Green Hedges School

IMPACT REPORT

2020–2021
Dear Green Hedges Families,

Green Hedges School’s Impact Report for the 2020-2021 school year seeks to highlight what you, our donors, have helped Green Hedges School achieve this year. From continuous in-person learning due to enhanced health and safety measures to helping the School double its Equitable Experience Fund, the 2020–2021 school year was like none other because of the support of this wonderful community of families, faculty, and students.

As you read this year’s Impact Report, remember that it is the collective generosity of parents, alumni, faculty, grandparents, and many other constituents that make Green Hedges a school where all students are inspired to be engaged scholars and leaders, kind peers and neighbors, and purposeful citizens of the world. This impact report shows us that we continue to be resilient in the face of challenges, that our community is our greatest asset, and that inclusion is a goal that we strive towards everyday.

Thank you for making an impact this year. You have made a difference at Green Hedges School and have helped us imagine all that is possible, and for that we are forever grateful.

Sincerely,

[Signature]

Jennifer P. Bohnen
Head of School
## FINANCIAL OVERVIEW 2020–2021

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees*</td>
<td>4,108,714</td>
<td>3,482,730</td>
<td>3,340,108</td>
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<tr>
<td>Fundraising</td>
<td>245,476</td>
<td>204,810</td>
<td>160,018</td>
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<tr>
<td>Other Revenue</td>
<td>643,557</td>
<td>339,221</td>
<td>376,432</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>4,997,747</strong></td>
<td><strong>4,026,761</strong></td>
<td><strong>3,876,558</strong></td>
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<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program &amp; Services</td>
<td>2,463,822</td>
<td>2,410,080</td>
<td>2,364,393</td>
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<tr>
<td>Administrative &amp; General</td>
<td>1,230,672</td>
<td>1,096,353</td>
<td>1,091,445</td>
</tr>
<tr>
<td>Buildings &amp; Grounds</td>
<td>767,914</td>
<td>507,991</td>
<td>484,210</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>4,462,408</strong></td>
<td><strong>4,014,424</strong></td>
<td><strong>3,940,048</strong></td>
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<tr>
<td>Change in Net Assets from Operation Reserves</td>
<td>535,339</td>
<td>12,337</td>
<td>(63,490)</td>
</tr>
</tbody>
</table>

*Tuition & Fees are net of Financial Aid
YOUR IMPACT 2020–2021

With their generosity, the following donors directly impacted the Green Hedges Fund and allowed us to create and implement the initiatives and programs highlighted throughout this report. It is with tremendous gratitude that Green Hedges acknowledges the individuals listed on the pages that follow.

Mr. Kenneth C. Adams
Ms. Jacqueline Alexander
Mr. Arahman Alhajeri and
Ms. Muneera Albedal
Rayyan Amer
Ms. MaryAnn Anderson
Mr. Paul Askew
Mr. and Mrs. Byron Bacik
Mr. and Mrs. Josh Baker
Dr. and Mrs. Samuel Barnett
Mr. and Mrs. Chris Bayer
Ms. Danielle Beale
Ms. Jane Beale
Ms. Melanie Beale
Mr. Wayne Beale
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Mr. and Mrs. Craig Beckman
Ms. Abigail Benitez
Mr. and Mrs. Andrew Bergwall
Ms. Monica Bess
Mr. Jeremy J. Biggs ’98
Mr. Geoffrey Birchard and
Ms. Blaire Osborn
Ms. Heidi Bittner
Mr. Karl Bittner and
Mr. Will Brenninkeijer
Mr. and Mrs. John Bland
Mr. and Mrs. Andrew Blocher
Mr. and Mrs. Keith Bodell
Ms. Shannon Bodnar
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Mr. and Mrs. Myron Boncarosky
Ms. and Mr. Line Bonde
Mr. Niels Bonde
Mr. Herman Bos
Mr. and Mrs. Vincent Bos
Ms. Elizabeth Boyes
Mr. and Mrs. Douglas I. Brandon
Mr. and Mrs. Kevin M. Brandt
Mr. Ted Brauer
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Ms. Kathie Chang
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Ms. Norma Costello
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Mr. and Mrs. Ronald Crowder
Mr. and Mrs. Greg Cullison
Ms. Cynthia Cygan Piekarski
Ms. Maria Dakolias
Mr. Trainhe Dakolias
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Mr. Peter DiGiovanni
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Mr. John Dowsing
Mr. and Mrs. William Doyle
Mr. and Ms. Ralph Draetta
Mrs. Patricia H. Dresser
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Dr. Chetna Dua
Mr. Rajan Dua and
Dr. Anuradha Dua
Ms. Sonia Dua
Summit Dua
Mrs. Gloria Dugan
Mr. and Mrs. Charlie Duran
Ms. Louise Dycus
Ms. Suzanne Edwards
Mr. Abraham El-Ghoul
Ms. Amber El-Ghoul
Mr. and Mrs. Khalil El-Ghoul
Ms. Nuha El-Ghoul
Ms. Sarah El-Ghoul
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Mrs. Aya Mohamed
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Mr. Matt Fisher
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Mr. Marc Foglia
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Mr. Bruce Foote
Ms. Debra Foote
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Freddie Mac Foundation
Ms. Jenna Froess
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Mr. and Mrs. Daniel Garen
Ms. Sharon Gautier
Mr. and Mrs. Craig Gavin
Ms. Paula Gavin
Ms. Grace Ghareeb
Mr. Joanthan Ghareeb and
Mrs. Jill Pritchard Ghareeb
Ms. Jane Gibb
Mr. and Mrs. John Gibb
Ms. Carol Gideon
Ms. RaDonna Gideon
Ms. Pam Gill
Ms. Nicole Gilman
Glass House Real Estate
Goldman, Sachs & Co.
Mr. Walter G. Gomez and
Ms. Claudia F. Torres
Mr. and Mrs. Jordan Gottfried
Ms. Wanda Green
Mr. and Mrs. Kyle Greiser
Ms. Maria Grey
Ms. Deepmala Gupta
Ms. Monica Gupta
Mr. Paul Gutierrez and
Ms. Yuly Ramos
Dr. Sara Hallisey and
Mr. John Hallisey
Ms. Morgan Heill
Ms. Stephanie Hemm
Mr. and Mrs. Keith Higginbotham
Ms. Carrie Hobson
Ms. Laura Hobson
Ms. Heather Hoffman
Ms. Tove Hoffman
Mr. and Mrs. Mike Holmes
CDR and Mrs. Thomas Holmes
Mr. Brian Hoorwitz
Mr. and Mrs. Rohan Oberoi
Ms. Maureen Odenwelder
Ms. Kathleen Opiola
Mr. and Mrs. Brian Orban
Mr. and Mrs. Eric Palmer
Mr. and Mrs. Sid Pandit
Mr. Adit Parasuram
Ms. Deborah Pavlovich
Ms. Lorraine Pavlovich
Mr. Nicholas Pavlovich
Ms. Vilma Pedra
Mr. and Mrs. Frederic Peikin
Mr. and Mrs. Omer Pence
BrightSpot
Mr. and Mrs. Wif Petersberger
Mr. and Mrs. Bucky Peterson
Mr. and Mrs. Andrew Peterson
Mr. and Mrs. Scott Peterson
Mr. and Mrs. Prem J. Pillai
Capt. and Mrs. James E. Pinnell
Mr. Frank Pinol and
Ms. Lauren Woods
Mr. and Mrs. Michael Pisona
Mrs. Katie Pluebell-Lord
Dr. and Mrs. Brad Pontz
Mr. Brian Poppe
Mr. Gerald Poppe
Mr. and Mrs. Troy Poppe
Ms. Annette M. Porter
Mr. Dan Porterfield
Ms. Debbie Porzio
Mr. and Mrs. Michael Porzio
Mr. and Mrs. David Priess
Ms. Dianne Priess
Mr. Chris Pritchard
Mrs. Connie Pritchard
Jack and Benjamin Pritchard
Mr. Steve Pritchard
Mr. and Mrs. Thomas G. Provenzano
Prudential
Mr. and Mrs. Howard Putnam
Mr. TJ Radtke and
Ms. Deirdre Shaughnessy
Mr. Mark Raiffa and
Ms. Ruth Bandler
Ms. Yessica Ramos
Mr. and Mrs. Michael Rijneveldshoek
Ms. Melanie Ruic
Mrs. Gloria T. Runyon
Mr. and Mrs. Tyler Rushforth
Dr. Amer Saba and
Ms. Lynn Abouhadid-Saba
Mr. and Mrs. James Salazar
Ms. Gaytri Scheel
Mr. Maarten Schimmel
Mr. Roel Schimmel
Ms. Cheryl Schmitt
Ms. Carol Schroeder
Mr. and Mrs. Steven Schroeder
Mr. and Mrs. Glen Schulenberg
Mr. and Mrs. Asif Shakeel
Mr. and Mrs. Michael Shaw
The COVID-19 pandemic changed us all, but the community at Green Hedges School has never been more resilient. Yes, there continue to be unpredictable days, but this past year made us stronger and more prepared than ever to take on new challenges. We saw what the heart and soul of our community, the students and teachers, were capable of and although traditions and events like graduation have looked different the past two years, they have still gone on and we have held onto our traditions—a true testament to our determination to carve out moments of joy and celebration in a pandemic.

Students thrived in the face of so many changes this year and Green Hedges School is proud of its students and their ability to adapt and succeed. The same goes for our faculty and staff, who have been the “engine” that has kept the School open. They responded with enthusiasm and demonstrated a “can do” attitude in the face of the many changes in store for them. Since the start of the 2020–2021 school year, faculty and staff proved over and over again to be adaptable and creative in the face of new challenges.

Your impact allowed Green Hedges to upgrade its technology with OWL camera/microphones and WiFi. In addition, WiFi was upgraded throughout campus so that students and teachers could access iPads and other technology seamlessly outdoors.
THE GREEN HEDGES AFFORDABILITY PROGRAM

Over the past year, a tuition task force worked diligently to create a more equitable tuition pricing model for families. Consistent with our 2020–2025 strategic plan, the primary objective of the task force was to make Green Hedges affordable to all families. As a result of those efforts, the School introduced the Green Hedges Affordability Program (GHAP) in early 2021. This new program, which replaces our current financial aid process, provides:

- an individualized tuition plan based on a family’s income and assets;
- a reimagined and streamlined questionnaire (consisting of approximately 10 questions) that needs to be completed every two years instead of every year;
- greater visibility into what a family would pay for tuition over a two-year period; and
- faster results for families as individualized tuition prices will be provided within days of completing the GHAP questionnaire.

Your impact provided the necessary professional development to embark on this innovative approach to affordability. You also helped provide the needed technology to make this program possible.
THE EQUITABLE EXPERIENCE FUND

It has always been part of Green Hedges School’s Mission and Core Values to foster an “appreciation for all endeavors which broaden the mind and enlighten the spirit.” One of the ways in which we do this is to create an equitable and inclusive experience for all of our students.

The Equitable Experience Fund (EEF), established in fall 2020 by a family new to Green Hedges, aims to ensure that all students have the same opportunities and experiences while at Green Hedges. Grants from this fund will be offered to diverse students by race/ethnicity and socioeconomic status in Grades 6–8 to help cover non-tuition costs. These include, but are not limited to, class trips, school uniforms, and educational testing. For some families, these fees are minor expenditures, but for others, they may pose a barrier to the full Green Hedges experience. Our community benefits from a diverse student body and support from this Fund will offer another way to promote an equitable and inclusive environment for all Green Hedges students.

Your impact doubled this Fund in its first year. The generosity of our community was the highlight of this year’s Family Fun Trivia Night, during which families “raised their paddles” to donate to the Equitable Experience Fund. The following donors helped the EEF reach approximately $50,000 in its first year alone:

Ms. Lisa Beaudoin
Mrs. Marion Beckett
The Bergwall Family
The Bittner-Brenninkmeijer Family
The Bohnen Family
The Brandt Family
The Costello Family
The Cotter Family
The Cullison Family
The Gibb Family
Ms. Carol Gideon
Glass House Real Estate
The Gomez-Torres Family
Ms. Wanda Green
Ms. Maria Grey
The Huse Family
The Hutzler Family
The Isaacs Family
The Johns Family
The Kanani Family
The Kohn Family
The Lapham Family
The Lattimore Family
The Lazear Family
The Leggett Family
The McCarty Family
The McKinney Family
The McLaughlin Family
The McNeice Family
The Mullarkey Family
Ms. Allison Nichols
The Oberoi Family
The Orban Family
The Pence Family
The Peterson Family
The Piñol Family
The Pontz Family
The Poppe Family
The Radtke Family
The Saba Family
The Shaw Family
The Shore Family
The Stetzer Family
The Stoner Family
The Stout Family
The Tallent Family
The Torchinsky Family
The Vora Family
The Wadlow Family
The Weaver Family
The Wyborski Family
The Yosmanovich Family
FOSTERING COMMUNITY

The community at Green Hedges brings a palpable feeling that is hard to describe to others. Kids of all ages greet each other, teachers and parents interact with familiarity and collegiality, and a sense of kindness is evident in all the classrooms. With the pandemic, Green Hedges was able to lean into the strength of our community to care not only for one another, but for those in our greater community as well. We created opportunities to connect our esteemed Art program with Rustic Love Vienna, Grade 2 used its math skills when helping Food for Others, and Grades 6 through 8 have considered ways in which they will connect their passion, their purpose, and their community to have an impact.

In addition, with the support of the Parent Association, we decided to pause our traditional auction this year and instead focus our energy to support local Vienna businesses. Class baskets, which were raffled off at our Family Fun Trivia Night, were filled with goodies from local businesses. Our message was clear to local businesses that we are here for them in their time of crisis as they have always been there for us. This is what a community does.

Your impact contributed directly to community-building efforts like the Dragon Dash and to non-profit organizations in the area. As a community, you were not only able to make a difference in the Green Hedges Fund while supporting a fun event like the Dragon Dash, but your donations also helped worthy, and very much needed, organizations in Vienna like Rustic Love and Food for Others.
FAEZEH ASHKAN

For Montessori Directress Faezeh Ashkan, teaching and learning are joyfully intertwined. “Teaching is a never-ending education,” she says, “because the Montessori Method offers a framework for addressing the unique characteristics of each child.” Ms. Ashkan embraces each aspect of children’s development, seeing her work as “guiding young children through everything, from zipping jackets to becoming young readers.”

Thinking back on her own childhood in Iran, Ms. Ashkan remembers being an energetic child who loved to learn and who learned easily until encountering Geometry. At that crossroads, a teacher supported her so beautifully that she not only learned how to improve in this area of mathematics, she also learned, as she puts it, “to believe in myself, to have a new sense of myself as someone with a lot of potential.” That insight about learning illuminates her teaching, and her worldview.

After studies and a career in Agriculture Engineering, Ms. Ashkan received a Master’s Degree in Education from the Baha’i Institute for Higher Education in Iran. Her family came to the United States in 2003, when she fell in love with the Montessori Method. She received Early Childhood Teacher Certification from the American Montessori Society and had 14 years of Montessori experience before coming to Green Hedges.

Ms. Ashkan has two accomplished young adult sons and spends her leisure time doing oil painting, dried flower collage, and embroidery. She also practices and instructs yoga.
“We all share the experience of having human emotions, and we are fundamentally more similar than different,” says School Counselor Sabine Bergwall, explaining the world-view that informs her life and work. Growing up bilingual outside of Paris and having been educated in France, Canada, and the United States, Ms. Bergwall has considerable experience with cultural differences, and with the universality of what she calls “the power of human connection.” She helps Green Hedges students discover their resilience and navigate personal and interpersonal tasks of development, bringing her skills and warmth to focusing on the core competencies of self-awareness, self-management, social awareness, relationship skills, and responsible decision-making.

Ms. Bergwall attended McGill University in Canada for undergraduate work with a major in Psychology and holds an M.Ed/Ed.S in Mental Health Counseling from the University of Virginia. She also participated in the Transforming Communities program at American University, a program addressing social change and public policy. Ms. Bergwall has extensive experience in trauma treatment and has worked for many years with children, adolescents, and adults confronting difficulties resulting from a wide variety of issues, in both school- and community-based settings. Before coming to Green Hedges, she was the School Counselor and Family Specialist at the Phillips School in Annandale.

*When she is not working, Ms. Bergwall enjoys spending time with family and going for quiet walks in nature. She is passionate about travel, learning about cultures, and discovering new culinary experiences, and loves movies, shows, and spending time with friends.*
As Middle School Spanish and Grade 6 Humanities teacher Maria Paz Castillo describes how she experiences teaching, she makes a gesture that begins with hands closing above and a little behind one side of her head, and slowly, as if revealing a gift, ends with her hands coming forward and down, and opening. “I have always enjoyed reading, and have had an interest in literature and history,” she says, explaining that what she herself loves to learn about is what she then strives to transform into something meaningful and enjoyable for her students.

Ms. Castillo holds a Master’s Degree in Education from the Pontificia Universidad Catolica de Chile in Santiago, Chile, where she grew up. While in college, she became fascinated with educational methods that enabled her to take complex ideas and make them accessible to others. Soon she began teaching in an urban school that combined strong academic leadership with family engagement to help students excel. There, she taught history, language arts, literature, and grammar. Later, Ms. Castillo served as the Humanities Department Chair at the British Royal School in Santiago, focusing on Philosophy, Spanish, and History.

Ms. Castillo recently moved to the DC area, where her husband is pursuing PhD studies at Georgetown University. She taught Spanish at Capitol Language Services in Washington, DC until joining Green Hedges, where, she says, she enjoys the atmosphere of kindness and support.

Outside the classroom, Ms. Castillo loves physical activity, including boxing, running, and swimming.
Years of experience in classrooms with students of different ages have drawn Grade 5 teacher Jacquie Ingersoll to appreciate the characteristics of each developmental stage. "I love the freshness of their new discoveries and the sophistication of their later skills," she says, explaining what she enjoys about different age groups.

Ms. Ingersoll has been interested in education since her childhood, when she often took the role of teacher toward her two younger siblings and her cousins. As a student, she benefited from talented teachers whose approaches matched her changing academic and personal needs in different ways over time. Applying this perspective to teaching students of different temperaments and learning styles Ms. Ingersoll says, "I try to be what each student needs." She feels at home in Grade 5 at Green Hedges, where she had previously taught as a substitute teacher.

Ms. Ingersoll majored in Early Childhood Education at the State University of New York and received a Master’s of Education from the University of Georgia, where she trained in reading methods that emphasize a multi-sensory approach. She served as a substitute and long-term substitute at several schools in New York and Georgia before moving to this area.

An ardent fan of the Buffalo Bills, Ms. Ingersoll has always been interested in sports and athletics. She loves hiking with her fiancé, Josh, and their dog, Scout, named after the brave, inquisitive character in To Kill A Mockingbird.
“Education begins at birth,” says Montessori Guide Ardass Khalsa, referring to the philosophical essence of Maria Montessori that she herself embraces. Over her many years as a Montessori educator, Ms. Khalsa has followed an approach to teaching that honors and supports each child’s individual path, one infused with her love for the arts and her reverence for beauty.

Born in Mexico City, Ms. Khalsa grew up immersed in classical music and visual arts. Her interest in dance led her to a career as a professional performer that has encompassed ballet, modern dance, jazz, flamenco, and other styles of this art. When, later in her career, Ms. Khalsa began practicing and teaching Yoga and meditation, a chance encounter with a two-year old led to her teaching movement and music to very young students. “The children chose me,” she says, describing the turn in her career path that began with a sense of mutual recognition and joy.

After coming to the United States, Ms. Khalsa received Montessori training at the Northern Virginia Montessori Institute. She has worked as Montessori Lead Guide in Spanish immersion at different programs, and at the Wolf Trap Institute for Early Learning, bringing performing arts into the schools. “Children can learn anything,” she says, adding, “We just have to teach them how to do it so that they can do it themselves.”
BLAKE KOHN

“I’ve always valued the personal connections that happen at independent schools,” says Director of Development Blake Kohn, explaining that while obvious connections happen in direct relationship to the students, there is a web of shared purpose that includes many committed partners on and off campus whose goodwill and efforts come into play, and from whom the students learn critical character skills. And, she points out, “this web of community benefits everyone.”

Growing up on an independent school campus where her father was Head of School, Ms. Kohn experienced first-hand the value of the connections she describes. At Green Hedges, she has a sense of homecoming. “The feeling is palpable,” she says, “that everyone here is committed to giving each child the most excellent educational opportunity possible, within the context of what fits each student best.”

Ms. Kohn earned a B.A. in Spanish and International Relations from Bowdoin College and an M. Ed. in School Counseling from the University of North Carolina, Chapel Hill. She started her career as a high school Spanish teacher and went on to administrative positions in the areas of financial aid, admissions, and as Director of Student Activities. She also founded and served as co-director of Tiny Explorers, a bi-lingual Spanish-English preschool. More recently, Ms. Kohn has been Program Manager, and subsequently Executive Director, of the National Network of Schools in Partnership.

When she is not working, Ms. Kohn loves adventures and travel, cooking, and spending time with her family, including her two teenage children.

“The feeling is palpable that everyone here is committed to giving each child the most excellent educational opportunity possible, within the context of what fits each student best.”
Our Mission

We inspire young people of talent and promise to develop clear values, a desire for wisdom, and an appreciation for all endeavors which broaden the mind and enlighten the spirit.