

Minutes of the 2011–2012 HIS Executive Board Meeting #8

2012 February 22 (Wednesday) 16:00 at HIS

Members present: Tatsuaki Ikeda, Bob Johnson, Yukiko Kanai (part of the time), Karen Katayama, Phred Kaufman, Barry Ratzliff, John Ries, Mark Rubiner, Dale Viljoen.

Members absent:

Guests present: Suzanne Yonesaka (Auditor), Dan Reynolds (Principal), Peggy Shibuya (Niseko Principal)

1. Call meeting to order

Viljoen called the meeting to order at 16:02.

2. Approve agenda (2012-02-22_1_agenda.pdf)

The agenda was approved.

3. Approve and sign minutes of

January 25 meeting CONFIDENTIAL (2012-02-22_2_2012_01_25_ExB_min_full.pdf)

January 25 meeting WEB for reference (2012-02-22_3_2012_01_25_ExB_min_web.pdf)

February 03 email vote (2012-02-22_4_2012_02_03_ExB_emailvote.pdf)

February 17 meeting (2012-02-22_4.1_2012_02_17_ExB_min_full.pdf)

All minutes were approved and signed.

Matters/discussion arising out of the minutes

A separate ExB server, where board documents can be stored will be added to the next year's budget.

4. Chair Report (2012-02-22_5_Chair.pdf) Viljoen

Chair Report for the February 22 (Wednesday 16:00), 2012 Executive Board Meeting

Dear Members of the Executive Board,

Last night's Board of Councilors meeting was momentous in approving the Capital Improvement and Development Fund amendment, and approving our decision to use a small part of this fund for the Niseko school development. What I found so very encouraging last night was the groundswell of approval, appreciation and anticipation of the Niseko school project among the Board of Councilors. All of this gives us a solid foundation on which to build.

However, we still have our work cut out for us to support Barry and Peggy, and the long-term development of Niseko school. Now that more factors are known you will see at our board meeting a more realistic budget for Niseko for the 2012-2013 school year. We need to be level-headed, creative and visionary in order to obtain funds, scholarships and even fuller backing from the residents of Niseko, Kutchan and the surrounding areas. (Niseko Town will allow any donations to the Niseko school to be tax deductible.)

There are also important things to decide and monitor regarding HIS as a whole, especially personnel, the WASC visit, vision and budget. One board goal we may still need to work on is "Communicate and educate parents about Board responsibilities, Board members and Board activities."

2012-02-18 Dale Viljoen

5. Board of Councilors Meeting Review

EB Discussion:

The BC meeting was very encouraging, especially in their approval for the CIDF and support for the Niseko school. The views expressed by the Councilors that they too see these decisions as positive and necessary steps for the future prosperity of HIS is very reassuring. The board thanked Shibuya again for all that she has done to make the opening and first month a great start for HIS Niseko school. There was discussion concerning the proper protocol and guidelines for BC meetings and emails. Added documents can be sent out in a package to board members after the material has been reviewed by the Chair of the meeting. Discussions need to take place at the meeting not via email. Such emails are out of order according to Robert's Rules because there has been no motion; therefore, the info in the email needs to be ignored. We will incorporate guidelines on emails in the information packet to BC for the next meeting. There can be an email meeting and comments sent around are acceptable in that case. However when a meeting in person has been called and scheduled, prior to the meeting proper, emails from members need to be sent only to the chair. Freedom of discussion is important, but

within the confines of the meeting. When the board packet is sent, it must be stated clearly that any comments or inquires should be sent to the Chair of the meeting, which is decided at the end of the previous meeting (in this case the upcoming May meeting the Chair has been designated as Johnson), also if an extraordinary meeting is called by the Chair of the EB, it can be sent to that Chair. Use BCC when sending out the Board of Councilors packet so that all members email addresses are protected. These additional guidelines and protocols can be added before the next meeting of the BC in May and explained clearly at that meeting and be part of the packet. Also, the rule that absences of more than three in a row will result in the person losing their place on the board needs to be mentioned. (Our lawyer, Mr. Tanaka, is currently listed as a member of the BC and should be changed to an observer, as he does not vote in order to avoid conflicts of interest should there be a situation where he must represent HIS in court.)

6. Head Report (2012-02-22_6_Head.pdf) Ratzliff

Head of School Report to the Executive Board--February 22, 2012

Enrollment:

HIS current enrollment: 182. Currently there are 9 student on the list to start at HIS in the 2nd semester.

Finances:

I completed the first stage of the budget process by completing contracts for 2012 - 13 on the first weekend of February. These went to Eri and Nakagawa-san who developed a Niseko budget. They are working to input this data into the Sapporo budget.

Personnel:

Principal Peggy Shibuya accepted one of the two Grds 2/3 multiage classroom position at Sapporo for the 2011 - 2012 school year and will return to Sapporo in July. I am deeply thankful to Peggy for all the work and time committed to the Niseko project. She has consistently 'been there' throughout the project and was instrumental in our getting off the ground and making contacts with families both locally and abroad.

Niseko teachers worked in an open process to decide which of their number would return to Sapporo. Their collective decision was that Eugene Sim would come to HIS Sapporo to teach one of the K-1 multiage classroom positions. Eugene will work with the summer program in Sapporo and move to Sapporo ahead of our August start.

Justin Gambino and Merek Sinclair will share administrative aspects and remain in Niseko. I thank all of the Niseko team for their flexibility, understanding and continued efforts.

Shimako Abe, with the advice of her doctor has taken her final set of 3-months medical leave. She will steadily increase her volunteer work hours under her doctor's direction, until she can return to 100% employability, a condition which she understands is required to resume contractual employment.

Niseko:

Niseko's enrollment stands at 8 students with an incoming student coming in April. Peggy Shibuya reports interest from New York and we anticipate a further 3 - 4 commitments before Spring. We will work with a Kyogoku family to solve transportation issues to realize further enrollment.

Curriculum:

I have authorized the first payment on the IMYC ahead of next year so that middle school teachers may prepare for the transition. The IMYC helps us keep pace with global curriculum developments and allow us to focus our energies on curriculum delivery.

We have made a commitment to a band/instrumental program to be reincorporated into the HIS program. Kitara-type performances will be held biennially and will showcase progress made in choral and instrumental music. The 2012-13 school year will be a year of developing the band aspect of the program.

Makoto Kosaka organized and lead a week of skating for the elementary program to increase the skill level of and exposure of students to a wonderful outdoor sport.

Housing:

Contracts have been rewritten to reflect the new position on housing. Apartments are currently being sought in the area. Norm Swarn and Rod Kelly will be the first to be relocated to local apartments, likely over the Spring Break. Information will be presented on the sale of the teacherage property ahead of the EB meeting.

School Improvement:

The special meeting of the BC was pivotal. The clarity -- delivered in an overwhelmingly positive vote -- that HIS is committed to this project, by providing a solid financial foot forward, allows us to focus on making Niseko a success. The decision has freed up extensive time I can now dedicate to marketing and to the accreditation

process. Getting bogged down in the minutiae of convoluted arguments drains my weeks of valuable time and has been immensely unhelpful. The spinoff 'silver lining' bit of the conversations has also been positive. It will allow us to establish clear protocols on divulging information and opinion in a way that is respectful of the democratic process, furthermore, we were able to complete the work of refining our bylaws and clearly defining the protocols for our committees. I am immensely thankful to Dale, Mark, Bob and Suzanne who drew up on the documents that guide us in order to monitor the path forward that lead us through such a productive Board of Councilors meeting.

Ratzliff worked closely with Category A Focus Group of the WASC Report. This FG had the most remaining work left to complete.

HIS will host a PTA-sponsored "Think Tank" night for the HIS community. All community members are invited to participate in a process that will generate ideas that study teams can follow up on for the benefit of the community. (scheduled for March 27th)

Marketing:

- The Market Committee met to discuss further ideas and the reworking of a former program pamphlet into one we can use to market Niseko to other international schools. I'm thankful to Piazza, Johnson, Reynolds and Rubiner for their dialogue.
- Marketing follow-up: Adult Nature Programs (in English) we can offer to the Niseko and Hokkaido community.
- Reynolds has been pursuing contacts with two international schools who are interested in having Field Studies and Skiing programs based at the Niseko school over HIS holiday periods.

Technology:

Megan Roe has taken over work on MAP Testing and is preparing for the Spring testing window. I thank her for her efforts.

Fiber optic cable will be laid in the school and a new phone system installed. This will increase the number of phones from the current 7 to 9 (making the gym and technology office accessible by phone for the first time). The overall package will reduce our phone costs by ¥218,000 annually.

Derek Cutler has been asked to rewrite a 3-year technology plan for HIS to reflect current needs and changes. I appreciate his efforts on this issue.

Student Issues:

One student was suspended for 1 and 1/2 days of school.

School Safety and Health:

Influenza remains an issue at HIS, however, we have not reached percentages that would require us to close a class or portion of the school.

Dan has provided poster-version emergency procedures to all classes and will schedule further emergency response drills.

Personal/Transitional

A lot of work ahead with the budget and staffing needs as we begin work on the line up of classes.

I am deeply concerned by the divisive nature of the e-mailing that went on by certain members of the Board of Councilors ahead of the BofC meeting. It is deeply damaging to our community and runs completely counter to our historic school culture. The EB must consider how to establish expectations for what is appropriate by clarifying Councilors, EB and even committee guidelines that pertain to the electronic world. The two first suggested items to clarify are protocols on e-mail and skype attendance at meetings.

The office has commented that they have never seen so many challenges appear in a single year. I confess to feeling the weight.

Things to Attend to in February:

- Marketing (Ongoing)
- WASC Report with Dan & WASC Leadership Team -HIS Think Tank
- Contracts
- Budget
- New teacher housing

Things Attended to:

- Teacher Contracts (completed)
- Niseko teacher orientation participation (January)
- Implementing the New Teacher Evaluation Process (Ongoing/Addressed) -Building Committee (Addressed)

November)

-Teacher Intent forms and conversations (Addressed November) -Arranging training for Niseko Office staff person (Addressed)

-Niseko Marketing (Ongoing / Addressed)

Head of Schools Goals for 2011 - 2012

(1) Continue to plan and lead the opening of the Hokkaido International School, Niseko School in cooperation with Niseko Township. (Largely Addressed)

(2) With the new site coordinator, lead the school through it's accreditation visit in April of 2012, with the intent of receiving a minimum of a three year with an extension revisit accreditation term. (Being Addressed)

(3) In cooperation with the Building Committee, find a solution for teacher housing that meets, to the best of our contextual ability, the housing standards of our internationally hired teachers. (Largely Addressed)

(4) Lead the implementation of a Danielson framework-based professional coaching and evaluation process that will effectively support on-going clarity with professional development at an individual and institutional level. (Largely Addressed)

(5) Complete a clear plan to establish a multi-aged elementary and middle school (Grades 6 - 8) program and a secondary program that is multi-aged, grades 9 - 10 and 11 - 12. (Being Addressed)

EB Discussion:

There was discussion of the Kitara-type performances that will be held biennially in the future in order to be curriculum driven and show progress made in choral and instrumental music. A three-year plan to be published at the beginning of the school year for the arts program was suggested for elementary as well, with instrumental, drama, and choir performances on a smaller scale to give students who are interested the opportunity to experience the performing arts throughout the school year connected to IPC and curriculum studies as a way to express and share what they have learned to the community, family, and friends.

7. Sapporo Principal Report (2012-02-22_7_SPrincipal.pdf) Reynolds

Sapporo Principal's Report - February 15, 2012

WASC

Three of the four focus groups have finished the second draft of their report and this has been shared with the School Improvement Committee and Home Groups. Group A will complete their second draft by February 23. The SIC and HG groups will make recommendations to the Focus Groups in advance of the Professional Development day on March 2. On this PD day the Focus Groups will complete the 3rd and final draft of their document. This will be reviewed by administration and sent to the WASC Visiting Committee by March 9.

Annual Report

The Annual Report has been completed and sent to the Board for review. If there are any questions about the report please bring them up at the meeting on February 22.

Curriculum

The Curriculum Team voted unanimously to adopt the IMYC curriculum for the middle school starting next school year. Units will arrive in the next few months and some Wednesday morning collaboration time will be devoted to the development of these units once they arrive.

Course Selection

The students completed a course selection survey and sample time tables have been developed to accommodate student requests. Once administration decides on the most suitable timetable it will be discussed with individual teachers.

8. Niseko Principal Report (2012-02-22_8_NPrincipal.pdf) Shibuya

Niseko Principal Report to the Executive Board February 22, 2012 Meeting

Marketing/getting our name and information out there

- Articles in all major newspapers.
- Producing a monthly newsletter for our school that will go in the town's monthly news magazine (which is over 1800 homes)
- Working with Niseko Radio
- Initiating cultural exchange which will enhance local understanding and awareness
- Open door policy (I found out we cannot advertise our Open House via the monthly newsletter as it will sound as if we are advertising for students but will have it out in our website and try to spread the news via word of mouth)

- Summer program marketed through Chigusa Peck in Hong Kong and Singapore (and possibly through Hokkaido Tracks with the help of Ross Findley from NAC)
- Niseko Website (a man from NYC inquired about our school as he is thinking to move here and will stop in when he comes to this area) Many thanks to Byron for his consistent and cheerful help with the website!

Opening Ceremony

I believe everyone has heard or attended this so no need to write about it.

Niseko Summer/Winter Program

I am in contact via email and Skype with Ms. Chi Guillemette and two people she has recommended work with us on the Hong Kong summer program. We are still in the process of planning working on many required documents. As I spend a lot of time on this I am wondering how financially beneficial this will be for us and if the time and effort make it worth it or if we should focus on our own instead and advertise through Chigusa or others? Something to give thought to as we have committed to working with her next year on a winter program which may involve lots of time?

Eugene has been engaged to take-over the summer programme for HIS Niseko this summer and he and I are working to get this set up and advertised. Ross Findley from NAC will help us provide outdoor learning at a reasonable cost. Ross has been very supportive.

Cultural Exchange

We initiated the cultural exchange program with our neighboring school. I will meet first with their head teacher this Friday morning. Our staff have worked this week to lay out our purpose and learning foundations for exchange that will guide HIS and have prepared two learning activities to propose to the neighboring school.

Outdoor learning

From the present through to spring break, our outdoor learning will connect with PE and physical literacy. Makoto Kosaka has kindly shared his goals and understanding of physical literacy with our PE teacher, Eugene. These guidelines will support the PE program here. Mr. Sim and I have organized time for our students to participate in a ski, snowshoeing and skating activities with the support of Mr. Hiro Takahashi who will present info. about the Niseko snow environment to our students and with Dan Reynolds supporting our skating activity. We are grateful for their support!

The Sapporo/Niseko Connection or One School, Two Locations Philosophy/Policy

Although there has been numerous bits of news shared about Niseko with Sapporo staff and administration and some learning time together (IPC etc.) over these months I have sensed there is a gap in real understanding or connection between the two schools.

Rod stopped by last week after his time in Niseko with friends and by visiting the school his whole sense of the place and what we are doing changed. I would like to suggest a PD up here or some way to give all teachers the chance to visit and see our school in action. I think then HIS Niseko can become more real to them and therefore easier to forge connections and build collaboration. Skype learning moments can also help at some level.

We have been fairly separate from the Sapporo school up to this point as so much as been going on keeping people there busy, but with my background and understanding of HIS, I believe the Niseko school has maintained the one school, two locations philosophy that HIS wants. It has not necessarily been easy and will continue to take leadership in this area to maintain it.

Next year will be even more important as the school is being restructured and the size and HIS experience of staff will be minimal. It will be important for regular communication and connections to exist. With Eugene and I both being back in Sapporo next year, I hope we can help be a bridge for that connection.

The Restructuring of HIS Niseko

I think serious consideration needs to be given to the restructuring of HIS Niseko now that the staff needs to be reduced by two. I realize that it is hard to imagine what a principal does in such a small school, but in actuality each day here is non-stop and our goal has been to keep true to the hope of 'One School' just two different locations. Please give serious thought as to how to organize, support and proceed forward with HIS Niseko.

Focus for February/March

Getting the summer program organized and marketed. (Both the combined program with the Hong Kong group and our own summer program)

Continued talks and planning of Cultural Exchange with Niseko Town teachers

Initiating and developing the HIS PTA in Niseko

The Sapporo/Niseko connection (see above)

Setting/establishing guidelines for our commitments to exchange, radio, monthly newsletters, community activities etc. so that a foundation is set therefore making it easier to continue with them for next year.

Providing clarity and transparency to the restructuring of HIS Niseko

Respectfully submitted, Peggy Shibuya

ExB Discussion:

Next year is very important as we continue to consciously try to connect the two campuses under the one school philosophy. Shibuya feels from discussions she has had with businesspeople and investors in the Niseko area that the new student population will come from people who aren't there now, people who come to take jobs, and to move to Niseko because the school is there. This should be taken into consideration with our marketing strategies—targeting the businesses who will bring their people to Niseko. The summer and winter programs have the potential for marketing and advertising the school and need to go ahead in spite of the preparation time and effort needed initially. The name will go out widely, regardless of how much money comes in.

9. Treasurer/Finance committee report [2012-02-22_9_BalanceSheet.pdf], [2012-02-22_9_Cash.pdf], [2012-02-22_9_Dorm.pdf], [2012-02-22_7_Niseko.pdf], [2012-01-25_9_Teacherage.pdf]

Harris Fund as of 31 January 2012: \$11,649,848.79

The Finance Committee Report for the meeting of February 21, 2012, was made verbally to the board by the Treasurer, Kaufman.

The Finance committee feels that the school is currently in a sound financial position.

The teacherage land and building is worth 43 million yen and once we sell the property, we must determine how the money should be used.

Niseko personnel coming to fill teacher vacancies at the Sapporo campus next school year will take some of the load off the financial burden in Niseko. With 20 students and two teachers, Nakagawa says the school will survive and pay for itself. We will use the designated reserve funds before using the CIDF Niseko Project. A written report will be submitted to the EB for the next meeting.

10. Need to Approve Calendar for 2012–2013 school year (hard copy distributed by administration)

❖ Motion to Approve the HIS Calendar for the 2012–2013 school year

❖ Johnson moved and Ratzliff seconded the motion that the Executive Board approve the HIS calendar for the 2012-2013 school year as presented.

❖ The motion passed unanimously.

EB Discussion:

The Niseko Fall break will be one week prior to the Sapporo campus, Oct 15-19.

10. Nominating committee report (hard copy distributed by Johnson)

EB Discussion:

A preliminary proposal for the slates for the Executive Board, Board of Councilors, and Auditors were presented to the board with recommendations from the Nominating Committee.

Kyoko Senzai needs to come off the Board of Councilors as she is now a full-time employee of the Niseko campus (only two staff members can be allowed on the BoC, which are currently filled by Shibuya and Oda).

Final approval needs to be made by April. The Nominating committee asks the Board ask to read through the report and give feedback, suggestions, and comments by the next board meeting in March.

The Nominating Committee is also in the process of drafting a Committee Protocols document.

11. Personnel item discussion (Confidential)

12. HIS Vision statement

HIS Proposed Vision Statement

To emerge as a leading center for authentic learning where academics, arts, athletics, and attitudes are integrated into environmental and experiential education.

EB Discussion:

The board approved the new Vision statement as a draft statement and asks that this statement be sent out to the BC, the student council, and the School Improvement Committee (SIC) for comments and feedback.

13. School Improvement Committee report for WASC

EB Discussion:

SIC members on the Executive board are asked to give feedback to Reynolds by Feb. 28 on the WASC documents that are included in this month's board packet (shared Google docs).

14. Annual report for 2010–2011 (2012-02-22_Annual Report.gif)

EB Discussion:

There is a need in the future to streamline the annual report. Currently ours is 64 pages, much longer than other international schools. A shorter report would make it more accessible and would more readily disseminate the information throughout the wider HIS community.

15. WASC Preparation/ WASC report [shared Google Docs: Profile (Being Revised), WASC - Focus Group A (Organization for Student Learning), WASC - Focus Group B (Curriculum, Instruction & Assessment), WASC - Focus Group C (Support for Student Personal & Academic Growth), WASC - Focus Group D (Resource Management and Development)]

EB Discussion:

April 22, Sunday, the board will be asked to meet the visiting WASC team in the afternoon or evening.

April 26, Thursday, afternoon at 15:00, the board is asked to come to HIS to hear the WASC team findings.

16. Niseko marketing and exit strategy

EB Discussion:

Regarding the transition with Shibuya coming back to Sapporo, we need to make sure there is a continued administrative presence in Niseko so they do not feel abandoned. Ratzliff and Reynolds plan on being in Niseko on a regular basis.

17. Conversation with Sapporo University (hard copy distributed by Ratzliff)

EB Discussion: The board will read the document, and it will be included in the board packet for the next meeting.

18. Review of Head, Sapporo, and Niseko Principal transition (Board Goal #3)

EB Discussion:

Regarding the transition, Reynolds felt everything was positive. He finds the staff very flexible and easy to work with and is impressed that the faculty feel strongly that teaching extends beyond the classroom and are involved in many activities with the students outside of the classroom. Reynolds really likes the Board and that parent members have a vested interest in the school. He finds the cold no problem, as he is Canadian. He feels Barry is great to work with. For those things he has found challenging, Reynolds mentioned the size of the school with its smaller population, smaller budget, and limited resources; however, these challenges helped him to become better at finding creative solutions.

Ratzliff, the board recognizes, unlike many new heads, had no honeymoon period, and Ratzliff admitted it has been a very challenging year. He stated that the Board has been incredibly supportive. Reynolds and Shibuya have really helped him to get through the year. Unimportant things have been distractions, taking away from his time and energy. However, after the decisions at the BC meeting on February 17, he feels that now he can move ahead with renewed energy and a clear purpose and support.

Shibuya expressed that her experience in opening Niseko was a good challenge, and that she has grown a lot in administrative experience and wisdom. She is sad to let that go. The members of the Board expressed their appreciation for all that she has done for Niseko.

19. Board Retreat with John Ritter March 23-25

March 23 (Friday): with Ratzliff, Johnson and Viljoen

March 24 (Saturday): 9:00 to 14:30 all board members and councilors; 15:00-17:00 EB meeting #9

March 25 (Sunday): WASC matters with Ratzliff, Johnson, Shibuya, Reynolds and Viljoen

20. Review of meeting

The meeting was productive and a very efficient use of time.

- Items and reports for the agenda need to be sent to Dale at least 9 or 10 days before the meeting.

21. Time and Place of next meetings:

- 2012 March 24 (Sat) 15:00 at the board retreat at HIS, meeting #9
- 2012 April 18 (Wed) at 16:00
- ★ The Board of Councilors needs to be invited to the Board retreat and Yukiko Kanai notified.

22. Adjourn meeting

- Viljoen moved to adjourn the meeting at 17:59. The motion was approved.

Minutes by Katayama (2012 Feb 23) Proofread by Johnson & Viljoen (2012 Feb 27)