green school
BALI

STRATEGIC PLAN 2019-21

GREEN SCHOOL BALI

Where do we want to go?

How will we get there?

What will it look like when we've arrived?

OUR PURPOSE

OUR MISSION

'A Community of Learners, Making Our World Sustainable'

'We educate for sustainability, through community-integrated, entrepreneurial learning, in a wall-less, natural environment. Our holistic, student-guided approach inspires and empowers us to be changemakers.'

OUR VALUES

OUR PRINCIPLES

'Be local, let our environment guide us and envisage how the future will be affected by our actions. We embody - Integrity, Responsibility, Empathy, Sustainability, Peace, Equity, Community & Trust - IRESPECT'

'Children come first and learning is R.E.A.L. Our Teachers lead the way and hone their talents. We are accountable and transparent. We are bold and innovative.'

This Plan helps us focus our energy, creative thinking and entrepreneurial spirit. The five themes, goals, actions and impact statements in this plan set the scene for the next two years. The critical path projects set out in this plan will be resolved, providing a solid foundation for the future.

Our vision for 2021 is to hold true to our core purpose of educating for sustainability, for our educators to continue to innovate and for our students to experience REAL learning. We strive to play our part in the educational change that the world needs.

WHERE WE WANT TO GO

OUR 5 STRATEGIC THEMES

By the end of the school year 2020/21:

1. Our **values-based culture is experienced and upheld by all**. It has grown stronger through programs, projects and celebrations that engage everyone in our community.

2. Our students **experience REAL, holistic, proficiency and skills-based learning** - shaping mindsets and nurturing a love for learning. This know-how is both captured and evolving.

3. All learners come together around centers of learning and spaces for co-creation across our campus. **Everyone has the opportunity to get connected and involved**.

4. Our precious **educational, community and campus teams hone their talents** and are supported by systems that make life easier. We grow from a strong and stable foundation.

5. Innovative educational programs, experiences and enterprises are evidence-based, progressive and **lead the way in the world of educating for sustainability**.

1 BUILD CULTURE

When we live our values, our community thrives.

Goals

- Nourish our community by holding precious, our rich traditions, celebrations and annual events that bring our mission, beliefs and values to life.
- Values-based learning and restorative practices are evident and experienced across the community.
- Social/Emotional programs across all Neighborhoods build a culture of kindness.
- High School weekend and after school initiatives build participation and reinforce positive life choices.
- Governance is representative, transparent and builds trust.
- Local community integration delivers shared-learning and friendship.
- Our educators are celebrated and honored and we respect their deep educational expertise.

Actions

- Define and evolve our community 'artefacts', which deepen important traditions and enrich culture.
- Align values-based learning and social/emotional programs School-wide.
- Fully implement the governance structure, inclusive of student voice, and with transparency.
- Establish Indonesian Learning Head positions to lead the way on Indonesian culture and language.
- Integrate Kul Kul Connection as a Learning Neighborhood.
- Review Local Scholar and Kul Kul Connection programs and implement recommendations.
- Establish language and cultural centers of learning.

Outputs / Impacts

- Values-based and Social/Emotional programs reviewed, documented and integrated across the School - end 2019/20.
- Restorative justice programs and practices in place and common language in evidence - Jan 2020.
- 'Artefacts' of Green School are evident, refreshed, documented and continue to evolve - Jan 2020.
- Governance and leadership structure stable and clear - Aug 2019/20. Students are represented and can shape decisions that impact on them. Decisions/updates communicated - quarterly.
- Implement recommendations of Local Scholar Program review - semester two 2019/20.
- KKC becomes a Learning Neighbourhood - 2019/20. Review and implement recommendations - beginning 2020/21.
- Indonesian Head positions installed - beginning 2019/20
- Refreshed language and culture programs in place - end 2019-20 for Primary, end 2020-21 for all.
- 10% give-back commitment maintained for Scholar, community, local teacher and intern training.
- Community Culture Committee established and every stakeholder group designs and implements culture building initiatives. Community survey indicates understanding of our values and believes we all 'walk the talk'.

2 IGNITE R.E.A.L LEARNING

When we make it real we educate the whole child - balancing proficiencies, skills and values.

Goals

- Curriculum is aligned, documented and accessible - balancing teacher creativity and student-driven learning with solid foundations.
- Green School Skills are central components of the Learning Program.
- Literacy, Maths, Science are documented, based on scope and sequence learning outcomes.
- Bahasa Indonesia programs documented, implemented and reflect an experiential approach Primary School.
- Thematic learning touches connections to nature and sustainability, integrates core elements of learning and is documented.
- Holistic assessment/reporting for all children, balances discipline specific mastery, skills and values.
- We deliver on our educational promises to every child, at every stage, appropriate to age, over the course of every School year.

Actions

- Create a central, supporting curriculum advisor function/role.
- Better align whole-school curriculum development, documentation and practice: curriculum overviews, yearly plans, scope and sequence learning outcomes & unit/term course statements.
- Invest in Primary to uplift Social-Emotional, Projects, Green Studies and Proficiency programs.
- Bring Jalan Jalan to upper Primary to empower through choice, to get hands-on and to give service.
- Establish a Bahasa Indonesia Program Developer role.

Outputs / Impacts

- Curriculum is aligned, ever-evolving, documented and organised, teachers are supported to deliver on our promises and we share a common understanding and language of our curriculum.
- Every student can:
  - Experience hands-on, real projects that make a difference, including individually initiated projects.
  - Explore a wide range of creative outlets - visual, practical, performing, musical, Balinese, literary.
  - Advocate for their individual needs and have age-relevant choice.
- Every student will:
  - Spend time in the garden, in water, in mud, in the jungle and in all centers of hands-on learning.
  - Be supported to make good choices, to be kind, to reflect and to restore relationships.
  - Learn across all areas of proficiency in a sequenced continuum.
  - Learn through thematic/project-based/mulitpathway credited courses.
  - Be assessed holistically - proficiencies, skills and values in action.
  - Be supported to make meaningful cultural connections with the people and place of Bali.
- Every student knows:
  - That sustainability starts from within and can make personal choices, find solutions and take action.
  - How to speak basic Bahasa Indonesian and respects local and international community members.
  - How to respectfully take a stand and be a passionate advocate for making our world sustainable.

3 CONNECT LEARNERS

When we join forces and learn from each other, we create a bigger impact.

Goals

- Cross-community centers of expertise (design/innovation, media, food, forest, green building) bring us together to learn.
- Co-working, project collaborations and mentorship initiatives connect all community group members.
- Our annual project theme gives us focus and combines our efforts for greater impacts and meaningful connections.
- We support, and are supported by, the global Green School network.
- An Alumni Program connects us across the globe for greater and lasting impact.

Actions

- Uplift cross-community centers of learning - Food & Forest, Innovation, Media and Green Building.
- Integration of centers of innovation under the iHub (project centre, BioLab, KemBali, maker-space).
- Establish and grow co-working and co-creating spaces and opportunities for cross-community connection through project collaborations and mentorship programs.
- Provide support and learn from the global GS network including the co-sharing of documentation and facilitated on-site connections, in a way that adds to Green School Bali.
- Build on community-wide waste, transport and energy projects with a new focus on water.
- Build an alumni program with graduates and families across the globe and grow alumni events.

Outputs / Impacts

- Establish/uplift cross-community centers of learning - Food & Forest, iHub, Project Centre, Media and Green Systems/Building - semester two 2020/21. Engagement increases by 20% - end 2019/20.
- Co-working/co-creation centers for students, teachers and parents established - end 2019/20.
- Project Centre as part of the iHub is known by all community members as a place to connect, activate and accelerate projects (students, teachers, parents, neighbours and visitors). Engagement increased by 20% annually - end 2019/20.
- Every student working on their capstone project has the opportunity to establish a mentoring relationship for support, advice - 100% of students offered opportunities from 2020.
- Synchronised effort between Green School Bali and GSSO delivers shared benefit on documented practice, training, know-how and connections - ongoing, as agreed.
- Water projects theme launched - ocean related and on campus - end 2019. Water harvesting system in place and achieves Sustainability Audit goals - end 2020/21.
- Alumni information and connections support internships, fundraising and create more global connections - end 2020/21.

4 GROW TALENT AND STRENGTH

When we are organised, stable and honing our talents we are empowered changemakers

Goals

- Our organisational structure reflects our priorities.
- Careful growth provides financial security and more opportunities to create a bigger impact.
- Targeted professional development and training uplifts mission-driven skills and deepens expertise.
- Our Indonesian staff development program delivers fast-track advancement.
- A new employment framework builds depth and continuity.
- Our systems support operational efficiency and quality data management.

Actions

- Implement and refine a new organisational structure.
- Establish a targeted and clear program of professional development/training.
- Indonesian staff fast-track development program established and clearly communicated.
- Review and implement a new employment framework and recruitment/retention approach.
- Invest in systems architecture and expertise to improve information accuracy and efficiency.
- Develop a plan for growth that includes capacity building across people, fundraising, enterprises, programs and campus.
- Make provision for land lease resolution and organisational/global fluctuations by generating a minimum annual surplus, as determined annually.

Outputs / Impacts

- Refreshed organisational structure implemented - August 2020.
- All teachers and staff are engaged in professional development programs - beginning 2020/21.
- Certification program enables mastery to be achieved and recognised - end 2020/21
- Indonesian staff fast-track development program established - 2019/20, 20% more Indonesian representation in leadership - end 2020.
- New employment framework and recruitment approach - end of 2019/20.
- Growth plan supports and achieves 5-8% growth per annum/or set surplus target with clear rationale and financial transparency.
- Financial model reviewed, risk plan in place, long-term capital works and rental approach resolved - end 2020/21.
- Campus masterplan developed and ready to work with - end 2019/20.
- Annual fundraising goals achieved and endowment established (stage 1) - ongoing and end of 2020/21.

5 LEAD THE WAY

When we are bold we are building the educational solutions the world needs.

Goals

- High School Diploma choices are defined and increase tertiary, vocational, entrepreneurial and internship pathways.
- Expanded creative arts program in Middle School empowers through choice and supports innovation.
- Social enterprises are mission-driven, connected to learning and self-sufficient.
- Green School English program is nurtured as an enterprise, adding value to the KKC program and strength to the School.
- Our campus is a maker space and model of sustainability and student problem-solving - water, waste, energy, transport, food.
- Educators from around the world join us in developing and sharing best practice in educating for sustainability.

Actions

- Fully implement Diploma pathways, supported by individual learning plans.
- Pilot a lightly curated graduate internship program.
- Expand the creative and practical art options in Middle School.
- Social enterprises reviewed, accountable for agreed goals and self-sufficient/funded.
- Annual audits (Sustainability, H&S) completed and recommendations prioritised and implemented.
- Students (and other community members) are involved in all major campus sustainability projects - water, waste, building, energy, transport, food and forest.
- Green Educator Course relaunched and inaugural educator symposium produced.
- Continue to share what we are and what we do, authentically and organically, preserving and honoring Green School Bali as the founding School holding experience and established practise.

Outputs / Impacts

- Students and their families understand graduation pathway opportunities, and every student in 11 & 12 has an Individual Learning Program and comprehensive portfolio of learning - end 2019/20.
- Internship pilot program introduced end 2019/20. Reviewed undertaken in semester one 2020/21.
- Expanded creative and practical art options in Middle School gives students 30% more choice.
- Social enterprises reviewed, accountable and self-sufficient - end 2020.
- Recommendations of annual Sustainability Audit achieved, with student participation at the core.
- Green Educator Course fully subscribed and generates surplus of $80k+ pa for the School - 2020/21.
- Inaugural Education Symposium executed in line with set objectives - end 2019/20.
- Brand reputation maintained with our audience and followers through authentic story-telling and upholding of personal data protection protocols - ongoing.

STRATEGIC PROJECTS TO BE RESOLVED BY 2021

Critical Path Projects

Long term finances/model
Secure land-lease and resolve long-term, sustainable, financial model.

Organisational structure and systems
Review and implement structure to take the school forward. Implement cohesive and efficient IT systems solution.

Growth Plan
Develop growth plan, taking account of school culture, strengths and best ‘shape’ as well as campus master plan.

What's Next?

IMPLEMENTATION APPROACH

We move forward with implementation on a foundation of trust and shared responsibility. Our Heads are accountable and empowered to lead, be creative, make judgements and seek support where needed. They are supported and guided by the Board of Learners, Yayasan Board and the Trustees.

Annual planning across the School, resource and budget allocations, as well as staffing and professional development, reflect and support our strategic priorities, year to year.

The Green School Executive Committee reports quarterly to the Board of Learners on progress against goals. The Board in turn, provides a summary of progress to the Trustees and community.

The whole community has a role to play. We invite everyone to participate, feel invested, take responsibility and share the successes as we step forward together.

Terima Kasih

Parent workshops, teacher consultations and survey information as well as student discussion groups were facilitated to review where we are at and where we need to go. Thanks to everyone who contributed to this vision and roadmap - all 180+ of you!

THIS IS GREEN SCHOOL

WELCOMING

43

NATIONALITIES

RECEIVING

17k

VISITORS PER YEAR

SAVING

8+ton

OF CO2 SAVED PER MONTH BY THE BIOBUS

PROVIDING

8

ELECTRIC VEHICLE CHARGE STATIONS

GROWING

150+

MEDICINAL PLANTS

MANAGING

1.5t

OF RECYCLABLE TRASH PER MONTH

COMMITTING

10%

OF REVENUE TO EDUCATING BALINESE CHILDREN

SERVING

100%

MEAT AND PLASTIC PACKAGE FREE SCHOOL LUNCH

GENERATING

85%

OF POWER NEEDS THROUGH RENEWABLES

EDUCATING

900

FULL TIME AND PART TIME YOUNG CHANGEMAKERS