

Minutes of the 2011–2012 HIS Executive Board Meeting #11
2012 May 23 (Wednesday) 16:00 at HIS

Members present: Bob Johnson, Yukiko Kanai, Karen Katayama, Barry Ratzliff, John Ries, Mark Rubiner, Dale Viljoen.

Members absent: Phred Kaufman (family funeral), Tatsuaki Ikeda

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

1. Call meeting to order

Viljoen called the meeting to order at 16:00.

2. Approve agenda (2012-05-23_1_agenda.pdf)

The agenda was approved.

3. Approve and sign minutes

April 26 meeting (2012-05-23_2_2012_04_26_ExB_min_full.pdf)

Email voting: 2012-04-27 (Slate of Auditors); 2012-05-11 (Niseko School and Dormitory Budgets); 2012-05-12 (ExB member nomination). File (2012-05-23_3_April-May_email_vote.pdf).

Minutes were approved and signed.

Matters/discussion arising out of the minutes

None

4. Chair Report (2012-05-23_4_Chair.pdf) Viljoen

Chair Report for the May 23, 2012 Executive Board Meeting

May 12, 2012

Dear Members of the Executive Board,

The WASC visit was excellent and an encouragement to the administration and teachers, and to us as the Executive Board at HIS. Huge thanks go to the many people who were involved in preparing for this visit and for interacting with the WASC team during this time. This visit gives us strong guidelines for the future – some along the lines of present progress, others reminding us of gaps that need to be dealt with. Our Strategic Goals and draft Board Goals tie in with the WASC recommendations.

The May EB meeting (Wednesday, 23rd at 16:00) will be a big, fully packed meeting to allow the June meeting to be short (there is a board BBQ after the June meeting). Again may I urge you to read the documents in this package, think through the issues, and prepare well before the meeting. This will ensure that we finish on time (which we have to do because of the BC meeting at 19:00 that evening), and print out some decisions for distribution at the Board of Councilors' meeting.

Our Board Evaluation speaks for itself. On the whole we work very well together which is something that the WASC visiting committee noticed. (Pat yourself on the back!) Please think of one thing that the board could work on to make the EB even better this coming school year.

This momentous HIS year is rapidly coming to a close. Hang in there to the end and don't forget to encourage Barry and his administrative team.

Unfortunately I need to go to Chiang Mai for three weeks (5/29-6/20) and will miss the BBQ next month. I hope to be "present" for the June EB meeting via Skype. Bob will lead the last meeting in June.

Thank you!
 Dale Viljoen
 Board Chair

5. Head Report (2012-05-23_5_Head.pdf) Ratzliff

Head of School Report to the Executive Board May 23, 2012

Enrollment: Enrollment: HIS current enrollment: 184 // Niseko enrollment: 14
 Continued enquiries at both campuses.

Finances:

- Budget for Sapporo, Niseko and the Dormitory were approved for 2012 - 13 by the EB
- For the 2012 -13 school year, we have taken a fairly conservative approach to budgeting. This will allow us to regain a solid budget position after two years of high expenses.
- Financial Assistance applications were received in by the deadline of May 11th. They will be processed by the FA Committee through June.

Personnel:

- Part-time music position has three applicants. We are narrowing down to two candidates.
- I have been in close discussions with Arts Teachers on the nature of the Art Performance to be held next year and in following years. Balancing our arts performances with the demands of a fully articulated curriculum (particularly in music) remain a central focus of our conversations. We are, however, making important headway and finding common ground. Next year's performance will be a joint "Arts Performance"
- Shimako to return to full time employment from June 1, 2012. Shimako's expert knowledge of HIS will be of immense help once again.
- I would like to thank Nadia Ito for the time she has been at HIS in the capacity of Acting Administrative Assistant. She has fulfilled her role with great skill and maintained a very positive relationship with all whom she has worked with.

◆ There has been a discovery that our contracts are not in line with Japanese working regulations for office staff and teachers, full and part time. We will hire an outside expert to bring our contracts in line with Japanese law. We also need to register our employees with the government. Our lawyer noticed the problem and recommended an expert to do the job for the school.

Curriculum:

- The Curriculum Committee has begun responding to the WASC Critical Areas for Follow-up. Priority given to developing a common instructional practices document before moving forward on completing the LA curricular work. The CC has prioritized areas to focus on and will use it as a road map for work this and next school year.
- math curricular work to continue with increasing emphasis at the end of the 2012 - 13 school yr. • Arts teachers are working towards selecting a common theme for an arts performance night and discussing the means by which the night can "come together" more cohesively
- Thanks go to Kathleen Riggins and the volunteer library staff who began work to 'level' books in classroom collections to support the introduction of Lucy Caulkins Reading and Writing Workshop units in the LA program.
- Thanks go to Owain Phillips for smoothly conducting the AP exam program for this year. • Thanks go to Megan Roe for taking care of our MAP Testing periods.

Housing:

- The old teacher housing building has been visited by interested companies. Mr. Igarashi of 北海道 住宅販売株式会社 notified HIS on May 10 that two companies are seriously interested in the teacher housing building.

School Improvement:

- A Multiage Learning pamphlet was created to explain the nature of learning/instruction at HIS—this has been badly needed at HIS, and I am glad that we have managed to prepare it.
- A Parent Information Night was planned with involvement of all staff to present on "Multiage Learning, IMYC and Middle School Transition" -- This is an essential night to explain the final stage of transitioning to being a multiage instructional school Pre - Gr. 12

Marketing:

- HIS Niseko worked with Niseko High School on a project to beautify the gardens at the school -- Niseko Tourist Division brought in the press to highlight the event, which was valuable PR for the school.

Technology:

- Technology Upgrades will include purchase of last needed large screen TVs for classrooms; new laptop computers for the elementary floor; additional ipads for the youngest students; and, laptop computers for the secondary computer lab (a staged-in replacement of the desk top computers begins from the fall)

Personal/Transitional:

- I am completing plans to attend the New Director's meeting in Washington DC (July 10 & 11) and Principals Training Center in Miami (July 12 - 18) where I will take a course on school finance. These will both be valuable PD experiences.

Things to Attend to in June:

- Marketing (Ongoing)
- HIS Think Tank (phase 1 completed)
- Orientation Preparation with Dan
- Financial Assistance
- Niseko Summer School Program (JTB)

Things Attended to:

- HIS Arts Performance for 2013
- Teacher Contracts (completed)
- Niseko teacher orientation participation (January)
- Implementing the New Teacher Evaluation Process (Ongoing/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. (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. (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. (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. (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. (Addressed)

6. Sapporo Principal Report (2012-05-23_6_SPrincipal.pdf) Reynolds**Sapporo Principal's Report - May 23, 2012****WASC**

The WASC visit went very well and we have a revamped action plan which addresses the critical areas of follow up. The action plan will be shared with the Board once it has gone through the School Improvement Committee. This new plan may result in us having to look at the strategic plan again.

Curriculum

Following the WASC visit the Curriculum Team has been busy prioritizing areas of focus for the rest of the school year. Elementary has been focused on Language Arts while the secondary has been looking at IMYC and Math.

PTA

Close to ¥12,000 yen was donated to Tohoku International School which was 10% of the profit from the Spring Bazaar.

Course Selection

The students made course selections which resulted in some minor rearranging of the schedule to try and best meet student requests. The data on courses the students would like to take is interesting and may show a shift from traditional norms for some course areas.

Year End Reflection

I would like to thank everyone for their unwavering support during my first year at HIS. The strength of the school is its community atmosphere and this is led by the Executive Board. The year presented many new challenges but with a great deal of support from Barry and the staff I feel I was able to grow in my role here at HIS.

I learned a lot about the school over the past year and have come to a good understanding of our strengths and weaknesses. Through the self study and general observations Barry and I have some definitive plans on how we believe the school can grow.

7. Niseko Principal Report (2012-05-23_7_NPrincipal.pdf) Shibuya**Niseko Principal Report to the Executive Board May 23, 2012 Meeting****Marketing/getting our name and information out there**

- HIS Sapporo choir will perform at the Niseko Sakura Choir Festival on May 19. Our attendance will be a great way to get our name out there. A huge thanks to Mr. Sugino and the choir members who are giving up their Saturday.
- HIS Niseko kids will do a 15-minute radio session later in May.
- Niseko High School students will plant flowers in our schoolyard with our students on May 23.

HIS Niseko Summer Program

We have decided to do one two-week session this year. We have 8-9 students signed up and might get a couple more? We have extended sign-up until May 31. It has been revised on the website.

Cultural Exchange

Our first cultural exchange of kindergarteners organized by Mrs. Kitazawa (Deputy Mayor Kitazawa's wife) happened in April and was a success. We had five visit and with our five, it was a good group.

Interaction with HIS Sapporo

Shannon Koga brought her ELL students to perform their muppet plays. Both sides had a great experience. Doreen Deelstra will bring her students on May 24 to join us in fishing.

New Students

We will have three news students from May 14th....all from the same bicultural family. If all goes well the two oldest will continue in August. That will put us at 14 students now and 12 in August.

Miscellaneous

Continuing work on report cards templates for Niseko. All are finished except the Early Years.

The keyboard from Niseko Town arrived on May 8th.

Working out final details with Edventure, Inc. summer program

Formal Observations of Mr. Gambino and Mr. Sinclair will happen in the next two weeks

Final Focus of the Year

Finalizing summer school situations

School orders (Sapporo and Niseko)

Initiating the PTA at HIS Niseko

Niseko class scheduling for next year. (We will provide Japanese classes starting August.)

Some website revision/figuring out space for pictures

Reflections and Appreciation

This has been a unique year full of many personal and professional challenges which, besides the establishment of HIS Niseko, resulted in great learning opportunities for which I am grateful. Of course the greatest accomplishment for the HIS team was getting HIS Niseko up and running with a count of 14 students at this time. HIS Niseko clearly implements the same core curriculum areas as HIS Sapporo and is well-resourced. Areas to improve on as time and finances allow will be the specialist areas of teaching and possibly considering a bus at some point. If I think of a year ago today and compare it to now, it is amazing to realize all that we have done in one short year. Thanks are due to many! I realize that is always true for everything we do at both schools!

Many thanks to the Board for your constant support for the Niseko project throughout the year and your diligent efforts to work out its funding. I appreciate what each one of you has contributed towards the success of HIS Niseko. I know you will continue to give that support to the team there next year.

Many thanks to Barry and Dan for their admin support throughout the year and their willingness to listen to my endless questions. Because of their support, even from a distance, the lonely spot on top was manageable.

A special thanks, Barry, for working together to hurdle the challenges that came our way over the many months leading up to our opening. I have learned a lot about administration and leadership through working together. Thanks!

Speaking of well-resourced, a special thanks goes to Kathleen Riggins for her expertise in library and her dedicated work to provide a solid, basic beginning for the HIS Niseko library. Many thanks to HIS Sapporo teachers and students for cheering me on and believing in me. Their support has meant a lot. A special thanks to Mr. Sugino and the HIS Choir for their time and excellent performances in Niseko. A special thanks to both Shannon Koga and Doreen Deelstra for coming out to Niseko with their students. HIS Sapporo and HIS Niseko have amazing students and make it all worthwhile!

Many thanks to HIS Sapporo parents and community friends who generously donated books, games and iPad applications for the Niseko School and HIS Niseko parents who have supported the teachers and school through its beginning semester. They have shown flexibility and helpfulness in working with us to find ways to make learning trips happen for our students.

Many thanks to the HIS Sapporo office staff for endless hours of work on the Niseko project and their positive support. And to Byron Hardwick for his amazing work on the website. And to Norm for cheerfully handing over tools and other items needed when asked.

Special thanks to Hiroshi Shibuya for his endless hours of support giving his time to help me move, pass out flyers, translate, set up apartments/school building and more.

A special thanks to the Niseko Town for all their support since the beginning of our partnership together. They have been and still are amazing with their supportive actions beyond providing the building.

And a final and huge thanks goes to the incredible team of HIS Niseko teachers and Kyoko in the office. Their support, energy, endless flexibility, dedication to student learning and great sense of humor have created the HIS

ethos in Niseko.....and kudos to the students that fill the halls with their laughter and learning. It can never be said too often....the students make it all worthwhile!

Respectfully submitted, Peggy Shibuya

Comments by Peggy: Niseko campus has set the first PTA meeting and Think Tank for June 1, Dan and Barry are also coming. The Hong Kong summer program has been scaled down. Our winter break program should be ready to advertise as soon as possible. Suggested to set the dates a year in advance so that families can make plans accordingly. Perhaps include Niseko and Sapporo summer and winter programs on the school calendar. This will be part of the Google Calendar system that should be up by the beginning of the coming school year. An exchange partnership with Yokohama International school is being discussed. For their Fall break program they would come to Niseko and use our facilities there. For our students during the Kyoto trip they would be able to visit Kamakura and Yokohama, staying at the Yokohama campus thereby dramatically cutting costs of the trip for our students.

8. Treasurer/Finance Committee Report (2012-05-23_8_FC_Report.pdf)

(Reports for April May to be delivered in June)

Harris Fund as of 30 April 2012: \$12,146,706 (-\$1 taxes; -\$24,982 withdrawn)

ExB Discussion:

The financial situation is doing much better than expected. Cash flow has improved due to the inflow from new students. We began the year at 176 students and are ending the year at 186. Our budget last year was based on 193 students, which was too high. This next year's budget is based on 181. The withdrawal from the Harris Fund is payment for the purchase of the Sapporo campus property from the city (payment of loan). Some of the funds were allocated to Niseko to cover costs there because the current number of students is insufficient to meet teacher and staff salary costs.

9. Auditor Report (2012-05-23_9_Auditor.pdf)

Hokkaido International School Auditor's Report

Submitted to the May 23, 2013 Executive Board Meeting and Board of Councilors Meeting

I have reviewed the minutes of Boards and committees, and I attest that HIS operations conform to standards laid out in its governance documents.

It is a sign of healthy school governance that Board committee roles have been clarified and strengthened, and that members have accepted those responsibilities with a strong sense of accountability.

I re-affirm that recent changes in the use of the CIDF to help fund the Niseko Campus are procedurally valid. The WASC Visiting Committee Report (April 2012) also acknowledges both the spirit and the terms of the changes:

"Concerns about the future have led the school to expand to a second campus in a region of more growth and potential. Reserves have been established from the Capital Investment and Development Fund to support the efforts of this second campus. Measures have been taken to use only interest derived from the fund, not detracting from the program currently offered at the main campus." (p. 8) . . . "[T]he Visiting Team would like to express admiration to the entire Hokkaido International School community for their strong commitment to support student success, given the challenges of a small school with modest resources." (p. 52)

Suzanne Yonesaka,

Auditor

Auditor's comments:

The financial auditor Hasegawa and Suzanne will observe and check the internal audit next week carried out by our accountant Nakagawa.

10. Approve the Strategic Goals for 2012–2015 (2012-05-23_10_Strategic Goals.pdf)

At HIS (Sapporo and Niseko) our Strategic Goals for 2012–2015 are to:

1. Implement a master resource plan, including marketing.

2. Communicate how TADS define who we are, what we learn, and how we learn.
3. Pursue, promote and expand experiential education.
4. Monitor the implementation of curriculum and link this in an ongoing way to professional development.

ExB Discussion:

Reviewed the strategic goals.

❖ **Motion to Approve the Strategic Goals for 2012-2015**

- ❖ Johnson moved and Rubiner seconded the motion that the Executive Board accept the Strategic Goals for 2012–2015 as presented.
- ❖ The motion passed unanimously.

11. Approve the HIS Action Plan (2012-05-23_11_HIS_Action_Plan.pdf)

HIS Action Plan Updated May 16, 2012.

The creation of the current WASC Action Plan for Hokkaido International School was in response to the seventh area of growth identified by the Visiting Team, that is, to ensure an adequate strategy for redrafting the Action Plan and developing structures for monitoring progress in a systematic, timely manner.

The updated version of the Action Plan has been put together through a collaborative process and in a thoughtful manner. It was created with the following ideas in mind.

1. Working committees were created to ensure the workload was manageable for the staff.
2. The committees have representatives from various levels and parts of the school.
3. Timelines were created to be manageable but still meet all of the goals in a timely manner.
 - ❖ This is a three-year vision. The Action Plan will be reviewed at the end of each year by the School Improvement Committee (SIC) and adjusted accordingly.

ExB Discussion:

The board approved and endorsed the Action Plan and will do everything in its power to support the administration through its work on the SIC to achieve these goals.

12. Approve the Executive Board Goals for 2012–2013 (2012-05-23_12_ExecutiveGoals_draft_2012-2013.pdf)

Executive Board Goals 2012–2013 (draft)

1. **Marketing:** Within the parameters of the Master Resource Plan, develop a comprehensive marketing plan for the Niseko and Sapporo campuses.
2. **Curriculum:** Monitor the implementation and assessment of a standards based written curriculum from PK–12 in all grades and subject areas.
3. **Executive Board Communication:** Understand the Strategic Policies, Goals, and TADS as they relate to decision-making, and assist the Administration in communicating these policies and goals to the wider HIS community.
4. **Head of School:** Provide proactive and consistent support to the Head of School.

ExB Discussion:

The ExB goals were discussed and revised; the final revision is printed above. Reminder to the Board, we must make sure the Head is getting enough rest and that we don't overwork him.

❖ **Motion to Approve the Executive Board Goals for 2012–2013**

- ❖ Johnson moved and Viljoen seconded the motion that the Executive Board accept the Executive Board Goals for 2012–2013 as they have been redrafted.
- ❖ The motion passed unanimously.

13. Head of School Goals for 2012–2013 (2012-05-23_13_HeadGoals_2012-2013.pdf)

Dear Members of the Board of Councilors, I respectfully submit these Head of School goals to you. They were informed by the school's WASC Self Study and the WASC Visiting Committee Reports, which concluded in April of this year.

- 1) Lead the school in developing a plan that will lead to a clearly articulated curriculum, K - 12.
- 2) In cooperation with the principal, develop a clear method of communicating what curricular, instructional and community expectations exist for incoming teachers.
- 3) Support the IMYC Coordinator in implementation of the IMYC as the curricular core of the middle school program, including reflection time to consider resulting curricular development needs.
- 4) Deepen the relationship between the Niseko and Sapporo schools by increasing the number of direct contacts between the two schools at administrative, instructional and learning levels.
- 5) Ensure that a clear protocol is developed by which student achievement data will be analyzed and reported upon for the direct benefit of instruction and learning.
- 6) Support the TADS Committee to reword the TADS for easier comprehension and memorization and development of a common school-wide rubric for assessing and reporting of the Transdisciplinary Skills and Dispositions (TADS).

WASC Critical Areas for Follow-up:

Further development, articulation and communication of a vertically aligned, standards based P-12 curriculum to inform assessment and instruction building on the existing curriculum. (Stay the course)

Systematic analysis of assessment data to inform curriculum development and instructional practices.

Development and implementation of a clear set of expected instructional practices based on research and the needs of the students at Hokkaido International School.

Provide a coordinated system of student support services that addresses all student needs.

Development of systems for assessing and reporting of the Transdisciplinary Skills and Dispositions (TADS).

Enhance communication systems, inclusive of all stakeholders, to support student learning and more broadly the curricular and co-curricular programs, and other community information.

❖ **Motion to Approve the Head of School Goals for 2012–2013**

- ❖ Ratzliff moved and Rubiner seconded the motion that the Executive Board accept the Head Goals for 2012–2013 as presented.
- ❖ The motion passed unanimously.

14. Board Commissioned Committees for 2012–2013

- ✦ **Finance Committee:** (proposed coordinator Johnson)
- ✦ **Personnel Committee:** (tentative coordinator Rubiner)
- ✦ **School Improvement Committee:** (Reynolds coordinator)
- ✦ **Tuition Assistance Committee:** (Ratzliff coordinator)
- ✦ **Board Nominating Committee:** (tentative coordinator Katayama)
- ✦ **Marketing Committee:** (proposed coordinator Nikkel)
- ✦ **Community Liaison Person:** (proposed Kanai) will need parameters set forth.
- ✓ **Buildings and Grounds Committee:** We do not need the committee for this coming school year as the Teacher Housing issue has been addressed. However the Board will still request a Buildings and Grounds Report from Ogawa twice a year (this year we received only one).

ExB Discussion:

This meeting we commission the committees. At the first meeting in August with the new board members we will determine the makeup (membership) of each committee and which tasks we will request of each committee.

❖ **Motion to Approve the Board Commissioned Committee for 2012–2013**

- ❖ Ratzliff moved and Johnson seconded the motion that the Executive Board commission these committees for the 2012–2013 school year.
- ❖ The motion passed unanimously.

15. Protocols for Commissioned Committees:

Nominating (2012-05-23_14_Nominating_Protocols.pdf)

School Improvement (2012-05-23_15_SchoolImprovement_Protocols.pdf)

❖ **Motion to Approve the Nominating Committee Protocols as Submitted by the Nominating Committee**

- ❖ Johnson moved and Katayama seconded the motion that the Nominating Committee Protocols be approved as revised by the Nominating Committee.
- ❖ The motion passed unanimously.

❖ **Motion to Approve the School Improvement Committee Protocols as Submitted by the School Improvement Committee**

- ❖ Ratzliff moved and Johnson seconded the motion that the School Improvement Committee Protocols be approved as revised by the School Improvement Committee.
- ❖ The motion passed unanimously.

16. Vision Statement

Proposed **HIS Vision Statement**: *“To emerge as a leading center for authentic learning where academics, arts, athletics and attitudes are integrated into environmental and experiential education.”*

❖ **Motion to Approve the New HIS Vision Statement**

- ❖ Viljoen moved and Johnson seconded the motion that the Executive Board adopt the new vision statement.
- ❖ The motion passed unanimously.

17. Executive Board Strategic Policy Review (2012-05-23_16_ExB_StrategicPoliciesReview.pdf)

*A. The educational program will be designed, reviewed, and assessed to promote high achievement for all HIS students within the parameters of the School’s mission. **Yes, but still in the process.***

*B. HIS will attract, recruit and retain quality staff to consistently support, promote and apply the mission, core values, and standards. **We are doing this; the sale of the teacherage has been a concrete step in continuing to achieve this goal. There is now flexibility in providing good housing for teachers. We need to maintain a balance of local and overseas hires. Teacher base salaries need revision.***

*C. Financial planning and resource allocation procedures will be adequate to ensure the long- and short-term financial security of the School. **Yes. The new Capital Improvement and Development Fund (CIDF) is in place. The teacherage is about to be sold and the reserve fund replenished.***

*D. A strategic plan for the long-term development of the School will be established and periodically reviewed by the Board in collaboration with the Administration. **Yes, Niseko and Sapporo University—finding our niche so we market ourselves better.***

*E. Development, marketing, and fund-generating programs shall support the mission and be consistent with the School’s values. **Weak in this area, but it is a goal for next year with a commissioned committee. Need to work on how to implement the new marketing ideas in a workable way, delegating the work. We need the involvement of people outside the HIS community.***

*F. The facilities and grounds will be maintained and renovated to promote high achievement for all HIS students within the parameters of the School’s mission, core values, and standards in a safe, secure and healthy learning environment. **Yes, well met especially with the new Niseko campus. There is still a need for more space for the Sapporo campus library and for more music rooms.***

G. The School will ensure that students are the focus of all of the School's programs, policies, and procedures.
Yes, this was the essence of the purpose behind the WASC self-evaluation report.

Motion to Change the wording

- ❖ Viljoen moved and Ries seconded the motion that we change the wording of the Executive Board Strategic Policy Review in item E from "values" to "culture" to read as follows: "...be consistent with the culture of the School."
- ❖ The motion passed unanimously.

18. Executive Board Evaluation (2012-05-23_17_ExB_Self-Eval_Results.pdf)

ExB Discussion:

It was noted that this evaluation was better than last year's evaluation. All board members thought that the board had worked well together, supported the Head and administration and set in progress a vision for the future.

The Head of School and the Chair are willing to explain to board members the contents of the board packet for understanding and clarification prior to the meeting. (question 10).

Have a Board BBQ and/or a Board tea early in the year for the parents to meet and get to know the members. Morning coffee once a month or so with an administration person and a board member to hear parents' questions.

- ◆ Change the title from "Self-Evaluation" to "Board Evaluation." Also the Board Chair not all Board members annually discuss the Head's salary (question 24).

19. Marketing Committee (2012-05-23_18_Marketing.pdf)

Marketing Committee Report--May 13, 2012

The last meeting of the Marketing Committee was on February 8, 2012, and focused on active planning for the marketing of the Niseko campus for non-HIS entities. The Head of School asked the committee to focus on such details as the format of a promotional brochure, costs for services and building use, potential clients, and types of activities. The interest of Yokohama International School (YIS), which had already expressed an interest in using the Niseko facility, was discussed, with the HIS principal adding significant details from his experience working there.

Generally, the committee decided that the maximum group size for use of the building would be approximately 20 because of limited bathroom facilities. Use of local onsen and sento was discussed for guest showering and bathing, as well as the Hilton Hotel for food service.

Members emphasized the importance of activities involving cultural exchange, which is one of the goals for HIS in the Niseko region. Other activities mentioned were whitewater rafting, rock climbing, hiking, and nature tours.

Another aspect of marketing that the committee discussed was using the campus for professional development training by other international schools as preparation for their own field trips.

Issues that require greater examination that surfaced in the pre-meeting memo and during the meeting were as follows:

- a. Adequacy of insurance coverage for all guests and staff
- b. Equipment availability and costs of furnishing same
- c. Level of service pricing
- d. Schedule of facility availability

The cost of services remains an issue to be resolved.

The Niseko principal subsequently emphasized the deepening of local ties in Niseko, continuing open-house functions, e-mail newsletters in Japanese and English, marketing to two previously identified Hong Kong related entities, one of whom owns a resort already in the area (Edventure Group), and reaching out continuously to local area businesses.

The committee also wanted to add that another potential activity for off-schedule use was summer programs marketed to private English language instructors who often run their own summer camps for children. Any brochure that is created may want to have a marketing point directed at these types of clients.

The latest component of HIS marketing is the Niseko Beer Festival. As of this writing, the committee has very little information on the event. In addition, lots of ideas were generated at the board retreat and there are more ideas in Google Docs.

Further recommendations and questions:

The Sapporo and Niseko campuses need a comprehensive, cohesive, and coherent marketing plan. As it now stands, marketing has two “supervisory” levels and one execution level: school administration—the committee would like to explore ways to get more execution from others and less reliance on the school administration to carry out marketing ideas.

20. Collaboration and Cooperation with Sapporo University (2012-05-23_19_BC_SU/HIS-Agreement(draft).pdf)

21. Sale of the Teacherage

There has been a written offer for the Teacherage property of 40 million. We will realize 39 million with 1 million as the real estate commission.

ExB Discussion: There needs to be discussion about what to do with the money. Suggestion to place 30 million into the reserve account and to set aside the remainder of the money for Niseko.

❖ Motion to Approve the Sale of the Teacherage

- ❖ Rubiner moved and Ries seconded the motion that the Board agrees to the sale of the teacherage to Okura Home Ltd. for 40 million. We will realize 39 million, with 1 million going to commission.
- ❖ The motion passed unanimously.

❖ Motion that in the case of the sale of the Teacherage to put 30 million yen in a reserve account with the remainder to fund Niseko.

- ❖ Ratzliff moved and Viljoen seconded the motion that the Board agrees to put the money from the sale of the Teacherage, 30 million of which will go into a reserve account with the remainder going to fund Niseko.
- ❖ The motion passed unanimously.

22. Review of meeting and items for next meeting

The meeting was incredibly full and much was accomplished, and it was a very efficient use of time.

- Items and reports for the agenda need to be sent to Johnson at least nine or ten days before the meeting.

23. Time and place of next meetings:

- 2012 June 15 Friday (17:30 meeting followed by a BBQ at 18:00 with board members and their families).
- 2012 August (to be decided at the June meeting).

24. Adjourn meeting

- Viljoen moved to adjourn the meeting at 18:28. The motion was approved.