

# Green School Bali

## ANNUAL REPORT 2017/18

A Community of Learners, Making *Our* World Sustainable



‘Green School educates through community integrated, entrepreneurial learning in a wall-less, natural environment. Our holistic, student-guided approach inspires and empowers us to be green leaders.’



## 10 Years of Learning and Leadership

Green School Bali is renowned as an inspiring model of learning. Championing progressive education and learning for sustainability, Green School is a showcase, with impacts far beyond the boundaries of its beautiful campus. As the School marks 10 years since the bamboo gates opened in 2008, it stands today as a vibrant community of 35 different nationalities, over 800 full-time and part-time students and as a leader in educating for sustainability.

With the students of Green School at the centre, the School has developed an ecosystem of learning. A values-based and community-based place of learning, Green School has broken the mold on what 'school' is. Local community integration, international and local teacher training programs, adult learning, immersive visitor experiences and social enterprises that solve real problems, this is *A Community of Learners, Making Our World Sustainable*.

Over the course of 2017/18, Green School took significant steps forward in refining its educational foundations, namely the Learning Framework, and Green School Skills. Shaping a new Primary School program, developing a project-based diploma pathway, bringing more technology to the jungle, establishing a Green Projects Hub and establishing a parent coworking and learning space, represented a year of growth and forward momentum.

In this 10th Anniversary year, the School honors and gives great thanks to the Founders, John and Cynthia Hardy. Acknowledging all who have shaped and supported the School over the years, and with great pride and joy, the School celebrates its position as a world-renowned place of learning for sustainability. It stands tall as a not-for-profit entity, moving forward as a healthy, sustainable and shareable, new model of education.



## Reflections on the year

Dear Friends of Green School,

It is with great delight that we share with you our Annual Report 2017/18. The year was big, busy and beautiful as we finalised the implementation of our Strategic Plan 2016-18 and celebrated our 10th Anniversary. It was a year of looking back, and of moving forward.



The year was action-packed, as we delivered on the strategic priorities of refining **curriculum**, increasing student-led **real projects**, fostering global **connections**, nurturing a joyful **community**, nourishing our natural **campus**, **governing** with diligence and uplifting the **financial** sustainability of our not-for-profit School.

We welcomed over 70 new families into the community and nine new Balinese Scholar students. We welcomed 350 part-time students from neighbouring villages and over 200 visiting teachers for educator training. The gates opened to media visits and to over 12,000 guests for campus tours. The opportunities to connect, learn and share continued to grow, as the pressing need for new models of education continues to increase around the world. As a proven concept, Green School Bali, draws interest from all corners of the globe.

Unveiling a fresh, new School logo during the year, marked our 10th Anniversary and was inspired by the iconic Heart of School building, which sits at the centre of the campus. It symbolises generational growth and the three pillared model that has so powerfully emerged over the years - Learning, Community and Environment.

With great respect.

Kate Druhan  
Chair, Green School Board of Management

# Green School Governance

## A COMMUNITY-MINDED MODEL

The governance structure and policy of Yayasan Kul-Kul, the non-profit foundation that operates Green School Bali under Indonesian law, reflects the inclusive culture and diverse community of Green School. The governance model and policy implemented in 2016/17, continued unchanged throughout 2017/18.

The governance structure complies with the regulations of foundations in Indonesia, and aligns with the Deed of Establishment and Articles of Association of Yayasan Kul-Kul.

## ORGANISATION

From the strategic to the operational, the organs of Green School governance are the Trustees (Pembina), Supervisors (Pengawas), Board of Management (Pengurus) and Executive Committee.

## SCHOOL LEADERSHIP

With the strategic direction and annual budget set-down by the Trustees, the Green School Board of Management oversees the implementation of annual operating plans and supports and guides the School's executive management team to deliver on objectives.



### TRUSTEES

Peter Barge (Chair)	Chris Saye
Ron Stones (Secretary)	Tirka Widanti
Barna Barath	

### SUPERVISORS

Theo Bakker	Desmond Koh
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### BOARD OF MANAGEMENT

Members of the Board of Management are primarily parents and members of the executive management team. The composition of the Board seeks to reflect the community it serves. A parent representative and a teacher representative are elected positions.

Kate Druhan (Chair)	Sri Darwiati
Kevin Euphemie (Treasurer)	Leslie Medema
Tony Vovers (Secretary)	Walker Zabriskie
Derek Montgomery	Sarah Laird
Jennifer Spector	Cameron Elliot

## The Year in Summary

As a backdrop to a year of growth and consolidation, Bali's active volcano, Mount Agung, rumbled. In a typical demonstration of resilience, the community supported each other and the island's evacuees from the areas surrounding the mountain. This served as a clear reminder of the three important elements that make the School special - learning, community and environment.



Under the guidance of the Trustees and Board of Management, the School remained committed to implementing the final stages of the Strategic Plan 2016-18. Across the School, student numbers increased, fundraising achieved targets and more project-based learning was delivered. The following are some of the year's highlights:

- Green Projects Hub was established, curating and connecting over 60 student-led sustainability projects
- The Community Innovation Hub opened - a student centered, high-tech and low-tech green makerspace
- The School's transport service became the biggest biodiesel transportation service in Indonesia
- Green School was the recipient of four International Reimagination Education Awards
- Student-centered energy projects resulted in seven different renewable energy systems on campus
- Seven local schools were supported to replicate the Green School waste management system (KemBali)
- Development of 'shareable' know-how, referred to as 'The Green School Way'
- Establishment of a parent learning and coworking space
- High School students participated in OECD Education Summit, Paris
- Launch of Green School English, immersive English language program
- Over 40 visitors, companies, entrepreneurs and NGOs connected at the Sustainable Solutions event
- 22 students represented the voice of youth at the UN Climate Change Conference of Parties
- Completion of Sustainability Audit and 40% reduction in environmental footprint
- Introduction of the immersive, project-based LEAP program into Middle School
- Introduction of Wednesday 'Jalan Jalan' (out and about) program into Primary School
- Establishment of specialist science program and facilities into Primary School
- Six, new corporate partnerships established supporting Scholarships and sustainability projects
- Establishment and fit-out of a media-lab, in a unique earthbag building constructed with the help of students from Early Years, Primary, Middle and High School
- Close to \$1 million raised via donations and on-site events to support the Local Scholar Program, local community outreach, new science and technology facilities
- Financial targets and cash surplus achieved, ensuring operating costs and capital upgrades delivered



## Learning Neighbourhoods

### EARLY YEARS

Bringing together new ways of learning, timeless lessons from nature and the deep indigenous wisdom of Bali, Early Years grew in student numbers and in program elements. With the whole campus as a classroom and a laboratory, the primarily play-based program continued with its flagship elements of gardening, cooking, mindfulness, Indonesian culture, folk stories and assemblies. Being part of the bigger community is a special element of an Early Years experience and Jalan Jalans (out and about) and mystery guest experiences were enhanced with the introduction of the new Teman Teman (student to student mentoring) program.

The traditional Kindy graduation ceremony, capped-off another year of joy, kindness and learning in Early Years.

### PRIMARY SCHOOL

Building on the beautifully holistic nature of the program, curriculum was strengthened and specialist resources were added to envisage a fresh direction for the Primary Program. New specialised roles were established to support the review of existing program elements and the development of new program elements, learning schedules and professional development. This included increased formalisation of math and English literacy curriculum and the reviving of thematic offerings. Grade 5 students embarking on the milestone, 'Footprints', individual passion projects, were supported by mentors and presented to the whole community. The introduction of specialist science offerings and a Primary laboratory, culminated in a showcase science fair. Field trips, camps (close to home due to the active volcano), Jalan Jalans (out and about) and community assemblies, supported human connections, delivered community service and helped foster a deep love for the natural world.

An additional classroom construction, allowed for growth in student numbers. A revival of student gardens and installation of a specialist science lab for Primary also added to the physical Learning Neighbourhood.



## **MIDDLE SCHOOL**

Although Middle School grew in student numbers by over 10% during the year, the focus on student's social and emotional development during their Middle School years remained the foremost priority of the teaching team.

The flagship elements of Grade 8 'The Quest', Jalan Jalan, mentor groups and integration across grade levels continued to ensure high engagement and purposeful learning. More hands-on and real-life projects and challenges were introduced with the roll-out of LEAP Junior (immersive project-based learning) as the students continued to develop their own, individual learning programs. The mapping of programs to the Green School skills delivered a greater focus on the mastery of defined skills, in preparation for High School.

## **HIGH SCHOOL**

The unique Green School Diploma has grown in recognition and our graduating class of 18 students were sought after by over 60 visiting universities during the year. The Grade 12, TED style 'Greenstones' showcased yet again the outstanding passion, 21st century skills, global awareness and maturity of our graduating class. The School celebrated the graduation of five Local Scholars, who pursued university pathways and internships.

The return of the Model United Nations program was added to the program, which, along with the Start University Now program, LEAP independent project program, outbound survival, reef restoration and renewable energy projects provided High School students with a truly unique learning experience.

The implementation of a new Student Information System enabled students to follow more visibly, their learning progress. This, along with the six week block choice system empowers students to create and take responsibility for their own learning journey. Every six weeks, teachers pitch their course offerings to students. This process was opened up this year to welcome parents to the pitch events.



## A Community of Learners

### **SUPPORTING INDONESIAN CHILDREN**

Green School Bali is an ecosystem of learning. The notion of ‘school’ in the traditional model has been redesigned to create an interconnected system of learners - students, parents, neighbours, teachers and visitors. The Kul Kul Connection program builds relationships between the School, local families and the residents of surrounding villages. This multifaceted program is driven by the needs and views of the participants themselves. Starting with a small group of neighbourhood children in 2012, the program has grown with a momentum that exceeded all expectations. The program currently supports 350 local children to learn for sustainability.

Based on the preferences of the children themselves, English language learning has always been at the centre of the program. Over the past year this has expanded to include performing arts, village and island-wide sustainability projects, sports and environmental activism. The ‘Trash for Class’ program delivers English language classes throughout the year and the system of payment, via trash, has been embraced by local children, resulting in the responsible disposal of over 4 tons of trash from their villages.

The School supports these children to take action, through participating in the Grade 8 The Quest, individual capstone project and in funding students to bring the voice of Indonesian youth at international events such as the annual UN Conference of Youth. Along with our 39 full-time Balinese Scholar students, our contribution to providing opportunities for local children to access a high standard of education and to learn for sustainability has never been greater. We continue to commit to fundraising to support and grow these programs which are part of the School’s mandate.

## **ADULT LEARNING**

Embracing the idea of lifelong learning, parents, teachers, staff and visitors to Green School were offered an array of learning opportunities. With over 400 learning and enrichment opportunities to choose from (many delivered by parents themselves), offerings reflected the holistic learning philosophy of the School. Intellectual, social/emotional, physical and creative workshops, courses, talks and classes were offered.

Opening in August 2018, the design and development of a new parent coworking/learning space commenced.

## **GREEN SCHOOL PARENTS ASSOCIATION**

The Green School Parents Association continued to be active and much appreciated. Activity centered on community building, coordinating parent activities, fundraising, bringing the voice of parents to the Board of Management and engaging in a monthly dialogue with the School to exchange ideas and and resolve issues.

## **COMMUNITY EVENTS**

The community came together to learn and connect with over 40 external organisations during the 5 day Sustainable Solutions eco-festival. This annual event showcased student sustainability projects and solutions as well as hosting talks, workshops and networking opportunities.

The annual Bamboopalooza event yet again provided a joyful day, celebrating friendship, family, music, food, games and the spirit of the Green School community. The popular Farmers Market continued every second Friday, after School assembly, supporting local vendors and enterprising parents and students.

Green School parents hosted the 'Rumble in the Jungle' fundraising event, raising \$30,000 to improve the School's gymnasium.

## **EDUCATOR TRAINING**

The Green School Green Educator Course, on-site in Bali, attracted participants from all corners of the globe. The program supports educators to integrate sustainability into curriculum and to hone skills in thematic and project based learning. Around 200 participants joined programs during the year, with programs delivered at cost price for Indonesian teachers. The School's Indonesian Internship Program also welcomed 20 interns during the year.





## Budget and Expenditure

**YAYASAN KUL KUL**  
**STATEMENT OF ACTIVITIES**  
*July 31, 2018 and 2017*  
*(In 0 000 IDR)*

	<b>July 31, 2018</b>	<b>July 31, 2017</b>
<b>CHANGES IN UNRESTRICTED DEFICIT</b>		
Revenues	10,184,913	8,293,270
Operating Expense	(9,436,443)	(7,898,065)
<b>Operating Income (Loss)</b>	<b>748,470</b>	<b>395,206</b>
Other Expense-NETo	(357,777)	(298,098)
<b>INCREASE (DECREASE) NET ASSETS BEFORE TAX</b>	<b>390,692</b>	<b>97,108</b>
<b>INCOME TAX EXPENSES</b>	<b>--</b>	<b>--</b>
<b>INCREASE (DECREASE) NET ASSETS FOR THE YEAR</b>	<b>390,692</b>	<b>97,108</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
Items That Will Not Be Reclassified To Profit or Loss		
Actuarial Gain (Loss) of Defined Benefit plan	79,507	(1,047)
<b>OTHER COMPREHENSIVE LOSS FOR THE YEAR AFTER TAX</b>	<b>79,507</b>	<b>(1,047)</b>
<b>TOTAL INCREASE (DECREASE)</b>		
NET ASSETS AND COMPREHENSIVE INCOME FOR THE YEAR	<b>470,199</b>	<b>96,060</b>
<b>UNRESTRICTED NET DEFICIT AT BEGINNING OF THE YEAR</b>	<b>(2,061,719)</b>	<b>(2,157,779)</b>
<b>UNRESTRICTED DEFICIT AT THE END OF THE YEAR</b>	<b>(1,591,520)</b>	<b>(2,061,719)</b>

**YAYASAN KUL KUL****STATEMENTS OF FINANCIAL POSITION**

July 31, 2018 and 2017

(In 0 000 IDR)

	<u>July 31, 2018</u>	<u>July 31, 2017</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	5,386,405	3,708,174
School Fee Receivables	462,008	707,722
Other Account Receivables		
Third Parties	17,990	84,588
Related Parties	34,943	132,776
Inventory	8,590	26,176
Purchase Advance	53,802	43,347
Prepaid Expenses	1,562,880	1,142,101
<b>Total Current Assets</b>	<b><u>7,526,617</u></b>	<b><u>5,844,884</u></b>
<b>NON-CURRENT ASSETS</b>		
Fixed Asset	841,806	356,603
<b>Total Non-Current Assets</b>	<b><u>841,806</u></b>	<b><u>356,603</u></b>
<b>TOTAL ASSETS</b>	<b><u>8,368,423</u></b>	<b><u>6,201,487</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Account Payables		
Third Parties	70,865	156,952
Related Parties	27,209	21,603
Other Payables	603,812	455,378
Unearned Revenue	7,915,902	6,444,431
Taxes Payables	65,164	44,698
Provision	14,478	75,920
<b>Total Current Liabilities</b>	<b><u>8,697,430</u></b>	<b><u>7,198,982</u></b>
<b>NON CURRENT LIABILITIES</b>		
Long-Term Loan	--	--
Other Payables	648,599	475,309
Employment Benefits Liabilities	613,915	588,916
<b>Total Non Current Liabilities</b>	<b><u>1,262,514</u></b>	<b><u>1,064,224</u></b>
<b>TOTAL LIABILITIES</b>	<b><u>9,959,943</u></b>	<b><u>8,263,206</u></b>
<b>NET ASSET</b>		
Accumulated Unrestricted Deficit	(1,591,520)	(2,061,719)
<b>TOTAL NET ASSET</b>	<b><u>(1,591,520)</u></b>	<b><u>(2,061,719)</u></b>
<b>TOTAL LIABILITIES AND NET ASSET</b>	<b><u>8,368,423</u></b>	<b><u>6,201,487</u></b>

**YAYASAN KUL KUL****STATEMENT OF CASHFLOWS**

July 31, 2018 and 2017

(In 0 000 IDR)

	<u>July 31, 2018</u>	<u>July 31, 2017</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase NET Assets For The Year	470,199	96,060
Adjustments for:	0	0
Depreciation and Impairment	0	0
Loss Fixed Assets Value	123,806	91,190
Employee Benefit Expense (Adjustment)	24,999	402,534
Impairment Loss on School Fee Receivables	16,293	29,078
<b>Cash flow provided by (used in) Operating activities</b>	<u><b>635,296</b></u>	<u><b>618,862</b></u>
Changes in Working Capital:		
School Fee Receivable	229,422	(400,207)
Other Receivables	164,431	(125,810)
Purchase Advance	(10,454)	(43,243)
Prepaid Expenses	(420,779)	(163,580)
Account Payables	(80,481)	86,170
Accrued Expense and Other Payables	321,724	119,641
Unearned Revenue	1,471,471	1,505,721
Inventory	17,586	(20,010)
Taxes Payable	20,466	(34,825)
Provision	(61,442)	75,920
NET cash flow provided by Operating activities	<u><b>2,287,240</b></u>	<u><b>1,618,638</b></u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisition of Fixed Assets	(609,009)	(34,100)
NET cash flow used in Investing activities	<u>(609,009)</u>	<u>(34,100)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from Short-Term Loans	0	(130,940)
NET cash flow from Financing activities	0	(130,940)
<b>NET INCREASE IN CASH AND CASH EQUIVALENT</b>	<b>168</b>	<b>145</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<u>3,708,174</u>	<u>2,254,575</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<u><b>3,708,341</b></u>	<u><b>2,254,721</b></u>
Cash and Cash Equivalents consist of:		
Cash	9,722	11,472
Bank	5,376,683	3,696,702
<b>Total</b>	<u><b>5,386,405</b></u>	<u><b>3,708,174</b></u>

**YAYASAN KUL KUL**  
**REVENUE RESOURCES**

July 31, 2018 and 2017  
(In 0 000 IDR)

	<u>July 31, 2018</u>	<u>July 31, 2017</u>
<b>Revenue</b>		
School Fees	7,470,230	6,287,762
Donation	1,372,254	472,117
RegISTRATION Fees	621,090	720,705
Boarding Village	283,456	302,368
Food and Beverage	193,199	156,983
On Vendor Campus	137,591	98,566
After School Income	11,953	580
Experiential Learning	0	174,416
Others Activity	95,141	79,773
<b>Total</b>	<b><u>10,184,913</u></b>	<b><u>8,293,270</u></b>

**YAYASAN KUL KUL**  
**OPERATING EXPENSES**

July 31, 2018 and 2017  
(In 0 000 IDR)

	<u>July 31, 2018</u>	<u>July 31, 2017</u>
<b>Operating Expenses</b>		
Salaries and allowances	5,053,477	4,310,623
Rent Expense	1,459,762	1,110,540
Educational costs	1,138,216	906,949
Accommodation	242,380	284,084
Permits and licenses	277,221	268,811
Supplies	189,717	195,020
Maintenance	181,633	259,818
Development	151,298	185,300
Depreciation (note 8)	123,806	92,717
Consultant	200,890	40,401
Utilities and communication	217,299	82,743
Insurance	55,012	45,439
Marketing	24,232	17,730
Donation	21,574	19,708
General Adm Expenses	20,617	15,278
Information & Technology	16,047	14,999
Recruitment	10,301	14,215
Interns/Volunteer	0	5,083
Strategic Review	0	4,921
Others	52,959	23,684
<b>Total</b>	<b><u>9,436,443</u></b>	<b><u>7,898,065</u></b>

Financials audited by Amir Abadi Jusuf, Aryanto, Mawar and co., from RSM (registered public accountant).  
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## This is Green School

We come from every corner of the globe with a total of **35 nationalities**

High School students had access to **200+ course choices** over the year

Our community recycling centre managed over **20,000 ton of trash** during the year

The School BioBus service saves over **4 tons of CO2** emissions per month

Over **150 medicinal plants** are grown in the School gardens

Over **80% of Green School families, moved to Bali** to attend the School

School gardens produces **150kg of edible produce** per month

We are **powered by 7 different solar and micro-hydro** energy systems

The School uses just **10% of the energy** used by other schools, on average

Over **12,000 visitors** came to see our campus and learn about our programs over the year

Our parents had a choice of over **400 learning and enrichment opportunities**

China News Daily's article on Green School received around **3,500,000 views**

Our total **student body has grown to over 800** - 450 full time + 350 part time Kul Kul Connection students



“I have visited many different places and many schools but Green School is the most unique and impressive school I have ever visited.”

*- Ban Ki Moon, United Nations Secretary-General*

