

Minutes of the 2010–2011 HIS Executive Board Meeting #8

May 02, 2011, (Monday) at HIS at 18:00

Members present: Branson, Johnson, Katayama, Kaufman, Lyons, Viljoen, Yonesaka

Members absent: Ikeda

Guests present: Barry Ratzliff (Principal); Dr. Toma (HIS Auditor)

1. Call meeting to order

Viljoen called the meeting to order at 18:00.

2. Approve agenda (2011.05.02_1_agenda.pdf)

The agenda was approved.

3. Approve and sign minutes of March 31 meeting (2011.5.02_2_minutes_March31.pdf)

Minutes were approved and signed. No matters or discussion arising out of the minutes.

4. Executive Board Chair Report (2011.05.02_3_Chair.pdf)

Due to much correspondence and organizing by Rick, we were able to enjoy the expertise of John Ritter in a number of ways, especially with an early Board retreat. So we are in the fortunate position of having Board and Head goals for 2011–2012 in hand, with our direction ahead agreed upon.

The Board Nominating Committee has completed the hard work on a slate for the two boards for this coming year. The potential new members' resumes have been sent to the ExB for review. We hope to have the best boards in place as we face our Head of School transition and the upcoming WASC visit.

The morale of the teachers who live in the Teacherage took a hard blow when the good piece of land that could have been used for a new building was sold before we could hold a special Board of Councilors' meeting. We need to ensure that the living conditions of our teachers are within acceptable limits and give guidelines to the Building Committee on how to proceed. Therefore, we will discuss the use of the Capital Improvement Fund and a possible change to this policy during this meeting, as well as the proposed budget and ExB calendar for the 2011–2012 school year.

Barry continues to do a great job of preparing to be Head next school year, while also fulfilling his final duties as principal for the rest of this year, including the heavy task of preparing for the WASC accreditation visit, writing the bulk of the report, and organizing the focus group teams that will write the rest of the chapters. He and his family will take a week off school in lieu of summer vacation for, at that time, Barry will be doing professional development.

In May, we continue our efforts to advertise the golf fundraiser and Griot, the school's fundraising concert. Remember the early 12th grade graduation date this year—June 6 (Monday).

5. Head of School Report (2011.05.02_4_HMReport.pdf)

- **Enrollment:** HIS currently has an enrollment of 173 and continues to hold interviews in preparation for fall enrollment.
- **Finances:** The Finance Committee met and approved a draft of the 2011–2012 budget and forwarded it on to the Executive Board for approval at the May 2 meeting (see item 10). The budget has a modest 2% increase and has held costs relatively flat, while not sustainable, is perhaps prudent.
- **Personnel:** Sophie Brown has informed the Head that she intends to return to New Zealand at the end of this year. This is not completely unexpected, and we will definitely miss her; however, it leaves us in a bit of a rush to find a replacement.
- **Curriculum:** Teachers have now turned their attention to the math curriculum for the remainder of the year. The math teachers will be working throughout the end of the year on Wednesday morning collaboration to review, revise, and adopt new math standards.
- **School Improvement:** HIS will be working on its self-study during 2010–2011 in preparation for its accreditation visit in April 2012. Critical in this work is continued curriculum revision.
- **Building and Grounds:** The Building Committee met on April 18 (see report, item 11).
- **Letter from David Piazza to Head:** Concerning his course teaching load for the school year 2011–2012. The Board read and discussed the letter. The Board then referred the matter back to the Head. The Board agrees that all teachers should have an equal course load.

6. Principal of School Report (2011.05.02_5_PrincipalReport.pdf)

- **MAP Training, May & June** -- Hisada scheduled both schools for their spring MAP testing sessions. Concerns about student motivation have been addressed at the secondary level. Results will be reported to both students and parents. Homeroom teachers will explain the results and help students set goals for the future using MAP tools.
- **Niseko Updates, April 15** -- Abe submitted the school's application and support documents to the offices of the Hokkaido government's Private Schools Department. We now await their response. There is a two-staged approval, one in June and a second in November. Paperwork submissions and revisions will follow. Have written to parents on our contact list of our application and continued intent to open in January of 2012 (see item 18).
- **WASC Accreditation Preparation / School Improvement** (see item 20)
- **Visit of Daniel Reynolds, Principal-Designate, May 27** -- Reynolds will visit the school for a full day. At that time, Ratzliff and Reynolds will be setting a schedule for Orientation Week in August. Previously Reynolds was in charge of orientation at YIS.
- **Dormitory:** The inquiries we are getting for next year are encouraging.
- **School Supply Orders:** Have largely been completed by teachers, facilitated by Shibuya and Ratzliff.
- **Parent Teacher Conferences, April 29** -- There were only a few conferences at each level.
- **Stone Soup Performance:** Thanks go to Kumagai, DeForest, Oda, and Gamarra for their work on the short drama presented by the primary. The play was geared to educational outcomes of the IPC Food Unit; delivered through an old favorite, *Stone Soup*.
- **PDF Report Card:** Hisada is working on a new PDF report card to bridge us through to next year, when we hope to make the shift to a standards-based reporting system.
- **Big Book Buzz:** Riggins led the school again in this reading promotional event. It is also being used to evaluate student writing and prewriting abilities; a follow up to the work that Bambi Betts did with us in the fall.
- **AP Testing:** All the tests were ordered and arrived safely from the United States and await the various test days. This year students are taking AP tests in chemistry, calculus, English literature and composition, psychology, Japanese, music theory, world history and physics. Thanks go to Hisada, who upgraded our computers with extra memory in order to run the Japanese language test on our Macs. Thanks also for his efforts to help us complete the first music theory test.
- **MAP Motivation:** Motivational issues were discussed at the secondary level. We are hoping to begin reporting MAP results to families and individual students so they are aware of where to improve in their studies. This also raises motivation for doing well.
- **TE 846 Coursework:** Accommodating Differences in Literacy Learning -- Ratzliff has completed the final module of this course and was the first student to submit the case study to complete the course. This will allow Ratzliff to upgrade his certification standing to that of *professional* through Michigan State University. The Board congratulated Ratzliff.
- **Areas of focus in May-June:** Coordinating new teacher orientation with Reynolds; AP Exams; scheduling for next year; WASC Chapters (profile updating); ordering school supplies for secondary; preparing for the introduction of the Danielson Framework for Professional Improvement (an approach to teacher evaluation).

7. Treasurer's report (2011.05.02_6_Fin_Com_Report.pdf; 2011.05.02_7a_Fin_page1.pdf; 2011.05.02_7b_Fin_page2.pdf; 2011.05.02_7c_Fin_page3.pdf; 2011.05.02_7d_Fin_page4.pdf; 2011.05.02_7e_Fin_page5.pdf)

The Financial Committee met on April 19; present were Branson, Kaufman, Kashiwabara, Midorikawa, Shalfeieff, and guests Ratzliff and Viljoen. Recommendations included looking to include WASC visit expenses as part of the Search/Teacher Fund; investigating the funding of a generator, and considering a long range plan for compensation. The Committee approved the budget and sent it to the ExB.

The Committee discussed the language of the Capital Improvement Fund. Issues regarding the CIF included looking at a building loan to fund the teacher apartment building; the timing of building the teacherage coupled with the recognition of the need for one; the overall cost of the building proposed; concern over the size of the draw from the CIF for the building and the size of the draw in relation to the overall fund for the main building replacement; the need for the Building Committee to explore other options, including two or more smaller buildings; and a call for the Building Committee to reevaluate the overall cost of the teacherage project.

The Committee also discussed the idea of placing the proceeds from the sale of the current teacherage property back to the CIF and the idea of raising the housing allowance to cover the teacher housing.

The Finance Committee moved and seconded that the following revision be made to the CIF: *Under Section II restrictions, Clause B be removed*. The motion passed 3 yeas, 1 nay, and 1 abstention. The motion was sent to the ExB (see item 11).

The general feeling of the Committee is that new housing is necessary, however concerns were discussed as to the cost, the size of the draw from the CIF, and the relation of the cost of building new housing to the cost of the estimated operating expenses (see CIF Restrictions, Clause A).

Branson gave the current Harris Fund Report to the Board.

8. Auditor's report

Dr. Toma explained that the positive gain in Capital Improvement Fund has continued.

Dr. Toma's view of the CIF is that we should always look at the yen rate line (solid circle) to see a truer perception of the reality of the CIF value together with the depreciation value of the building. The target figure set by the government to replace the building in 35-50 years, needs to be kept in the CIF, in addition to extra money to provide the cushion for the next rebuilding cycle. Dr. Toma explained that the life of the school is tied to the life of the building, and the CIF fund is there to insure the ability to replace the building and continue the existence of the school. For Executive Board discussion on this matter see item 11.

The members of the board were not able to understand the meaning of the depreciation circle on Dr. Toma's graph, even after much explanation.

9. Budget Approval 2011-2012 (2011.05.02_8a_Budget assumptions.pdf; 2011.05.02_8b_Budget_page1.pdf; 2011.05.02_8c_Budget_page2.pdf)

- A budget revision will be necessary in the fall of 2011 that will include a new budget sent to the ExB in September and to the BOC in October. This new budget is necessary to reflect revenue and expenses related to the Niseko campus. Branson believes that by the fall HIS will have a clear indication from the Hokkaido government in regards to the opening of the Niseko campus in January 2012.
- In spring of 2011, a draft of the new budget that anticipates the new campus will be developed. Nakagawa is currently working on such a budget for the application to the Hokkaido government. The draft will need to reflect tuition and fees revenue, personnel costs, and educational expenses at the Niseko campus. Over the summer and into the fall, this draft can evolve as the picture clarifies.
- This Budget holds costs to similar levels of 2010–2011.
- This Budget is predicated on Nakagawa's anticipation that for the end of 2010–2011 HIS will meet its targets for the reserve accounts.
- This budget includes costs for painting the main hallways and the 3rd and 4th floors. To offset this cost, there must be a withdrawal from the Maintenance Reserve Account, which needs approval by the ExB.
- Unlike previous budgets, this Budget does not reflect savings into reserve accounts at this time. It is believed that the budget will allow for money to be deposited into the reserve accounts at historical levels. The Head recommends that the decision be made during the October budget revision when (a) the 2010–2011 deposit is made into the reserve accounts; (b) the opening of school shows a more complete enrollment picture; and (c) the status of the Niseko campus and the implications for the specific reserve accounts are known.
- Budget items were discussed and clarified.
- The Board asks the Finance Committee to propose caps for the Reserve Fund, which will then be brought to the ExB for review.
- The Board also asks the Finance Committee to review the guideline policies for the Reserve Fund.
- The budget is predicated on a 2% tuition increase.
- ❖ *Johnson moved that the Budget be approved as written.* Lyons seconded the motion.
- ❖ The motion was unanimously approved, 7 yeas.
- The Board thanked Kashiwabara, Nakagawa, and the Finance Committee for their efforts to create the new budget. The Board thanked the teachers for their continued hard work and austerity over the last four years.
- The 2011–2012 Budget will go to the BofC for final approval at the May 30 meeting.
- The Board expressed concern that the base salary for teachers has not been raised for a number of years. HIS charges the lowest tuition of all international schools in Japan, and the teachers' salaries are third lowest.

10. Capital Improvement Fund policy change (see 2011.05.02_12_Build_Com_Report.pdf.)

- The Finance Committee recommended to the ExB that the following revision be made to the CIF: Under *Section II Restrictions, Clause B* be removed (see item 8).
- There was much discussion about the CIF fund's actual value and the amount of money necessary to insure the ability to rebuild the school buildings, as well as the ability to recover after the draw for the new teacherage, given that the sale of the current teacherage property could be returned immediately to the fund as well as the teacher allowance paid into the fund on a monthly basis.

- Definition of terms would be useful for the CIF, and the language of the CIF needs to be updated.
- ❖ *Viljoen moved that in the CIF policy, under Section II Restrictions, Clause B: "The fund must not be used to replace any facilities other than the main school buildings or dormitory," be removed.* Johnson seconded.
- Much discussion followed.
- ❖ The motion was unanimously approved, 7 years.

For reference:

Capital Improvement Fund (CIF) (document Feb. 2004):

- Section I Purpose, Clause C: "The fund can be used to provide funds for the purchase of buildings used to house the staff of the school." (This sentence stays "as is.")
- Section II Restrictions, Clause B: "The fund must not be used to replace any facilities other than the main school buildings or dormitory." (This sentence will be removed if passed by the BofC.)
- Section IV Administration, Clause B: "The CIF Committee shall have the Executive Board review this document periodically to ensure its continued relevance and to make changes as new conditions dictate."

11. Slate for nominations for ExB and BofC (2011-2012 Slates.pdf)

- The proposed slates for the ExB and BofC were reviewed.
- ❖ *Branson moved that the slates for the ExB and BofC as written be accepted.* Yonesaka seconded.
- ❖ The motion was unanimously approved, 7 years.
- The slates will be sent to the BofC meeting of May 30 for approval.

12. Decide Board Chair and Auditor for 2011-2012

- ❖ *Branson moved that the Board Chair and Auditor as written be accepted.* Yonesaka seconded.
- ❖ The motion was approved, 6 yeas and 1 abstention.

13. Executive Board positions and committees for 2011-2012 (2011.05.02_9_Board_Committees_2012.pdf)

- ❖ *Branson moved that the Executive Board positions and committees as written be accepted.* Johnson seconded.
- ❖ The motion was unanimously approved, 7 years.

For reference:

2011–2012 HIS Executive Board Commissioned Committees

Finance Committee: Kaufman (chair), Midorikawa, Ratzliff, Kashiwabara, Nakagawa, outside expert.

Oversee school finances through monthly financial report reviews. Review and recommend annual budget and reserve allocations to ExB. Oversee audit report. Oversee teacher building finances.

Personnel Committee: Lyons (chair), Johnson.

Conduct new teacher and exit interviews. Head evaluation.

School Improvement Committee: Reynolds (chair), Katayama, Johnson, Viljoen, Yonesaka, teachers, parents.

Oversee annual report. Oversee accreditation process. Oversee curriculum alignment and assessment.

Buildings and Grounds Committee: Ratzliff (chair), Lyons, Kaufman, Ogawa, Burrows, Nikels.

Construct teacher apartment building. Over see project. Oversee maintenance of school building and dormitory.

Tuition Assistance Committee: Ratzliff (chair), Viljoen, Lyons.

Approve financial assistance awards proposed by Head.

Board Nominating Committee: Johnson (chair), Riggins, Katayama, Ratzliff.

Identify, attract, and cultivate potential members for the ExB and BofC. Nominate to the ExB new and continuing members of the BofC and ExB. Revise the procedures for the nominating process and the tasks of the committee.

Future Planning Committee: Lyons (chair), Ratzliff, Johnson, outside experts needed.

Track future trends and report to the ExB once a year for use in strategic planning.

Fundraising Committee: Ikeda (chair), Kaufman, Ratzliff, parents.

Designate, plan, and conduct an annual fund raiser for the endowment fund.

14. Accept Board and Head goals for 2011–2012 (2011.05.02_10_Board_and_Head_Goals_2012.pdf)

The ExB and Head goals for 2011–2012 were reviewed and discussed. Branson and Viljoen recommended the Head goals be rewritten and sent to the ExB for agreement before the BofC meeting on May 30.

❖ The Board unanimously voted to approve the Executive Board Goals for 2011–2012 as written, 7 years.

15. Accept Board calendar for 2011–2012 (2011.05.02_11_Board_calendar_2011-2012.pdf)

❖ The Executive Board calendar for 2011–2012 was reviewed, revised, and unanimously accepted with one change.

16. Report from Teacherage Building Committee (2011.05.02_12_Build_Com_Report.pdf)

The Building Committee met on April 18; present were Branson, Burrows, Kaufman, Lyons, Nikels, Takahashi, and guests Ratzliff and Viljoen. Prior to the meeting, Ogawa had identified a second potential location and Takahashi drew a preliminary floor plan sketch. After viewing the site the Committee decided to continue investigation into this property and to also look for other available properties in the area.

The Committee discussed other options—topics included a location closer to downtown, separate family and single teacher apartments, and important features for foreign-hire teachers.

The Committee also discussed potential timelines. Much maintenance and rent money would be saved if the school were able to use the new Teacherage by August 2012.

- Dr. Toma expressed his opinion that, if HIS drew money from the CIF (Capital Improvement Fund) to build the teacherage and then used the teacher's monthly housing allowance to replenish the CIF, this would comply with his understanding of the usage of the CIF.
- Ratzliff suggested we consider renting homes for families and build a four-story building for the single teachers. The land, which must be within walking distance from the school, will dictate what kind of building can be built.
- The board was unanimous in acknowledging that the present Teacherage should have been put out of use some years ago and that good accommodation for teachers is essential to the long-term future of HIS.
- The board discussed the maximum amount money to be drawn from the CIF with money to be paid back into the fund, including the sale of the present teacherage land and teacher allowance. It was noted that if HIS did not draw money from the CIF, HIS tuition would need to increase by 3% to 10% depending on the option used to borrow this money.
- ❖ *Lyons moved that HIS draw up to 3 million dollars from the CIF to be used for land and building for HIS teachers, this money to be returned to the CIF based on a per occupancy rate (no less than ¥50,000 per teacher) and including the sale of the present land until the fund is replenished to the amount it was at the time of the initial draw.* Johnson seconded.

❖ The motion was unanimously approved, 7 years.

17. Niseko Campus

Ratzliff reported that to open the Niseko campus by the second semester of 2012 is important to the city of Niseko for two reasons. One, because of the Tohoku disaster, funds to be used for the renovation of the proposed building would only be available this year. Two, an opening in January aligns with the school calendar of Australia and New Zealand, and will fit in with the Japanese school year that begins in April.

A delay in obtaining Hokkaido government accreditation for the Niseko campus could force a later opening date.

18. Board Strategic Policy (HIS_ExB_policies_May2.pdf): Tabled, to be discussed next time.

19. Report from the School Improvement Committee: (WASC Timeline.pdf)

With the help of newly selected focus group coordinators, the accreditation review process (Focus on Learning) is underway. A schedule was created to complete a draft document by December 15 and focus groups are having initial meetings to establish how they will collect their evidence on the school's progress against the criteria of WASC. Focus Group B will be given the lead on that.

May 4 is scheduled as a professional development day for all faculty. This day will be dedicated to working on WASC Category B (Curriculum, Instruction & Assessment), which will form a major portion of the final report. The Category B focus group has met to discuss their criteria and the evidence they hope to pursue to answer the questions they have.

The schedule for WASC 2011–12 was included in Board packet (WASC Timeline.pdf). Ratzliff has met with various groups across the school for chapter 1 of the WASC Report (the Student and Community Profile). Valuable input

has been sent back for redrafting, which will result in a more complete and informative understanding of our school. The Board thanks all those who are involved. Koga, Oda, Deelstra, and Shibuya have agreed to review the next draft. Ratzliff has placed a printing order for 100 TADS (School Outcomes) posters, so that teachers can post them in their classrooms.

Branson noted that the May 25 Parents Discussion Group focus will be on the WASC accreditation process.

20. Report from the May Fundraising Committee

Kaufman reported that 20 out of a potential 40 golfers have signed up for the May 14 Golf fundraising event.

21. Head Transition

The transition process is going well. Ratzliff has successfully completed the TE 846 coursework (see item 7), allowing Ratzliff to upgrade his certification standing to that of *professional* through Michigan State University. The Board thanks Ratzliff for all his hard work in many areas, especially his professional development and administrative duties, in preparation to take over as Head of School. The Board also recognizes and thanks Branson's invaluable support of Ratzliff and the ExB to make this transition as seamless and successful as possible.

22. ExB Self Evaluation

Board members were asked to return the self evaluations to Yonesaka within the next ten days.

23. Head Evaluation: LPI (Leadership Practices Inventory) by Kouzes and Posner

Branson recommended that the next Head and the principals of the Sapporo and Niseko campuses (Reynolds and Shibuya) use the LPI to supplement the regular evaluation process next year. Viljoen recommended that the evaluations for the Head be directed by the ExB Chair and the Head oversee the evaluations of the principals.

The ExB will do its own evaluation of the Head during the May 30 meeting based on the Head goals for this current year.

24. Time and Place of upcoming meetings

May 30 (Monday) at 17:00; followed by Board of Councilors at 22:00.

June 20 (Monday) at 18:00; followed by a farewell dinner for the Bransons.

July – no meeting

August 29 (Monday) at 16:30; followed by supper with faculty (Afternoon new board members orientation led by Viljoen and Johnson).

25. Adjourn meeting

Viljoen moved to adjourn the meeting at 22:10. The motion was approved.

Item for **HEX**:

The May 2 Executive Board meeting was long and productive with many items of business. We approved the 2011–2012 budget, including a 2% increase in tuition. The Board has been working for several years to find a way to improve the teachers' housing situation because their present apartment building is rapidly deteriorating. In order to avoid further tuition increases, the Board agreed to borrow money from our Capital Improvement Fund to buy land and build a teachers' residence. (The present teacher apartment and land will be sold.) This decision will be sent to the Board of Councilors for approval on May 30.

Minutes by Katayama (2011/05/03) Proofread by Viljoen (2011/05/03)