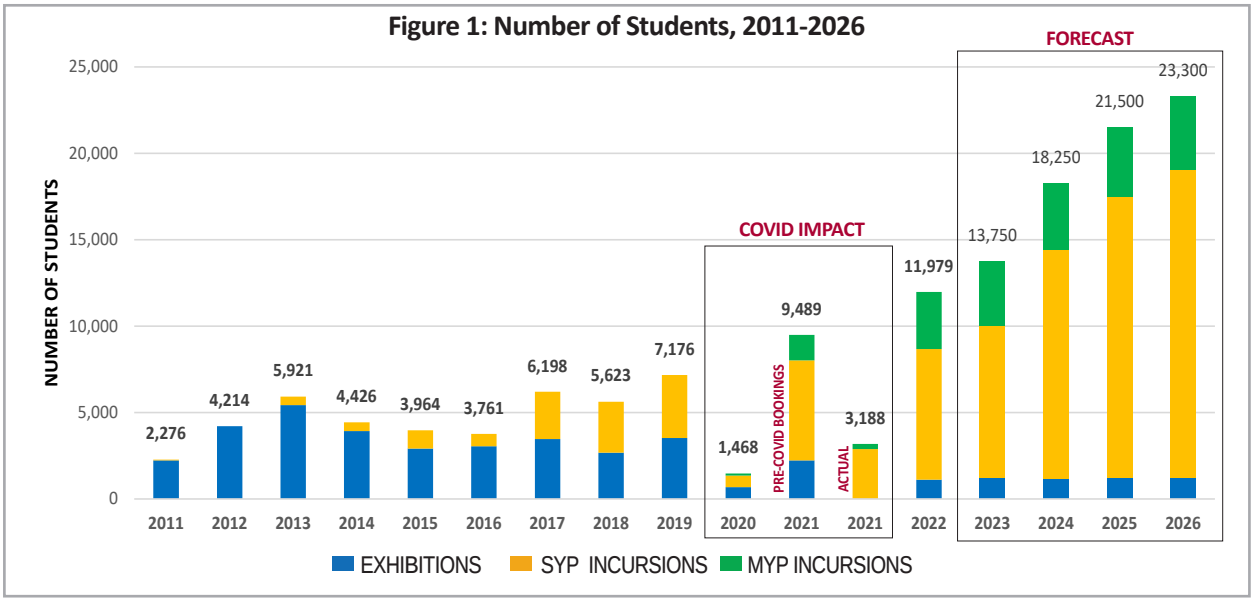
We are setting ambitious targets for ourselves and have recommitted to build on our successes of the past with the aim of reaching over 75,000 students over the next four years.

Detailed in Figure 1 below are our historic and planned student numbers. We have set targets to reach more students than ever before with the emphasis on our SYP program, particularly focused on Year 9 students.

So, what will Courage to Care look like in the future?

- We will proudly celebrate our achievements and continue to set ambitious goals for even greater impact.
- Our position within the not-for-profit education sector will be well understood and respected. Our brand will be much more widely known and appreciated.
- We will continue to live by our values, being an employer of choice and where volunteers are proud to be involved.
- Alongside like-minded organisations, we will have enhanced the memory of, and learnings about the Holocaust, particularly for our younger generations.
- We will have liaised with our interstate counterparts, ensuring we work collaboratively towards Courage to Care across Australia.
- Our volunteer support will be from a broader cross-section of the community and will be respected for its diversity and contribution. Our

Figure 1: Number of Students, 2011-2026



Members of the Committee of Management, including outgoing Chair, Tony Weldon.

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GOVERNANCE

aim is to have more than 200 active volunteers contributing over 2,500 days annually.

- We will have significant impact with our Middle Years Program reaching younger students and the continued growth of our Secondary Years Program.
- We will have a focus on reaching Year 9 students, reinforcing the importance of Holocaust education.
- We will focus on outcomes and impact, evaluating our performance always looking to improve.
- We will have a commercially viable social enterprise fee-for-service offering, including professional development for teachers, business and the broader community.
- We will continue to be financially responsible, respecting the trust donors have given us.

These are ambitious goals and we have every confidence that, with the continued generosity of our supporters and the contribution of our wonderful staff and volunteers, we will continue to make real progress.

I look forward to sharing progress towards us creating a generation of Upstanders with you throughout the year.

Mike Zervos
Chief Executive Officer

2022 saw a return to some normality for Courage to Care and a significant change in our leadership with our Chair Dr. Tony Weldon FRACP OAM stepping down after serving as our Chair since 2005.

Significant progress continued to be made in our strategic outlook, professionalism and positioning as an education organisation.

We are committed more than ever to work towards creating a generation of Upstanders!

Outlined here are some overall comments followed by a specific report dedicated to each of our four subcommittees.

Our subcommittees are:

- Education
- Survivor & Volunteer Relations
- Marketing & Fundraising
- Audit and Risk

Our governance structure is summarised in the diagram in Figure 2 below. Although it may look complex, this subcommittee structure gives us a solid foundation for growth and a pathway for volunteers to be involved in their particular areas of interest and expertise.

Figure 2: Organisational Structure

Volunteers elect the Committee of Management. Committee of Management Executive Members (Chair, Vice-Chair, Treasurer and Secretary) must be B'nai B'rith Victoria members.

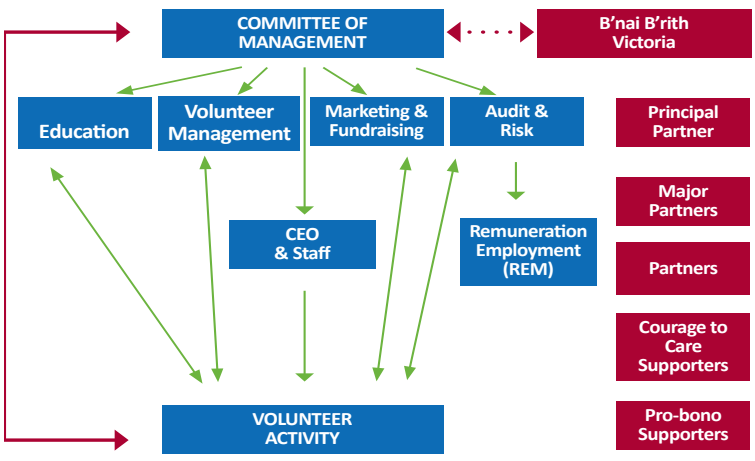


Figure 3: Subcommittees reporting to the Committee of Management

Committee of Management at December 2022

Chair: Judy Glick (from 3 August 2022, previously Vice Chair)
Dr Tony Weldon OAM FRACP (to 3 August 2022)
Vice Chair: Kerryn Lowe from 3rd August 2022
Treasurer: Vicki Lustig
Secretary: Lesley Gaspar
Members: Harry Better OAM
Lani Brayer, Sabrina Chakman, Susan Hearst, Allan Kaufman, David Klein, Kerryn Lowe, Kay Ronec

Our Committee of Management was elected at the Annual General Meeting held 3rd August 2022.

The Committee acknowledges the amazing contribution of Tony Weldon, who retired from the Committee. Tony continues to be an active contributor across many areas of our activity.

As testament to how far we have come under Tony's leadership, this change of leadership was well-planned and considered.

Our Vice Chair, Judy Glick was elected as Chair and our current Committee member Kerryn Lowe was elected as Vice Chair. Both Judy and Kerryn were elected unopposed.

To quote Tony:

> *"When I, rather reluctantly, took on the Chairmanship in 2005 it was because I was concerned that the potential was there for the organisation to implode, and not survive.*
>
> *I was determined to do my best to ensure that this did not happen.*
>
> *Looking back, I am proud of what we have all achieved together.*
>
> *Our current CoM consists of very talented individuals each of whom brings particular skills to this organisation.*
>
> *I am very confident that despite this change in leadership, Courage to Care will grow and develop further and become increasingly effective in its endeavours over the next 30 years."*

Here's a little about both Judy and Kerryn.

Judy Glick

Judy has an educational background working as a secondary science teacher in both the public and private sectors for over 18 years. Being a passionate environmentalist, she moved to CERES Environment Park, initially teaching and developing programs in the excursion program. Over her more than 20 years at CERES, Judy became the manager of the excursion program and progressively was involved in grant writing, strategic planning, fundraising and partnerships.

At the end of 2017 Judy retired from CERES and after catching up on all those matters that had been waiting for attention, looked for an organisation where she could contribute her skills and experience as a volunteer.

A friend directed her to Courage to Care. The overlap with Judy's experience was striking. Courage to Care delivers values driven behaviour change programs to school students, it has a strong clear mission, delivers the programs face to face and at no charge, making fundraising an essential activity.

Judy has been working on strategy and on gaining resources to support the organisation. She is a keen gardener, loves reading, coffee with friends and is a curious and adventurous traveller.

Outgoing Chair, Tony Weldon at his farewell.

New Vice Chair Kerryn Lowe, left, and Chair, Judy Glick.

Kerryn Lowe

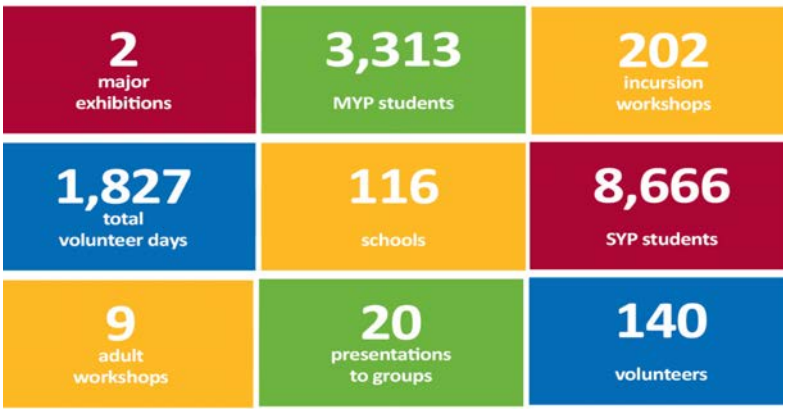
Kerryn grew up in Doncaster and attended Mount Scopus Memorial College for secondary schooling. She studied Arts/ Law at Monash University and was very involved with many clubs and was a student representative on a University Board. During this time, she was also a foundation member of the Dinosaur Softball Club. Most recently she worked for Melbourne Airport as their in-house legal counsel. Kerryn was attracted to join because the schools' program teaches and empowers students to stand up to bullies and discrimination. Raising awareness of the Holocaust is also important to her. Kerryn currently volunteers for a few other community groups and still has time to enjoy time with her family, cooking and planning her next holiday.

Relationships with other organisations

- Courage to Care continues to work closely with other organisations to ensure collaboration and synergy, and to share knowledge and expertise.
- We continue to communicate with the **Victorian Department of Education** and welcome opportunities to work even more closely together under our new funding agreement.
- **Courage to Care (NSW) and other states:** Interaction with our counterparts in other states continues to be strong and we continue to look for synergies. We look forward to even closer working relationships into the future with the creation of a national entity: Courage to Care Australia.
- **Melbourne Holocaust Museum (MHM):** Previously known as the Jewish Holocaust Centre, this is the major centre for education and research about the Holocaust. The Upstander Program we offer to students is complementary to programs offered by the MHM in Victoria. Our respective CEOs discuss areas of mutual interest.
- **Gandel Holocaust Studies Program for Australian Educators:** We proactively offer our Upstander Program to graduates of this amazing course of study.
- **Catholic Education Office:** We continue to strive to maintain a strong working relationship.
- **William Cooper family:** Our continued relationship with the William Cooper extended family remains strong. An inspiring role model as an Upstander, Uncle William Cooper (1860-1941) was an Aboriginal activist and leader of his community who also saw the injustices of the world around him at a time when his own people were struggling for equality and their place in Australian society.

  When he read about Kristallnacht in far off Europe he led a delegation of Aboriginal men and women to march to the German consulate in Melbourne to present them with a letter condemning the Jewish persecution.
- **Gen2Gen:** We were pleased to once again collaborate with Gen2Gen on the third Culture without Borders wall initiative. Students from different religious and cultural backgrounds participated in the creation of a street art mural.
- **Jewish Museum of Australia:** We continue cross-promoting our respective offerings and were pleased to hold an end of year event at the Museum.
- **In One Voice:** Courage to Care participates in this annual street festival of Jewish community and culture in the streets of Elsternwick.
- **Jewish Community Council of Victoria (JCCV):** The JCCV brings the Jewish community together. We are significantly increasing our collaboration with this Victorian umbrella body on joint educational program delivery.
- **Education Organisations Forums:** We encourage CEO meetings to foster cooperation and shared learnings across education organisations.
- **Afri-Aus Care:** We are reaching out to look for areas of mutual interest.

Figure 4: Key 2022 Statistics



Descendants of William Cooper proudly listening to his grandson, our Patron, Uncle Boydie

"The Education Subcommittee provides subject matter expertise on all educational matters and assists with the development, management and ongoing review of all Courage to Care education program offerings and related volunteer training. I'd like to thank each member of the Subcommittee for their dedication and expert contribution in 2022."

Sabrina Chakman, Chair

EDUCATION PROGRAM

Chair: Sabrina Chakman
Members: Lani Brayer, Amanda Burritt, Randi Grose, Mark Kestin, Bev Rosenberg, Barbara Stowe, Tony Weldon
Advisors: Claire Gescheit, Nicole Scott

We acknowledge Richard Smith and Jenny Better, who stepped down from this Subcommittee during 2022.

The Subcommittee reports to the Committee of Management (CoM) on all relevant education, training and programmatic matters providing advice and recommendations to CoM. It interacts with other Subcommittees of Courage to Care as required.

Despite all the disruptions over recent years, in 2022, we made significant progress in many areas referenced in this report. We offered our Upstander Programs to nearly 12,000 students which is the most students ever reached in a year!

Department of Education (DE) Increased Funding Support

We are delighted to have confirmation of increased funding support from the Department of Education for the next four years. The funding will support offering our Program to Year 9 students throughout the state, continued commitment to regional Victoria as well as continued support of our existing Programs.

This is wonderful acknowledgement of the importance of the lasting impact on the students and teachers with whom we engage. We know that the message we deliver is needed more than ever and our work has just begun. With this endorsement we know that we can continue to offer schools and the community programs that make a real difference.

School Programs

Schools Exhibitions & Regional Victoria

We continue our commitment to rural and regional Victoria which represents almost half our total activity.

The organisational effort needed for delivery of our Upstander Programs via an Exhibition is substantial. All bookings are preceded by calls from volunteers to identify relevant teachers at each school and subsequent multiple exchanges of correspondence and calls to confirm all on-the-ground arrangements to ensure everything runs smoothly when our team arrives.

We are fortunate that most major regional exhibitions are hosted by schools at no cost to us. We were pleased to be hosted by the River City Christian College in Echuca in May 2022.

Locating these venues is a time-consuming task because while many schools are willing, even enthusiastic, to host us, few have the space available to accommodate us.

Notwithstanding this support, holding regional programs incurs significant costs, including the direct costs of transporting the exhibition showcases, volunteer accommodation and meals, and bus subsidies to schools that cannot otherwise bring their students to us. In total each exhibition inviting around 1,000 students can cost up to $20,000 in direct costs.

Incursions: Upstander Programs in Schools

An incursion is the delivery of our Upstander Programs directly into an individual school during one or multi-day visits. The incursion program, which began in 2013, has been so well-received by schools that incursions are now the dominant and growing part of our service delivery in both metropolitan and regional Victoria.

With the introduction of our laptop-based incursion equipment, the program offered at an incursion is now essentially the same as at a full exhibition.

There are two complementary programs which were delivered in 2022, with the younger students participating in the newer Middle Years Program.

Mark Kestin with students.

"The Holocaust survivor speech was extremely **moving and influential for me. I listened intently** throughout the speech, especially because **George [Deutsch] was a survivor and had firsthand retells from his parents.** I want to say how your speech has deepened my **understanding of why Upstanders can change someone's life."**

student at Doncaster Secondary College

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Secondary Years Program (SYP) for Year 8-12

Our Secondary Years Program (SYP) is our predominant program that has been carefully developed over many years for students in Years 8 to 12. It explores the dangerous progression that begins with stereotyping that can the lead to hatred and genoicide,

In consultation with the Department of Education an increasing focus will be on reaching Year 9 students to build on their Holocaust education. Our focus is on the behaviours and learnings from history.

Sharryn Goldman facilitates a Middle Years Program.

Middle Years Program (MYP) for Grade 5 to Year 7

Our newer Middle Years Program (MYP) was carefully developed for students in Year 5 to Year 7. It introduces the acceptance of diversity and concepts such as stereotyping, prejudice and discrimination.

The inaugural delivery of MYP took place in March 2020 to all Year 5 and 6 students at Hawthorn West Primary School.

We successfully embedded the MYP into our Upstander Program offerings in 2022. The learnings from earlier years allowed us to continue to refine the program, which is now robust and extremely well-received by schools and students. Early hesitation from our volunteers about delivering programs to grade 5 and 6 was soon dispelled with very positive feedback on the enthusiasm shown by the younger students.

At the heart of all our program delivery is the concept of "safely in and safely out", meaning we ensure students are not exposed to images or stories that will cause harm.

Bev Rosenberg facilitates a workshop.

Middle Years Program, 2022. Student groups are engaged by trained facilitators to promote Upstander action.

"I really liked the quote that it takes only one person: 'It's like you're drowning. It only takes one hand to reach out and pull you out, not 50.' Just one."

student, St Joseph's College Mildura

Figure 6: What do we do?

Transform bystander behaviour to Upstander action through educational workshops

SCHOOLS PROGRAM
- Regional exhibitions
- Incursions
- Secondary Years Program (SYP)
- Middle Years Program (MYP)
- Remote Program (in development)

WORKPLACE PROGRAM
- Public and private organisations
- Clubs and societies
- Teacher professional development / in-service

A large bus and team heads off on the Mildura incursion.

"I learned that being a bystander is allowing the bully to think what they are doing is acceptable."

student Bendigo South East College

"The most inportant thing for me was learning how to help people and don't just stand there."

Year 5/6 student, St Margaret's Primary School Maribyrnong

All prepared and keen to go to Hawthorn West Primary School.

"The most important thing I learnt was that being a bystander is just as bad as being the perpetrator because it gives the perpetrator motivation to keep doing what they're doing."

student, St Joseph's College Geelong

"I learnt about stereotyping is wrong and a little bit about what was happening about WW2 and about racism plus I learnt really interesting things and a bunch **of new things and we did whole bunch of activities and I learnt SO** MUCH!"

Year 5 student, St Kilda Primary School

Figure 7: How we do it

SECONDARY YEARS PROGRAM
- 105 minutes
- Documentary
- Survivor Speaker
- Facilitated discussion
- Upstander Toolkit

MIDDLE YEARS PROGRAM
- 90 minutes
- Key concepts
- Where hatred leads
- Survivor speaker
- Bystander behaviour
- Upstander guidance

WORKPLACE TRAINING
- 180 minutes
- Bystander behaviour obstacles to action
- Facilitated discussion of workplace

REMOTE PROGRAM DELIVERY (IN DEVELOPMENT)
- Used during COVID
- Hard to access schools

This team delivered a Middle Years Program.

Hitting the road to deliver an incursion in Geelong.

Ready for take off.

Happy to get going.

This team off again.

A large team needed for this incursion.

Off we go again.

SCHOOLS, SCHOOLS, SCHOOLS!

Thanks to the efforts of our volunteers, since 2000 Courage to Care has visited schools in every region in Victoria.

We are proud to visit Government, Catholic and Independent schools across the state and that 2022 was our busiest year ever. The table below lists the schools which were engaged by the Courage to Care program in 2022. Their locations are indicated in the map above in red, with pre-2022 locations identified in green.

Alkira Secondary College
Auburn South Primary School
Ballarat High School
Beaumaris Primary School
Bendigo Senior Secondary College
Bendigo South East College
Beth Rivkah College
Brauer College
Brighton Grammar
Brighton Secondary College
Camberwell Grammar
Carey Baptist Grammar School
Carnegie Primary School
Caulfield Primary School
Cheltenham Secondary College
Cohuna Secondary College
Coldstream Primary School
Collingwood College
Corpus Christi Primary School
Creek Street Christian College
Deniliquin Christian School
Deniliquin High School
Doncaster Secondary College
Echuca College
Elsternwick Primary School
Firbank Grammar School
Flinders Christian Community College
Girton Grammar School
Gladesville Primary School
Greater Shepparton Secondary College
Haileybury College Newlands campus
Haileybury College, Castlefield campus
Haileybury College, City campus
Haileybury College, Edrington campus
Hawthorn West Primary School
Henderson College
Heyfield Primary School
Iona College Geelong
Kamaruka Education Centre
Kerang Technical High School
Kingsley Park Primary School
Kyabram P-12 College
Lynall Hall Community School
Melbourne High School
Merbein P-10 College
Mildura Christian College
Moama Anglican Grammar School
Mooroodue Primary School
Mordialloc College
Mortlake P-12 College
Mount Lilydale Mercy College
Mountain District Christian School
Nathalia Secondary College
Newborough East Primary School
Port Melbourne Secondary College
Preshil, The Margaret Lyttle Memorial School
Red Cliffs Secondary College
Red Hill Consolidated School
River City Christian College
Rochester Secondary College
Rowellyn Park Primary School
Scotch College
Shepparton ACE College
St Andrew's Primary School Clayton South
St Anne's Primary School Seaford
St Clare's Primary School Thomastown West
St Francis Xavier Primary School
St Joseph's College Echuca
St Joseph's College Geelong
St Joseph's College Mildura
St Kilda Primary School
St Margaret's Primary School Maribyrnong
St Mary's College Seymour
St Mary's Primary School Ascot Vale
St Oliver Plunkett Primary School
St Peter's College Cranbourne campus
St Peter's College, Clyde North campus
St Peter's Primary School Clayton
St Thomas More Primary School Hadfield
Surfside Primary School
Suzanne Cory High School
Swinburne Senior Secondary College
Traralgon College
Trinity College Colac
Trinity Lutheran College Mildura
Yering Primary School
Yeshivah College
Mildura Christian College
Moama Anglican Grammar School
Mooroodue Primary School

Program Resources and Collateral

Materials are available to teachers and students at the conclusion of program delivery and via our website. These include:

Upstander toolkit for students. A two-sided, single-page handout with very practical ideas on how to act. The handout is QR coded so it can be easily downloaded from our website.

Stickers and wristbands. A series of stickers for students and the Upstander wristbands are available. We are monitoring the usefulness of these and may review the longer term effectiveness.

Teachers' Upstander Activity Pack. A teaching and learning resource offered to teachers for free download following participation in the Courage to Care SYP Upstander Program. It is based on a selection of six stories from the two volumes of Julie Meadows' Courage to Care Anthologies.

The Upstander Activity pack was developed by teachers and for teachers to be scalable and flexible, catering to multiple year levels, a diverse range of learners, and differing lesson timeframes. Designed to generate motivation and passion through creativity, choice, problem-solving, collaboration, and connections to real-world issues, it is an aid to teaching in a number of specific areas of the curriculum.

Upstanders Handbook. This new dowloadable resource for classrooms was researched, sourced, written and compiled by a select editorial team of Education Subcommittee members, with further professional advice from educational experts.

The student workbook that had been in use in our SYP up until 2021 was essentially the same as the handbook created for the original exhibition. As the SYP program has been redeveloped and strengthened, a new resource that more directly supports the current SYP and reflects our mission to transform bystanders to Upstanders was seen as essential.

The new Handbook is intended to extend the SYP experience by encouraging students to deepen and broaden their understanding of contemporary issues, the social contagion that leads from stereotyping to prejudice, to discrimination, to violence and, ultimately, to genocide. The Handbook also offers very practical pathways for positive action.

The new Handbook is offered to teachers in digital format allowing for flexible distribution to students.

This substantive work was undertaken under the direction of our Program Manager, Zoi Juvris, and we acknowledge the significant contribution of our volunteer editorial team of Sabrina Chakman, Sandra Hyde and Lesley Douglas, with contributions from Mark Kestin, Mara Bron, Richard Smith, Randi Grose, Jenny Better and others, and audited by the entire Education subcommittee.

Pearl Stock delivering Middle Years Program, Geelong.

Antisemitic incidents in schools

Our educational work is focused on preventing racist or discriminatory occurrences and we are dismayed when they occur. Given our strong working relationship with the Department of Education (DE), if incidents are reported DE encourages Principals of impacted schools to arrange delivery of our programs. This doesn't mitigate any hurt or damage from any particular incident but we firmly believe it will help prevent further incidents.

Over recent years we have offered our MYP to all the Grade 5 and 6 students at Hawthorn West Primary, our SYP to all the Year 8 and 9 students at Cheltenham Secondary College and our programs to all Year 7-12 students at Brighton Secondary College. It is pleasing that these schools are continuing to host our programs to educate even more students in future. We strive to prevent these incidents and welcome these examples of the partnership and relationship with DE and the importance of education.

At the time of writing, the ongoing court case relating to Brighton Secondary College is an emotive and serious topic that distresses us all. Courage to Care's role is to encourage everyone to consider their own actions and take whatever steps they feel appropriate to be an Upstander. With education as the primary mission of the organisation, our role is to do all we can to try and prevent these types of reported incidents in the future.

Within our role as an education organisation, we provided input to the legal process, met with the appointed leadership at the school to offer non-confrontational Upstander programs to all Year 7 through to Year 12 students and provided intensive workshops to the teachers in partnership with Rabbi Gabi Kaltmann from the Ark Centre and the Jewish Community Council of Victoria (JCCV).

"The most important **message for me was** that big tragedies start **off small and easily** escalate when enough people act on their prejudice."

student, Bendigo South East College

Let's hope that this matter is satisfactorily resolved, and that as a society we do all we can to educate on the dangers of racism, discrimination and prejudice.

Program Evaluation

The importance of evaluation of our programs cannot be overstated. We are pragmatic enough to focus on impact not just activity.

We continue to ask students and teachers to complete an evaluation immediately after participating in a program to assess their experience, and going forward we will also conduct surveys three months after program delivery to assess the impact of the program on student behaviour.

As previously reported, DE commissioned a comprehensive evaluation of our SYP program in 2019. This was to critically assess if the program was having a real and lasting impact.

Grosvenor Public Advisory undertook this independent evaluation, contacting teachers at schools that had hosted our SYP program at both incursions and exhibitions over preceding years. We were delighted that the findings in Grosvenor's evaluation confirmed our own survey results.

"It blew my mind that by doing nothing, I am still involved in a situation by encouraging the bully."

student, Camberwell Grammar School

Gandel Holocaust Studies Program For Australian Educators

Courage to Care's commitment to perpetuate the memory of the Holocaust is unwavering and we continue our association with the Raoul Wallenberg Yad Vashem Study Grants for the Gandel Holocaust Studies Program for Australian Educators by promoting the Grants in all our programs.

Many of the teachers accepted into the Program have learnt of it through contact with Courage to Care. We endeavour to maintain contact with the returned graduates, who invariably are enthusiastic proponents of the Courage to Care programs.

Holocaust Resources For Victorian Schools

Established by the Department of Education we continue to be available to this project to contribute as required. This has reinforced our positioning as an "experiential program" with emphasis on the learnings from the Holocaust.

Courage to Care was a member of the Steering Committee and Expert Working Group that developed greater Holocaust education in Victorian schools in 2021. We see our program offerings as very complementary to the various Holocaust education organisations involved.

We continue to support a collaborative approach between all key Holocaust-related education organisations.

courage to care VIC
An initiative of B'nai B'rith
CREATING A GENERATION OF UPSTANDERS

Courage to Care's particular contribution includes that we:

- are an outreach program, going to the students;
- offer the program across all Victoria at no cost;
- may be the first to provide information on the Holocaust and other genocides for students;
- align well with the Victorian curriculum;
- have a contemporary message of Upstanding drawing on the legacy of the Holocaust and positions the lessons in a current context;
- can promote further study and visits to the Melbourne Holocaust Museum.

Development of Remote Learning Programs

Our preference is to offer face-to-face programs and we were able to do this successfully in 2022.

Having needed to offer a remote program during the COVID lockdowns, we intend to build on this experience and create a remote learning unit where face to face is not practical.

To us, remote learning presumes students are at school under the supervision of their teacher. Nothing will ever replace the impact of face-to-face communication and remote learning has its own logistical challenges, but this opens the opportunity of program delivery under circumstances where geographic challenges render face-to-face delivery impractical. We are focusing on the remote program for Year 9 students in the first instance.

"Enjoyed the program, well presented by the team. I found most value in our discussions which is typical of my learning style, but also reflects the facilitator's great moderating skills."

teacher, Respectful Relationships

Students participate in a workshop delivered by Courage to Care volunteers.

Volunteer Training Team

A Training Team under the direction of the Education subcommittee continues to review and enhance the training syllabus for volunteers engaged in program delivery; to oversee, develop and maintain the training schedule for the syllabus; and to ensure uptake of the syllabus. With an expanding volunteer base, training must be professional, internally consistent, rigorous and streamlined.

Training has two purposes: Firstly, to set up our volunteers to succeed in their roles by providing them with consistent, comprehensive, practical training and support; and secondly, to ensure that our teams deliver a consistent, high-quality program that they can be proud of, that meets our obligations to the Department of Education, and that schools will continue to value.

In readiness for the 2022 school year, we undertook a summer training intensive with the training team:

- Finalising foundation training to smoothly induct volunteers into our organisation and culture
- Streaming training pathways for volunteers training for program delivery in MYP, SYP, Teacher Professional Learning Program (TPL) and Workplace Program (WPP)
- Developing online training modules to provide essential cornerstone knowledge for each Upstander program
- Developing interactive in-person workshops for specific skills development and program delivery
- Restructuring the mentoring processes, with a new volunteer mentor liaison role to assist mentors and mentees.

Gandel Holocaust Survey

Commissioned by the Gandel Foundation, the Gandel Holocaust Knowledge and Awareness in Australia Survey was undertaken by a team of researchers at Deakin University in September 2021. With 3,522 responses from adults across all states and territories, this is the first and largest survey of its type ever undertaken in Australia.

Amongst the range of findings, it found that there is overwhelming agreement among Australians (88%) that "we can learn lessons for today from what happened in the Holocaust".

Further, more than 80% of Australians had no knowledge of Holocaust-related events such as the protest by Indigenous leader and human rights activist William Cooper against the Nazis' Kristallnacht in 1938.

The survey found that higher levels of knowledge about the Holocaust are associated with undertaking specific school courses or visiting museums, rather than general levels of education.

Notably, the survey also found that those with comparatively higher level of Holocaust awareness had warmer feelings towards minority or disadvantaged groups and religious minorities, including Jews, Hindus, Muslims, and Buddhists. It is also associated with warmer feelings towards asylum seekers and Australia's First Nations peoples. The message is clear: better Holocaust knowledge and awareness can lead to a more caring and cohesive society.

Full survey results can be found at the Gandel Foundation website.

Students against Racism facilitate a training session for volunteers.

Students Against Racism from Tasmania: sharing experiences with Courage to Care volunteers .

Guest Presentation: Students Against Racism (SAR)

We were delighted to have Students Against Racism (SAR) travel from Tasmania under the leadership of Gini Ennals to participate in one of our City of Glen-Eira funded Community Upstander Programs (CUP) in November 2022.

Almost 15 years ago as a Victorian teacher, Gini brought her students to a Courage to Care exhibition program. When she moved to Tasmania, and inspired by the powerful impact of Courage to Care on her students, she developed the SAR initiative. When she heard about our CUP offering, she lost no time in registering 11 of her SAR student presenters to participate and the group travelled from Hobart to join us.

Seeing an opportunity for a mutual exchange of skills and professional learning, SAR were invited to present their program to Courage to Care facilitators. The young SAR facilitators—all refugees and students at Hobart TAFE—presented three of their modules: 'Living in Between', a presentation by three young people sharing their personal story of having to leave their homeland, the refugee journey and the challenges and joys of settling in Australia. This was followed by small group conversations in which SAR members shared their experiences one-on-one with participants, using maps and photos to talk about discrimination and survival. Finally, 'The Suitcase' activity shared information about important cultural objects they had brought with them to Australia.

The day provided a powerful, enriching learning experience for the SAR student presenters and the Courage to Care facilitators who participated, and a fabulous opportunity for Courage to Care to connect with a like-minded organisation working in this space.

Swastika Education and Awareness Campaign (SEAC)

We were pleased to be asked by the Jewish Community Council of Victoria (JCCV) to contribute to the educational rollout on the use of the swastika across different cultures. This follows the banning of the Nazi *hakenkreuz* in late 2022 when used as a symbol of hatred.

The original intent of the swastika as an ancient symbol of peace and good fortune in the Buddhist, Hindu, Jain, and other faith communities remains protected.

Courage to Care will do its part in educating about the potency of symbols when used to intimidate or spread hate.

Alkira College

For the last eight years, we have participated in the Holocaust Remembrance Ceremony at Alkira Secondary College, Cranbourne North. Conceived by teachers and Yad Vashem Program graduates Nicole Scott and Kristine Wolfe, the annual ceremony is researched, created and conducted by Year 10 students. Courage to Care Survivor Speakers address participants, including students from other schools. We encourage other schools to follow this model.

Another great incursion, April 2022

Educating Adults

Our Social Enterprise Model

While the schools programs will always be the core of the Courage to Care mission, we see a significant opportunity to educate adults as a natural progression for our program development.

Our essential message that a bystander is not neutral and encouraging positive actions as an Upstander apply also to adults. We have identified the opportunity to offer programs both directly and in partnership with other organisations to commercial organisations, community groups and to teachers.

At the request of Victoria Police, in 2018 we delivered Transforming Bystander Behaviour workshops to more than 300 members of Police Academy leadership. This opened the new sphere of activity for Courage to Care, being our first foray into programming for adults in the workplace. A fee-for-service model, which includes Teacher Professional Learning, has evolved since.

We are indebted to our wonderful volunteers Les Kausman OAM and Peter Gaspar who drove this forward with our Program Manager Zoi Juvris, together with the pro bono contribution of Adam Slonim.

In 2021 we were asked by Department of Education Respectful Relationships Bayside Peninsula Unit to provide our Upstander Program to nearly 200 teachers. The participants were usually leadership, wellbeing staff, leading teachers and classroom teachers all passionate about ending violence and gender inequality.

Subsequently several schools have requested additional professional learning for their teachers.

With the support of Glen Eira Council, in 2022 we ran a series of workshops for adults in Glen Eira and surrounding areas.

Two Workplace Programs were delivered via Zoom in mid-September 2022 by our team with a good number of observers keen to learn how to deliver this to other groups in the future.

The first was delivered to Rotary, including branch presidents and members of the Diversity and Equity Unit, followed by a Zoom Workplace Program delivery to 22 employees of Lewers Research. Both programs earned very positive feedback from participants.

In all, in 2022 we ran nine sessions for nearly 250 adults using the fee-for-service model. We use funds generated by adult education to help cover costs of school programs. Learnings from the program delivery have served to improve and refine content, structure and facilitation. A business plan has been developed so we can make an offering to commercial organisations, community groups and teachers.

The future of our Social Enterprise Model

Building on the success thus far, we are expanding this educational offering to provide distinct programs for

- Teacher Professional Learning (TPL),
- Workplace Program (WPP), and
- Community Upstander Program (CUP).

The programs comprise a three-hour small-group collaborative workshop using case studies drawn from relevant experiences that help participants to (i) gain insight into how unacceptable behaviours are normalised; (ii) understand the value of Upstander behaviour and the obstacles to action; and (iii) develop practical ideas for creating an Upstander support framework to pursue positive culture change for themselves as individuals and for their workplace or community.

These programs use the core elements of our program. We also draw on relevant examples in the context of the particular participants. The influence of power imbalance and the obstacles to action in contemporary society are also major elements. We now have a template that can be used to develop effective customized training programs in transforming bystander behaviour for other organisations on a fee-for-service basis.

We are delighted to have funding support from the Besen Family Foundation to develop the business case for Adult Upstander Education. Teachers, volunteers, community leaders, sporting clubs and community-minded citizens are all invited to participate in a professional learning opportunity that will inspire them to stand up against discrimination and give them tools to change the world.

The dual benefits of educating adults and generating funds to support our schools programs mean this is an important step forward, and an exciting opportunity for the future.

Organisers of the Community Upstander Program (CUP).

Teacher Professional Learning (TPL) program.

Workplace Program (WPP), City of Port Phillip, May 2022

SURVIVOR & VOLUNTEER RELATIONS

> **"Our volunteers are the heart and soul of our organisation, and we continue to do everything we can to ensure they are appreciated, respected and have all the training and support they need."**
>
> ***Susan Hearst, Chair***

Chair: Susan Hearst
Members: Fairlie Nassau
Barbara Stowe
Harry Kamien

The Survivor & Volunteer Relations Subcommittee focuses on all matters relating to our volunteers and especially our Survivor Speakers.

The Committee:

- Focuses and assists with the development, management and ongoing review of all Survivor and Volunteer interactions with Courage to Care.
- Reports to the Committee of Management (CoM) on all relevant matters relating to this.
- Provides advice to CoM on specific matters that CoM has referred to it for consideration and advice.
- Interacts with any other Subcommittee of Courage to Care as required.

2022 In review

2022 will always be remembered by our volunteers as the year that they were able to return to doing what they love – delivering Upstander Programs to students all over Victoria.

It has been so wonderful to see our volunteers head off on the bus most mornings during the school terms full of energy and enthusiasm and enjoying being able to catch up with old friends and meet new ones.

New Volunteer Initiatives

Our Survivor & Custodian Speaker Volunteers participated in an engaging morning of training in October, where they shared tips and stories for successful delivery of their Upstander Stories. This was a new event on our calendar and from 2023 will be a regular offering twice a year to give speaker volunteers the chance to refresh and renew.

New volunteers were also invited to a Coffee & Cake Catch Up at Loco Café on Glenhuntly Rd. This event was initiated specifically for our newest volunteers to meet each other and share their thoughts and feelings of their volunteering journey thus far. All attendees enjoyed themselves immensely and this event will also be offered twice annually from 2023.

Volunteer Recruitment

With demand as high as ever for our programs and with our society learning to live in a new COVID world, volunteer recruitment was a big feature of the past year. Prospective volunteers were able to attend Volunteer Information Sessions in the office twice a month. In 2022 we received 50 enquiries from prospective volunteers of which 37 attended Introduction Sessions and 24 signed up as volunteers. Most new volunteers have signed up to become program facilitators in both our MYP and SYP programs. Some of these new volunteers will also take on the role of Custodian Speaker. Many of our volunteers wear multiple hats and we are so grateful for the commitment and dedication of these and all our incredible volunteers.

We are also very proud of those volunteers who have completed their training in 2022 and have become accredited facilitators in both the SYP and MYP programs. With increased demand for our programs volunteer recruitment will remain a high priority for us in 2023.

Volunteer Training

Volunteer Training and Professional Development is a priority with online learning modules developed. Training volunteers and maintaining high program delivery standards remain a central focus.

We ensure our facilitators are competent, effective, and fully supported in communicating key messages to students. This is paramount in delivering the powerful experience we promise, and to maintain our reputation for excellence with teachers and the Department of Education. Beyond this, it builds the confidence and morale of every volunteer team member to know that they are part of a high-quality service.

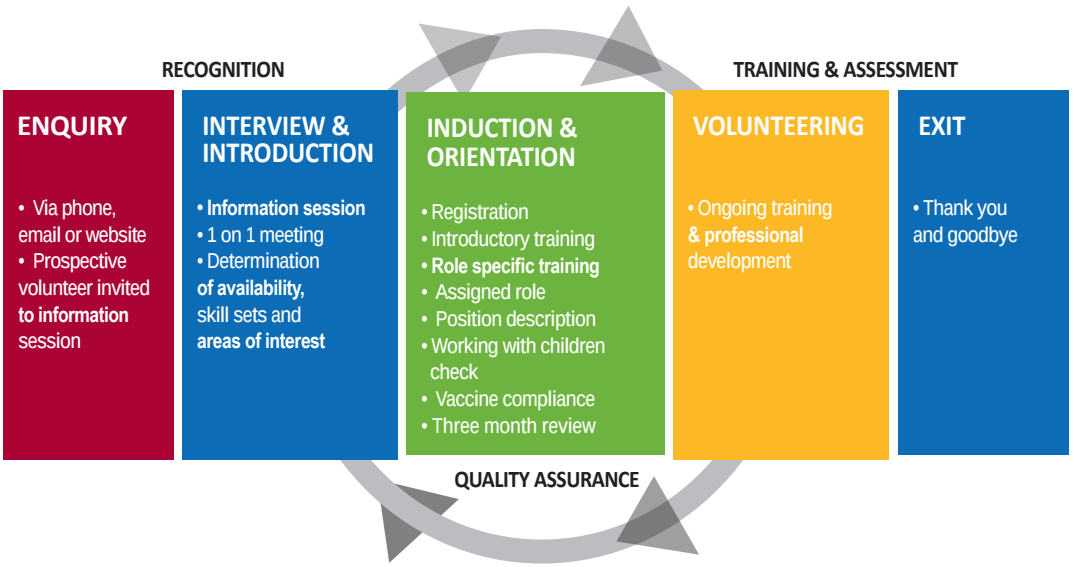
Prospective volunteers are offered an introduction and overview of Courage to Care; for new recruits, induction, and training in fundamental skills of facilitation then follows. Professional development is arranged for experienced volunteers to refresh their skills, to review changes that may have been introduced and to allow discussion of potential problem areas. When available, outside experts are invited to run such sessions.

In addition to formal sessions, training includes a mentoring component: trainees

Survivor Speakers, survivor custodians and staff after a speakers training event.

Figure 8: Volunteer Relationships Framework

We take the relationship with our volunteers seriously with the following framework in place.



are partnered with an experienced facilitator for hands-on learning during school workshops. This sharing of experiences promotes ongoing learning.

Volunteer Events & Engagement

Face-to-face events were also back! Our office is once again filled with the smiling faces of our volunteers just popping in and attending events.

Our regular morning teas provide an opportunity to update our volunteers on activities, enjoy new perspectives from guest speakers and, just as important, have time for a chat over coffee and cake.

In April our Volunteers gathered for a Volunteer Morning Tea where they were joined by Joel Lazar CEO of the Jewish Climate Network. Our September Volunteer Morning Tea was extremely well attended with over 50 volunteers eager to hear from award-winning American author Liza Weimer. Liza's novel The Assignment explores discrimination and antisemitism and reveals their dangerous impact. The book is based on a real incident and our volunteers were shocked to hear that these sorts of assignments are still being widely used in education systems all over the world. Our volunteers were able to purchase the book at the event and have them signed by Liza. A riveting and powerful morning

And who could forget our beautiful Volunteer Afternoon Tea in May held at the Ark Centre to celebrate our 30th Anniversary and coinciding with National Volunteer Week. Over 80 volunteers from across the 30-year journey were in attendance and much reminiscing was enjoyed by all, with a moving toast and cake cutting performed by our longest serving CoM member, Harry Better, to top off a wonderful afternoon of celebration.

In early December we held our End of Year Volunteer Celebration, graciously hosted by Susan and Gary Hearst in their home. We had over 90 volunteers attend and all agreed that the food was delicious and the company delightful. As always at this event we celebrated the achievements and dedication of all our amazing volunteers as well as awarding three volunteers with meritorious service awards in recognition of their ongoing work with Courage to Care.

Speakers training partcipants.

Our Volunteer Manager, Lisa Lewis.

Liza Weimer, centre, author of The Assignment.

Figure 9: Training and accreditation

ENTRY POINT: VOLUNTEER INDUCTION
- Introduction to Courage to Care
- **Registration form, Code of Conduct, Working With Children Check, Vaccine Compliance**
- **Safety protocols and Core Concepts (online) modules**

SECONDARY YEARS PROGRAM
- SYP1 Overview and delivery
- Observe a student workshop
- Mentor pairing
- EQ1–Get to know the equipment
- Observe additional student workshops
- Facilitate under supervision
- **Submit facilitation plan**

MIDDLE YEARS PROGRAM
- MYP1–Overview and delivery
- Observe a student workshop
- EQ1–Get to know the equipment
- Observe additional student workshops
- Facilitate under supervision

ACCREDITATION
- Mandatory training annually to maintain accreditation
- **Annual refresher**
- **Safety Protocols – a Department of** Education requirement

ONGOING LEARNING
- Open to all volunteers
- Optional opportunities to deepen **understanding of core concepts, to** improve skills, and work with peers on **areas of mutual concern**

Professor Henry Ekert signing autographs.

We are delighted that our annual Volunteering Awards, which recognise outstanding contribution, have now been named the 'Dr Tony Weldon Meritorious Service Award for Volunteering' in honor of our immediate past Chairman, Dr Tony Weldon.

Our Priceless Volunteers

Even though the contribution of our volunteers transcends time and a dollar value, we have estimated the days our volunteers contribute and the monetary value of their dedication.

Our estimates are that our amazing volunteers contribute over 1,800 days every year and that this is growing as we reach more students. That's well over $500,000 of value!

Throughout 2022 volunteers returned from delivering programs in the schools with wonderfully positive feedback about the teachers and the students they meet. Likewise, the feedback from the schools is that they are so thrilled to have our volunteers back delivering programs. It is so rewarding for our volunteers when the students take the time to send thank you cards, and we even had the students at St Joseph's College Geelong request autographs from Professor Henry Ekert, one of our inspiring Survivor Speakers.

End of year volunteer celebration.

New Volunteers coffee catchup at Cafe Loco

Dr Tony Weldon Meritorious Service Awards 2022

Barbara Wolfson, Sonia Palmer and Philip Graves were honored for their longstanding and tireless contributions as Courage to Care volunteers.

Barbara Wolfson:

Barbara has always been an enthusiastic supporter of our work since she joined as a volunteer in 2007. Barbara has been the type of volunteer who has been willing to work quietly in the background in a supportive role. As such she served on our CoM from 2008 to 2014. Together with the late Eva Rathner she took on the responsibility of arranging the Opening Events we held over those years in association with the Exhibitions in regional and metropolitan Melbourne. Barbara is described by a fellow volunteer as one of those people who is calm, softly spoken and efficient and someone who has never sought to draw attention to herself. Her contribution has always been seen as an important part of our journey.

Philip Graves:

Philip has been a Courage to Care volunteer since 2008. Phillip thoroughly believes in Courage to Care's messages and is always keen to get these across to students. He is always willing to fill in and help at the last minute if available. When his family car is unavailable, he often uses public transport (at times with lengthy walks) or rides his bike to ensure he can participate. That's real commitment! He has generously hosted fellow volunteers for dinner at his country property when we have delivered programs nearby. Because of his professional background he has been exceptionally good with students from community schools or those with special needs. These students thoroughly understood and embraced our messages because of his input.

A fellow volunteer said that a few years ago, while driving, Phillip said to her:

"I feel a great responsibility in getting the message of the Holocaust right when speaking to students as unlike you, I do not have it in my DNA and I can only hope that I am doing it justice. It is so important to get it right."

There is no doubt Philip that you are getting it right.

Sonia Palmer:

Sonia joined Courage to Care as a volunteer in 2008. Sonia was a dedicated and extremely organised science teacher for many years and brought those skills with her to Courage to Care. Even after many years of excellent facilitation she was always happy and keen to learn new ways of approaching the task by observing others and always checked her notes thoroughly before starting.

A fellow volunteer had these words to share about Sonia:

"A few years ago Sonia and I spent a few days in Bendigo trying to drum up business and despite the exhaustion of hours and hours of driving and visiting countless schools her enthusiasm and sense of humour never waned. We had fun and I believe many of the schools we visited did in fact attend our later Bendigo exhibition."

WHY THEY DO IT

Four volunteers share their motivations

Lena & Harry Pose

Harry and Lena Pose share many things: a love of life, humour, family, arts and culture. And a passion for making the world a better place through volunteering.

"I was encouraged to join Courage to Care by two close friends," says Harry, all smiles and positivity. "Frank Carew and Barbara Stowe felt I had the ability to relate to students, so they got me involved as a facilitator."

Lena, who others would describe as thoughtful and intelligent, would occasionally accompany Harry and observe activities. "I was extremely impressed with the program's presentation," she says, "and I enjoyed the accomplishment and positivity Harry expressed about his engagement with students." Lena felt that, with her organisational experience, her role should be different. "I thought I could best add to the program in the capacity of organiser," she says.

Harry has experienced many highlights whilst volunteering with Courage to Care. One happened when a student ran after him as his incursion group was getting ready to head home. "He yelled out a big 'thank you' and stated that he and his friends would all become Upstanders," Harry recalls warmly.

Lena shares two highlights. The first was a little uncomfortable. After one session, she was approached by a teacher who, having watched the introductory Courage to Care video and having listened to the Survivor Speaker, told Lena that she was the daughter of a Nazi party member. "She said it was the first time she had mentioned it to someone," recalls Lena. "She felt guilt, but I assured her that she could not be responsible for her father's actions. and that she was very brave in 'coming out' to me."

A more cheerful memory is of an incursion to Echuca where Henry Ekert, a paediatric haematologist at the Royal Children's Hospital was the Survivor Speaker. Afterwards Lena was approached by a student who wanted to be re-introduced to Henry: "... to say a big thank-you for saving her life many years ago," recalls Lena. "I made the re-introduction and there were embraces and joyous tears all around."

Harry is pleased with how well-structured the current program is. He admits to some initial frustration in earlier years when erecting displays but the benefits of having a well-structured format are now evident. "There is less stress on the facilitator," notes Harry. "That enables me, as the facilitator, to focus on having a positive impact on the future lives of our young adults."

Lena says she hasn't yet experienced any insurmountable challenges in program delivery. "There was that time we were going to be working at a school where we were aware of extreme antisemitism amongst some of the students. This provided an opportunity for the volunteers to prepare for a situation if antisemitism or bullying became evident during a session," explains Lena. "Many students had not ever met a Jewish person so we had an opportunity to exhibit Judaism in a very positive light," she adds.

Lena and Harry appreciate the positive feedback from students—a warm handshake or words of thanks at the completion of a session. They enjoy mixing with the other volunteers and making contact with many enthusiastic teachers.

Both of them were asked if there was anything specific they wanted to be mentioned about their volunteering.

For Lena, it was something poignant—watching the introductory Courage to Care video was personal. "My father, Reverend Pinkus Berliner, was given an exit visa from Lithuania in 1940 signed by Chiune Sugihara," she explains. Sugihara was a Japanese Consul who is mentioned regularly in Courage to Care resource material as a brave Upstander who saved many lives. "Dad was studying at a yeshiva in Mir, Lithuania," says Lena, "and he ended up fleeing by ship to Australia. I am forever grateful to Sugihara for rescuing my father," she says.

Harry gives a characteristically wry reply. "Just mention that I am the only "pickled" biomedical engineer and facilitator in Courage to Care," he says enigmatically, referring to his lifetime involvement in the family business making their famous 'Pose's Pickles'.

Chana Shuvaly

It's a freezing August morning and Chana Shuvaly is keen to step into the warmth of the Courage to Care minibus. "I've been up since 4.30," she laughs. "My rescue dog decided to start giving birth to her pups this morning. Would you believe it?" As soon as the van doors open, Chana climbs inside and eagerly pulls out her phone to live stream the emerging litter. Then on the long three-hour drive to Cohuna in northwest Victoria, Chana shares the excitement of each birth with the rest of the volunteer group. "Wow! That's eight!" someone exclaims. The final count was ten.

"Every school incursion is a highlight for me," says Chana. "I get excited before each one and am left on a high. I enjoy it when the students contribute to our chats, ask questions and are very thankful for the program." She particularly loved the program delivered in Greater Shepparton in October 2022. "We were lucky to have Uncle Boydie, grandson of William Cooper, join us for dinner. After having seen his photo over and over again in our facilitation slides, it was great to meet face-to-face. An ordinary person can perform extraordinary acts," she recalls.

Chana finds a lot of benefits volunteering with Courage to Care. "I get to meet people from all walks of life—volunteers, school staff and students—learn about them, their background and their values." She says that Courage to Care looks after its volunteers, values them, conducts regular meetings and get-togethers. "We also get to hear from Upstanders working in other programs who are making an impact," says Chana. "The only challenge I have is that I don't have enough time to go to more incursions."

Chana was working as a bank manager with Commonwealth and then Bendigo Bank, before retiring in 2016. Having more

"Every school incursion is a highlight for me. I get excited before each one and am left on a high."
Chana Shuvaly, volunteer

time, she became president of WIZO Amit Unit(group) and also started to volunteer in a Dog Rescue organisation. She had heard of Courage to Care through Yvonne Bresley but it was only when COVID hit that she found herself with more spare time on her hands and decided to enquire about becoming a volunteer. "I knew straight away I would like to volunteer as a facilitator," says Chana, "as I am very passionate about educating the next generation and I believe that it's the only way to change the world."

Chana wants to see future generations stand up against any racism, bullying and discrimination. She sees hope every time she facilitates. "The students ask relevant questions. Most contribute and participate actively in the sessions. I feel it is sinking in and resonates with them," says Chana. "When I watch the students' faces listening to the Holocaust survivor talk I can see how it impacts them. At the end of my facilitation session I always ask for one thing they learnt on the day and I am just blown away by the answers. I remember one girl asking me: "Hitler was not blond and blue eyed, so how did he convince people that the Aryan race is superior?" Some say they were not aware that so many Jewish people, including kids, were murdered. I've learnt that even if we think students are not paying attention or are unresponsive, they actually absorb everything that goes on and are appreciative," says Chana.

Chana was born in Israel and heard Holocaust survivors' stories in primary school. "All the stories and meeting survivors and their families had a big impact on me," she explains. "I admired the survivors for their courage, their determination and most of all their positive attitude towards life. Her parents escaped from Europe but many family members were murdered during the Holocaust.

"I was always an Upstander even before I knew the meaning of the word," she says. "I am now happy to deliver the Upstander program to students."

Ari Singer

Not yet 40, Ari Singer is very busy. He is juggling a beautiful young family, running a successful property advisory business and undertaking several exciting developments across Melbourne. He has an enthusiasm which is infectious. "I want people to appreciate the importance of upstanding," he says with a smile. "The biggest challenge for me is finding the time to be able to attend as many workshops as I would like," he says.

He sees his path into volunteering as one of good fortune. "I was lucky enough to hear Les Kausman give a presentation about Courage to Care back in 2016," says Ari. "Afterwards, I went up to Les to have a talk with him. The rise of antisemitism in secular schools came up, and my own experience encountering it during my school years."

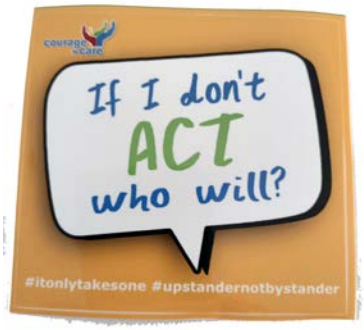
At the time Ari felt there had been a lack of action from the wider community towards rising antisemitism. Following the discussion with Les, he met with Lisa Lewis, Courage to Care's Volunteer Manager and CEO, Mike Zervos. "They explained what Courage to Care does about encouraging bystanders to become Upstanders, class by class, school by school," recalls Ari. "I was thrilled to offer any assistance I could. I thought it was an amazing organisation. I really wanted to get involved and help educate those who are willing to learn, so that they could call out negative behaviours."

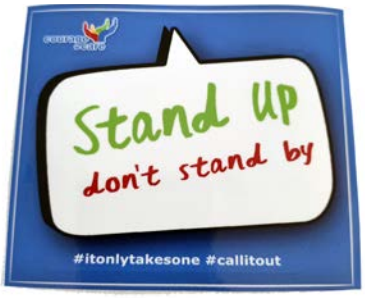
"I really like being in the classroom and seeing these young kids, so many of them either immigrants themselves, or the children of immigrants, connect with the learning material, and then be absolutely spellbound by the survivor's story," says Ari. "It's incredible. I don't leave a session without being moved to tears by the survivor's story and seeing the kids truly recognise the power of being an Upstander."

However, Ari believes that Courage to Care has a perception challenge. "There is an incorrect view out there that the program only focuses on antisemitism, or only teaches about the Holocaust," explains Ari. "But that's not correct. The program doesn't focus on just one kind of hate. It gives participants the tools to identify and fight all types of hatred. It asks participants to question any prejudice or stereotyping."

Ari really enjoys the company of those he meets through volunteering. "The other volunteers are remarkable people. Each workshop I have attended I have had the pleasure of meeting some of the greatest people, all who have incredible stories to share," he beams.

His desire to make an impact is evident. "In each session, I really wish and hope that we make just one connection with one child," he says. "Because that's all it takes. One person to stand up to a bully, one person to denounce a perpetrator. It emboldens the next person to also stand up. As one bystander becomes an Upstander, and then the next person and the next. Soon you have a movement. The victim doesn't feel alone, they don't feel shame, and they don't feel less than enough. That's what I want to see," enthuses Ari. "Students, teachers, staff at workplaces, everyone, having the courage to stand up and say, that's not right. Having the courage to care."





SURVIVOR SPEAKERS AND CUSTODIANS

Marcel Alter (Custodian) | Peter Barta | Harry Better OAM | Jack Borowski (Custodian)
Ann Cebon Glass (Custodian) | Sabrina Chakman (Custodian) | George Deutsch OAM | Henry Ekert AM
Peter Gaspar | Allan Goodrich (Custodian) | Dita Gould | Paul Grinwald | Ken Hamer
Susan Hearst (Custodian) | Harry Kamien (Custodian) | Anita Kaminski (Custodian)
Mark Kestin (Custodian) | Judy Kolt | Andrew Kostanski (Custodian) | Henryk Kranz | Gilah Leder AM
Jack Leder | Regina Lipshut | Diane Orner | Roslyn Rogers OAM (Custodian) | Louis Roller
Kay Ronec (Custodian) | Leonard Rose (Custodian) | Richard Rozen OAM | Pauline Rubinstein (Custodian)
Sarah Saaroni OAM | Danielle Schilling | Hannah Sweetman
Sarah Vidal (Custodian) | Karin Zafir (Custodian)

VOLUNTEERS

Danny Adler | Cornelia Alexander | Lorraine Basist | Idit Benjamin | Ancsi Berkovits | Claudine Berman | Jenny Better | Guy Blay | Sidney Bloch | Eva Borowski | Lani Brayer | Yvonne Bresley | Liane Briner Mara Bron | Lorette Brown | Malcolm Brown | Gary Bryfman | Amanda Burritt | Sarah Calleja Frank Carew | Judy Carter | Sylvia Cher | Tom Code | Judy Dodge | Lesley Douglas | John Eisner Carole Fabian | Garry Fabian | Janie Fixler | Evelyn Flitman | Malcolm Flitman | Helen Gardner Paul Gardner AM | Lesley Gaspar | Mary Gingold | Samuel Ginsberg | Annette Gladwin | Judy Glick Sharryn Goldman | Naomi Golvan | Philip Graves | Hani Greenberg | Linda Grof | Randi Grose Gerry Hamer | Max Hampel | Lisa Hanley | Heidi Hayden | Gary Hearst | Janice Huppert | Sandra Hyde Gary Jackson | Danielle Jones-Resnik | Gary Kagan | Allan Kaufman | Leah Kausman | Les Kausman OAM | Barbara Kessel | Mark Kestin | David Klein | Doris Klein | Lloyd Knight | Sheree Krass | Esther Krause Phil Lerner | Clive Lipshut | Phillip Lipton | Kerryn Lowe | Vicki Lustig | Tony McCartney | Iain Messer Karin Morrison | Fairlie Nassau | Sonia Palmer | Alice Peer | Harry Pose | Lena Pose | Carmella Prideaux Anna Redlich | Caroline Rose | David Rose | Bev Rosenberg | Natalie Ross | Sam Rotberg | Marion Samuel Barbara Shalit | Frieda Shapiro | Alisa Shohat | Chana Shuvaly | Ruth Siegel | Gordon Silverman | Ari Singer Richard Smith | Marilyn Snider | Al Spilman | Ilana Starr | Pearl Stock | Barbara Stowe | Debbie Strauch Renee Super | Margaret Taft | Michael Taft | Lex Tannenbaum | Lili Teichman | Aloma Treister Peter Urban | Martha Vanderhoek | Ruth Waisberg | Tony Weldon OAM | Lesley Wise | Sigal Witkin Barbara Wolfson | Ann Wollner | Tom Zafir | David Zyngier

IN MEMORIAM

Danielle Charak OAM | Walter Glaser | Helen Light AM

Our team

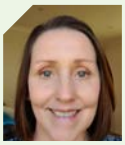
We have a small and very dedicated team of professional staff that support and coordinate our volunteers and all the unseen background activity.

Chief Executive Officer: Mike Zervos
Mike is the inaugural CEO starting over four years ago and has oversight of all activity.
ceo@couragetocare.org.au

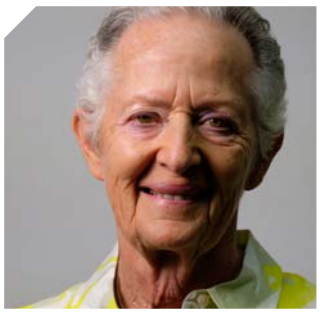
Program Manager: Zoi Juvris
Zoi manages the development and delivery of our school and workplace programs, the development of educational resources, and volunteer training program.
program.manager@couragetocare.org.au

Volunteer Relationships Manager: Lisa Lewis
Lisa cultivates the relationships with our volunteers, providing clear communications, negotiating volunteer roles and rosters, and offering consistent support.
volunteer.coordinator@couragetocare.org.au

Schools Program Coordinator: Karen Lutchner
Karen coordinates all our communications with schools. She oversees bookings from first contact to confirmation, takes care of the logistical details and makes sure all the resources are packed and ready for each program.
karenl@couragetocare.org.au



Volunteer and Program Support Assistant: Sarah Jones
Sarah looks after rostering for all school programs, as well as booking transportation and accommodation for program delivery team members. Sarah also supports Lisa with volunteer compliance requirements.
support@couragetocare.org.au



MARKETING & FUNDRAISING

Chair: Kay Ronec

Members: Judy Glick
Allan Kaufman
Natalie Pryles
Liane Briner

2022—Another successful year!

The Marketing and Fundraising Subcommittee's focus is on our marketing and fundraising activities. We need to raise funds and communicate who we are and what we do to enable us to continually offer our programs to schools at no cost.

We are thankful for the long term support of the Gandel Foundation and are pleased to have a new funding contract with the Department of Education. We continue to build on this support by expanding our level of grant applications and new fundraising opportunities. In 2022 this included our first 'matched giving' annual appeal. Although a sensitive subject we are encouraging leaving a lasting legacy through 'gifts in wills' bequests.

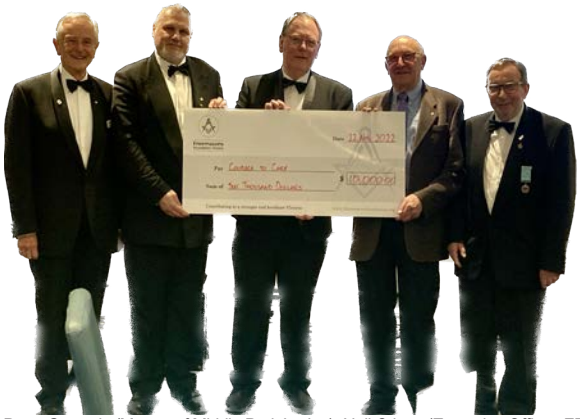
We are well known and supported by the Jewish community and given our universal message are actively looking to diversify our Upstander message to a wider support base. Our marketing takes many forms including social media commentary, newspaper and radio interviews and presentations to organisations such as Rotary and Probus.

Here's a look back over 2022.

First 'Matched Giving' Appeal

With the generosity of a number of key supporters, we were able to hold a matched giving campaign. Doubling donations proved a great incentive and we were well-supported.

Our major donors continued their financial and pro bono support and demonstrated their true spirit of partnership in 2022. The loyalty of the donor community also continued and we are truly grateful for their generous support.



Philip Mayers AM, Peter Grounds (Master of Middle Park Lodge), Neil Cripps (Executive Officer, FFVL), Dr Tony Weldon OAM, Professor John Rosenberg (Secretary, Middle Park Lodge) at the Big Cheque presentation.

Freemasons Foundation Victoria

Middle Park Lodge and Freemasons Foundation Victoria (FFV) agreed to donate $10,000 towards the delivery of the Courage to Care Upstander programs. The combined donations from Middle Park Lodge ($5,000) and FFV ($5,000) will enable Courage to Care to reach even more secondary school students across metropolitan and regional Victoria.

FFV is committed to contributing to a better Victoria and thanks to their support, students across Victoria will learn about discrimination and become equipped with the tools to stand up to antisocial behaviours. We would like to thank John and Bev Rosenberg for their introduction to Freemasons.

Community Banking Caulfield Park

A Community Bank invests in its community to support and enhance the lives of people. The Community Banking Model provides individuals, businesses and organisations the opportunity to nominate which organisation the profit from their banking is directed to. Courage to Care is pleased that Community Bank Caulfield Park is continuing its support as a donor.

Hannah Downes, Engagement Officer Community Bank Caulfield Park presented a BIG cheque. We do not solicit business for the bank but invite you and your family to check what is on offer.

We love big cheques.

‘Cultures Without Borders’ Street Art Initiative

Following the two successful previous wall projects we again supported Gen2Gen’s 2022 project. This year’s mural in Dover Street Cremorne is a lasting testament to the community's acceptance of each other's backgrounds and multiculturalism.

‘Cultures Without Borders’ is an educational initiative by Gen2Gen (www.gen2gen.org.au) designed to encourage religious harmony and social cohesion. This is achieved through a workshop and production of a street art mural by young students from different faiths and cultures collaborating with a recognised street artist. The mural evokes the message of tolerance, acceptance, understanding and inclusiveness. This event aims to create an inclusive environment for the youth of a wide range of cultures in Melbourne.

The 2022 project was sponsored by the Erdi Foundation, Multicultural Festivals and Events and supported by Courage to Care Victoria. The wall was kindly donated by Idit and Dennis Benjamin.

We were delighted to have Bwe Thay, Deputy Chair of the Victoria Multicultural Commission join us at this event.

‘In One Voice’ Festival

The Courage to Care pavilion at the recent ‘In One Voice’ street festival, featuring our newly branded Courage to Care lollipops, was a huge success with children and their parents. The pavilion drew attention from many young families.

The weather was kind and everyone enjoyed the chance to join in the fun. This was a good chance for us to remind the community of who we are and what we do and to have some positive conversations with prospective volunteers.

The Courage to Care stand at In One Voice was very popular.

Thank you to all the volunteers who helped at our stall, we couldn’t have done it without you.

Racing Against Racism: ‘Marathon Mike’ Fundraiser

Like many not-for-profits we were restricted in holding in-person fundraising events at the beginning of the year, so, once again, our CEO Mike Zervos ran the iconic Melbourne marathon, all 42.195 kilometres of it.

Last year he completed it around the Bayside streets of Melbourne. This year's event finished with a lap on the hallowed turf of the MCG.

To quote Mike: “I agreed to again run a marathon and the community was very generous, donating over $6,000 which adds to the $11,000 raised last year. All donations have helped us deliver Upstander Programs to students across Victoria.”

A big thank you to those who supported Mike’s ‘race against racism’ efforts. And anyone interested in getting involved in future can contact Mike directly.

Students painting the mural.

Interfaith Festival

We were invited by the City of Boorondara to participate in the Victorian Interfaith Festival. The focus is on engaging younger people, so Benjy Orwin from 'socks4support' represented us and spoke on the panel about being an Upstander.

Afri-Aus Care Visit

We continue to interact with like-minded organisations across the community and were honoured to attend the recent Afri-Aus Care graduation ceremony that empowers African Australian women. This was arranged by their amazing CEO, Selba Gondoza-Luka. We continue to look for education and volunteering opportunities together.

Upstander, Benjy Orwin (right), founder of Socks4Support, with Indian dance troupe members at the City of Boorondara Interfaith Festival.

Graduates from Afri-Aus Care with the Mayor of Greater Dandenong Cr. Eden Foster.

THANK YOU PARTNERS

Without the continued generosity of our key partners, Courage to Care could not offer our Upstander programs to schools at no cost. All donations are appreciated and we have been fortunate to have significant support from these generous donors over time. We consider that the spirit of partnership goes well beyond the vital funding support. We are pleased to interact with our partners and to be challenged to be even more efficient and effective. In particular we would like to acknowledge both the twenty year relationship with the Department of Education, the continued support of our Principal Partner Gandel Foundation and the ongoing support of B'nai B' rith.

THANK YOU SUPPORTERS

We gratefully acknowledge the support of all donors and supporters over the last two years. We have endeavored to be comprehensive in these acknowledgements and apologise to any one whose support has been inadvertently omitted.

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Rosetta Wise
Rotary Club of Colac West
Sonia Palmer
Traralgon College
Philip Zajac

IN-KIND

Alkira College
Dr Susan Carland
Norman Tendler & Simone Markus, Raoul Wallenberg Unit
Vedran Drakulic OAM & Nicole Brittain, Gandel Foundation
Ben Spitalnic, F5IT
Darren Lutchner 365 Assist
Joey Borensztajn & Jessica Wills, Arnold Bloch Leibler
Marc Kron
Mark Waters & Sophie Williams, CIE Legal
Nicole Postan, LDB Audit Services Pty Ltd
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Photos 1. Enjoying the VIP event. 2. Harry Better cuts the 30th birthday cake. 3. Students enaging in details of the Exhibition. 4. Survivor Speaker, Sarah Sardoni presented with a portraint of her and her sculpture, which features in the exhibition. 5. Vedran Drakulic (CEO) with Pauline and John Gandel, Chairman of the Gandel Foundation. 6. Race Discrimination Commissioner Chin Tan. 7. Uncle Kevin Russell with welcome to country. 8. George Deutsch and Dr Susan Carland during the panel event. 9. Diane Armstrong, author, launching her latest book. 10. The Survivor Speakers who were core to the celebrations. 10. Ken Hamer leads a student workshop.

CELEBRATING OUR 30TH ANNIVERSARY

We celebrated our 30th Anniversary in style with a series of events at the Ark Centre. This was a wonderful opportunity to reflect on our achievements to date, say "thanks" to many special people and organisatons and look forward to having a greater impact in the future.

Special guests joined us from many like-minded organizations and included John and Pauline Gandel together with Vedran Drakulic (Gandel Foundation), Uncle Kevin and members of the Cooper family, Race Discrimination Commissioner Chin Tan, Dr Susan Carland, Aaron Clark (KGI institute), Shaun Burke (Camberwell Grammar), Rabbi Gabi Kaltmann, David Southwick MLA, Diane Armstrong (author launching her latest book), Katie Hall MLA and Multicultural Commission Chair Vivienne Nguyen. Of course, our extra special guests were our amazing Survivor Speakers and volunteers.

Importantly, not only were the majority of our events very well attended, but we also hosted many new guests representing a broad range of organisations outside of our previous supporters, opening new opportunities for support and collaboration.

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Digital Photography Competition

"Upstander" was the theme of our inaugural photographic competition, with $500 prizes for each each winner. The top entries were displayed at the Ark Centre, Hawthorn East, during the 30th Anniversary celebrations.

A big thank you to the project team led by Bobby Guttmann for the concept and delivery. We also appreciate the work of the judges and the generous funding of supporters.

OPEN CATEGORY
"Altruist" by Jon Moss

John explains his work in this way:

"The couple picnicking is left blissfully unaware that they are being shielded from hatred and abuse. They are happy. If you can shield someone from bullying and hatred without them knowing they were even being subjected to it, you have doubled your good deed."

STUDENT CATEGORY
"It's Time To Cross It Out"

Prize winner Zandra, who was 14 years old and in year nine at the time explains that:

"When I was taking the photo, I was thinking about how words can be more hurtful than you may think and they can stay and weigh down the victim for a long time. You don't know what is going on in their life and how sensitive they could be to the things we say or do. In my image I have a girl crossing out the hurtful words, that shows that even if only one person is kind enough to help another it could lift off some of the weight they have been carrying."

AUDIT & RISK

Chair: Kerryn Lowe
Members: Vicki Lustig (Treasurer), Gary Hearst, David Klein, Sam Rotberg (from 3 Aug 22) John Eisner (resigned 31 Dec 22).

The Audit & Risk Subcommittee acknowledges the contribution of John Eisner who stepped down from the subcommittee at the end of the year. John's insights and guidance over many years has been very appreciated and John will continue to be a good friend to the Organisation. We are fortunate to have Sam Rotberg an experienced and highly skilled financial professional join the subcommittee.

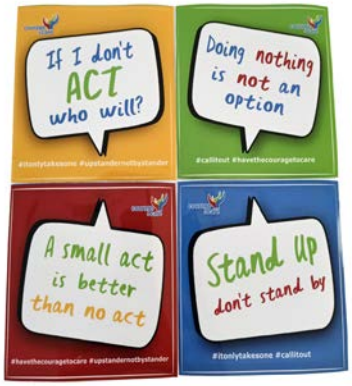
During 2022 a Remuneration & Employment Management (REM) subcommittee was formed as a subgroup of the Audit subcommittee. The REM focuses on employment and salary matters seeing it is our largest expense.

The Audit and Risk Management Subcommittee assists the CoM fulfil its oversight responsibilities by monitoring and advising on Courage to Care's governance and compliance matters including:

- **Plans and Budgeting:** Short and long term financial targets are set and monitored closely every month. This covers income, expenditure, cash management and, where necessary, capital expenditure.
- **Policies and Processes, and Management Reports:** Processes and procedures are in place for constant monitoring and review.
- **Risk Management Matrix:** An organisation-wide risk matrix analyses the likelihood and consequences of adverse events. Importantly, accountability and action plans to mitigate risks are established and reviewed periodically. This has proved a robust process during the challenges of COVID. With the recently signed funding agreement with the Department of Education, contract management is also a major focus.
- **Independent** Audit and External Reports: External independent auditors conduct their review annually with documents lodged with all applicable authorities including the Australian Charities and Not for Profit Commission (ACNC) .
- **Investments:** A conservative, capital protection strategy continues for all investments. 2022 presented many challenges but it's pleasing to note that, due to the well-established governance practices and processes outlined above, Courage to Care enters 2023 in a strong financial and governance position.

"Governance, risk, compliance and financial management continue to be vital parts of our continued growth and development. I thank the subcommittee members for their continued dedication, professionalism and contribution to the continued success of Courage to Care in mind."

Kerryn Lowe, Chair



TREASURER'S REPORT

2022 saw a return to program delivery into schools at record levels. Accordingly, our expenditure on schools programs was much higher than in previous years which for us is a good thing as it means we are delivering Upstander programs across Victoria. We happily expend these funds especially reaching schools in regional and rural areas that have higher travel, accommodation and bus costs.

This report is based on unaudited figures for the 2022 calendar year, with our financial year ending on 30 April each year. Financial Statements are audited each year as part of our governance practices and detailed income and expenditure statements are available upon request.

Our aim is typically to have a modest operating surplus although we recorded a deficit in 2022, we are budgeting for a modest surplus in calendar 2023.

Our major expense continues to be salaries for our small professional team to coordinate the entire efforts of our organisation including our many volunteers, liaising with schools etc. Costs of running exhibitions and incursion programs across Victoria are in direct relationship to the level of activity. Expenditure on Special Projects covers a range of initiatives including preparation for our 30th anniversary celebrations, fee-for-service business plan development, social media and photographic competition development.

We incurred function expenses to celebrate our 30th anniversary with a series of events to both honour our past contributors and promote our future aspirations.

We incurred Volunteer costs ensuring training, engagement and compliance with vaccination documentation. Our priority is to ensure the safety and wellbeing of our volunteers.

Courage to Care continues to finance the majority of its operations with donations to the Charitable Fund. These donations, include major support from our Principal Partner, Gandel Foundation and other partners, through to a number of individual donors. We were delighted to receive their continued support and were pleased with the results from our first ever matched giving campaign.

Donations of all sizes are valued and our major supporters have continued their support.

Courage to Care continues to receive funding support from the Department of Education and has signed a four year contract worth $2 million. This is by far our largest contract and is a testament to the confidence shown in our ability to educate students. Greater funding is for greater program delivery so will not diminish our other fundraising efforts.

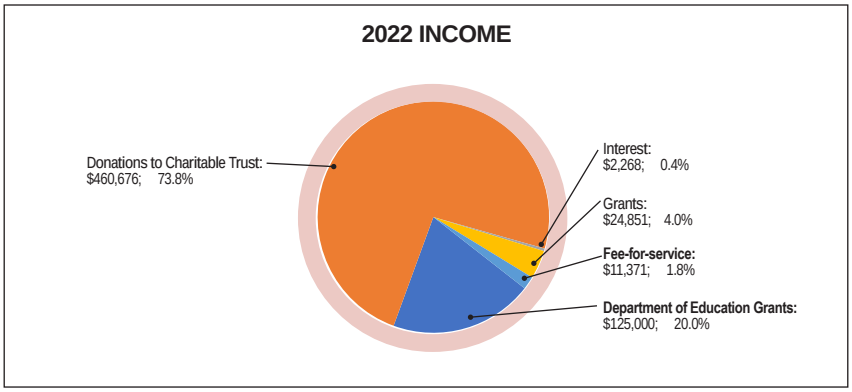
Since the first grant was received in 2000, the Department remains a major source of income and complements our efforts to diversify our financial supporter base.

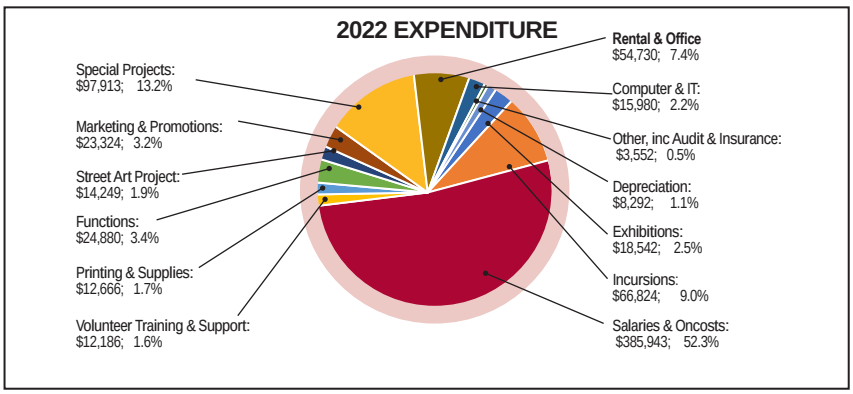
The CoM continues to explore other income sources such as a fee-for-service program offering. It has been a firm and long-standing decision of the Committee not to charge schools for our programs, that's why we need to fundraise.

We are continuing to improve our financial management to ensure all program delivery is well funded. I would like to thank the Audit & Risk Subcommittee for their contribution to our ever-improving good governance.

The Subcommittee will continue to carefully monitor our income and expenditure which will enable Courage to Care to continue its splendid work.

Vicki Lustig,
Treasurer





OUR TIMELINE

1992: Exhibition at the Jewish Museum of Australia initiated by Dr Helen Light AM, then-Director of the Jewish Museum, together with Jewish Holocaust Centre and Raoul Wallenberg Unit B'nai B'rith. Dr Light, as the daughter of a Holocaust survivor, became aware that the bravery of the individuals who had saved her mother as well as the stories of the heroism of many others, were not widely known or sufficiently acknowledged. This inspired her to tell these stories in honour of the Righteous.
(Photo: Helen Light, inaugural exhibition)

1999: Raoul Wallenberg Unit launches the Yad Vashem Study Grant project. Today known as the Gandel Holocaust Studies Program for Australian Educators, the program remains closely associated with Courage to Care. The Pauline Glass Scholarship fund was one of the core funding mechanisms for the original project.
(Photo: Pauline Glass)

1993–1999: Exhibitions travelled to regional centres in Victoria, arranged and supported by members of B'nai B'rith Raoul Wallenberg Unit.
(Photo: original static exhibition)

2000: With assistance of the Australian Centre for Jewish Civilisation, Monash University, a formal educational program was developed. Regional and metropolitan Exhibition programs have been conducted every year since 2000.

2001-2019: The Victorian Department of Education granted financial support and collaborated to further develop the educational component of program. Their financial support has been ongoing and bipartisan since its inception.
(Photo top, left to right: Dr Tony Weldon OAM and Jennifer Huppert OAM, at the launch of the new exhibition with David Southwick MP.
Below: With then Minister for Education James Merlino)

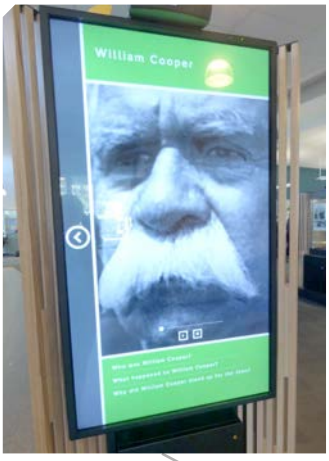
2013: Introduction of Incursion program. The response was so positive that large pullup banners were quickly introduced and the incursion program became a Courage to Care fixture.
(Photo: A student cohort attends incursion workshops and Courage to Care exhibitions.)

2015: Grant from the Claims Conference makes it possible for Courage to Care to professionally interview and film the personal testimony of Survivor Speakers for posterity. The resulting video clips became an important element in the multimedia presentations offered in the digital Exhibitions.
(Photo: Jan Kostanski's great grandson, Charlie Coulski, watches the filmed testimony of his grandfather's Righteous story.)

2016/17: Launch of interactive exhibition and iPad-based technology. Gandel Philanthropy, now Gandel Foundation, played a key funding and supporting role in this redevelopment.
(Photo: multimedia touch screen showing William Cooper, Aboriginal elder, who led a protest march in 1938 to Melbourne's German consulate to protest the treatment of Germany's Jews.)

2018: Upstander training in the workplace for Police Victoria. This fee-for-service model helps support the core schools Upstander programs offered at no cost to schools.
(Photo above: Acting Superintendent Steve McRae introduces the Courage to Care presentation)

2014-20: The appointment of the inaugural CEO, Mike Zervos, in 2018 due to financial support of many donors and a three-year grant from then Gandel Philanthropy. The continuing support, both financially and with guidance, of the Gandel Foundation since 2014 is gratefully acknowledged as having been pivotal in the development of organisation's capacity building.



2022: Celebrating the 30th Anniversary is style at the Ark Centre acknowledging our successes to date and plans for the future. Former Deputy Chair, Les Kausman OAM addressing the audience.

2019– Validation of the program's impact by Grosvenor Public Sector Advisory, independent evaluators appointed by the Victorian Department of Education & Training. Also, development of the Middle Years Program (MYP) for grades five to eight.

2016: Publication of *Courage to Care: 28 Remarkable Stories of Rescue,* edited by Julie Meadows, pictured below. The book features the stories of survivors highlighting the courage of those who rescued them. The second volume was published in 2019.

2022: Successful transition in leadership with Judy Glick becoming Chair following 17 years as Chair by Dr Tony Weldon OAM FRACP. Confirmation of continuing contract funding support from the Department of Education at increased levels allowing even greater reach and impact. Gandel Foundation continues funding support for the CEO role.

HOW TO SUPPORT COURAGE TO CARE

VOLUNTEER
We could not exist without our wonderful volunteers. As we grow, there are more opportunities to deliver our Upstander Programs, including in support roles. Full training is provided.

DONATIONS
We use donated funds ethically, efficiently and effectively. You can support us financially.

A ONE-OFF DONATION
Any amount is gratefully appreciated.

REGULAR GIVING
Enables us to deliver our programs with funding certainty. This is acknowledged throughout the year.

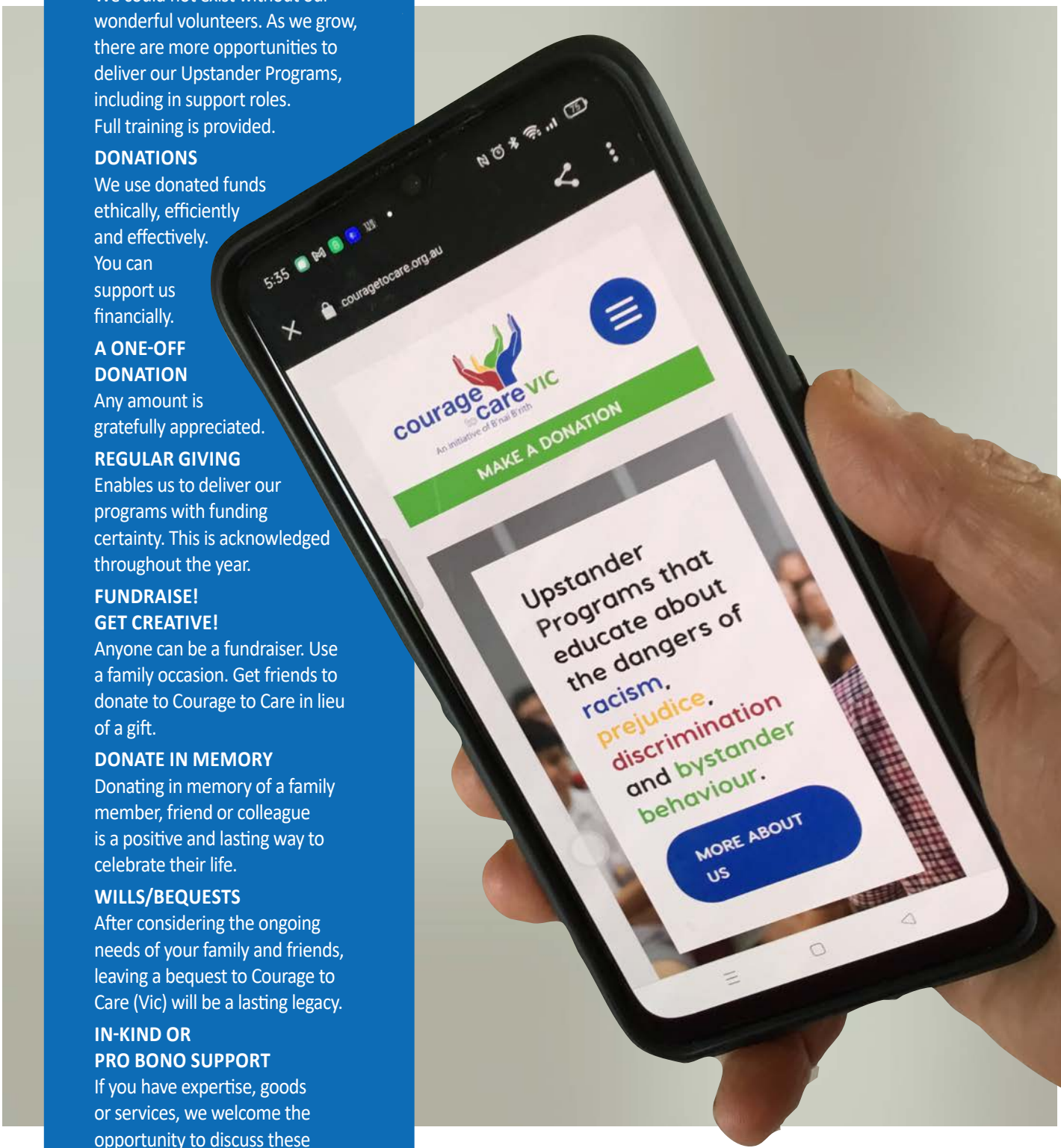
FUNDRAISE! GET CREATIVE!
Anyone can be a fundraiser. Use a family occasion. Get friends to donate to Courage to Care in lieu of a gift.

DONATE IN MEMORY
Donating in memory of a family member, friend or colleague is a positive and lasting way to celebrate their life.

WILLS/BEQUESTS
After considering the ongoing needs of your family and friends, leaving a bequest to Courage to Care (Vic) will be a lasting legacy.

IN-KIND OR PRO BONO SUPPORT
If you have expertise, goods or services, we welcome the opportunity to discuss these forms of support which are greatly valued and help deliver our **Upstander Programs.**

JOIN US
volunteer.coordinator@couragetocare.org.au



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