

Minutes of the 2012–2013 HIS Executive Board Meeting #2

2012 September 29 (Saturday) 15:30 at HIS

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

Members absent: Phred Kaufman, Bruce Lee

Guests present: Dan Reynolds (Principal), Shoji Mitarai (auditor)

1. Call meeting to order

Johnson called the meeting to order at 15:37.

2. Approve agenda (2012-09-29_1_Agenda.pdf)

The agenda was approved.

3. Approve and sign minutes of 2012 August 18 meeting (2012-09-29_2_ExB_2012-08-18_minutes.pdf)

Minutes were approved and signed.

4. Matters/discussion arising out of the minutes

Dale requested copies of the August and this meeting's minutes before signatures for the BoC meeting on Oct 17. This meeting's minutes will be sent to all members by email for approval before being sent to Dale.

5. Chairperson's Report (2012-09-29_3_Chair.pdf) Johnson

Chair Report to the Executive Board for September 29, 2012

As we begin the school year, I see three main areas that will present challenges for the Executive Board—finances, Niseko, and parent involvement and communication. With respect to finances, there are several issues that will need to be addressed. These areas will be problematic, but I see no reason that we cannot resolve them if we are proactive and work together as a team. Cash flow, building maintenance, enrollment in Niseko, tuition, vehicles—so many aspects of HIS rely on our being wise caretakers. I'm asking that we begin early to have discussions on HIS finances and that we be careful this year.

Niseko remains a major expenditure of time and resources, but we have a commitment to see it succeed, and so we will again need to focus on this aspect of HIS.

Communication between HIS and the parents is becoming more important than ever. It is not enough to inform—we must be more inclusive, responsive, and attentive to parent needs. Failing that, we risk alienating stakeholders and creating divisions that will have a long lasting impact. With that in mind, I'd like to propose that we, as a Board, sponsor events where parents can meet with us informally and where we can increase the level of goodwill.

I think these areas are worth discussing, and I'd like to take some board time to do so at each meeting.

Bob Johnson

6. Head of School's Report (2012-09-29_4_Head.pdf) Ratzliff

Head Report to the Executive Board September 29, 2012

Enrollment: HIS current enrollment: Sapporo Campus 194 // Niseko Campus 12
HIS Sept 2012 enrollment: Sapporo Campus 191 // Niseko Campus 12

Finances:

•Nakagawa-san is recovering from Acute Hepatitis. I again appreciate his work for HIS. He shared important points about last year's budget in a meeting with Johnson, Kashiwabara and Ratzliff. •Dormitory numbers are solid, with 18 students in residence.

•Two further financial assistance applicants were received.

•With Phred Kaufman's assistance, we were able to reestablish use of Rotary Club's Developing World Scholarship.

•Our investments with Harris stand at \$12,425,540 (August)

Personnel:

- With support of the Office of Overseas Schools, were able to increase Nick Fazio's flex working hours so he can address learning at our school. Our grant was amended and increased by \$5,000.
- After her maternity leave, Francie Cutler has requested to return to HIS on a part-time basis. Alison Manjyome has agreed to remain on staff to fill the remaining part-time position. Contracts were revised for the new situation and parents were fully informed about the change. We are fortunate to have such well-respected teachers.
- Eri and I continue to work with an external consultant to update our working regulations. Oshima- san presented two more sections for our review and comment on 9/13. He now works to complete a final draft. Given the volume of work, I do not anticipate our contracts falling into line with a new set of regulations for a full calendar year.

Curriculum:

- general outline for the Arts Performance made
- broad support and contributions from all arts teachers under the guidance of Sugino-sensei
- Fall MAP Testing schedule complete, thanks to Megan Roe.

Housing:

- The sale of the teacherage was concluded and payment received. The board needs to determine what to do with this additional pool of funds.

School Improvement:

- Repairs are need to the gym roof. Estimate on the work is ¥1.7 million -- an immediate area of attention.
- Thanks to Bob, Dan and Nina Kurosawa for the Safety Walk-Through -- We identified several areas of concern and have begun following up on the majority of recommendations. Please refer to additional document.
- The website will soon move to a Google.site to take care of editing issues we are currently experiencing. Byron Hardwick is working to work around the differences in the two platforms.
- Thanks to PTA funding, new lighting was added to the study areas on the MPR balcony to the benefit of teachers and students.

Marketing

- I am currently working with Niseko Town's tourist department to develop a marketable winter and spring programs that would bring in students from Hong Kong and Japan.
- I have spoken with Niseko town to see what kind of presence we might be able to have during one of the tourist fairs held in Taiwan, Hong Kong etc. (we may be able to send pamphlets)

Technology

- New computers were purchased for the mobile lab (50% replacement); 5 new iPads for the lower elementary and additional purchases for the main computer lab & new teachers

Student Issues

- Created a statement for the handbook and clarified a protocol standpoint for our outdoor education.
- The past work and foresight of Sarah Branson (nurse) helped us deal with a head lice issue at school.

Personal

- I have been asked to Chair a WASC Visiting Committee team to Northbridge International School Cambodia from March 10 - 14
- I will be attending the EARCOS Leadership conference in KL with Dan (November where I will receive an additional round of training ahead of the WASC work in Cambodia)

Things to Attend to in October:

- Marketing (Ongoing)
- HIS Think Tank (phase 1 completed)
- Niseko Summer School Program (JTB)

Things Attended to:

- HIS Arts Performance for 2013
- Meeting with grade 9 parents and students at Back to School night to clarify purpose and nature of the Grade 9 Class Trip. Inclusivity (affordability and destination are the important issue needing a decision).

Head Goals 2012–2013

Head Goals 2012–2013

- 1) Lead the curriculum committee and school in developing a clear development plan that will lead us towards a clearly articulated curriculum.
- 2) In cooperation with the principal, develop a clear method of communicating what curricular, instructional and community expectations exist for incoming teachers. [Being addressed throughout the year with new teachers and particularly during the interview process. Teachers are currently reading provided material related to our instructional approaches.]
- 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. [Excellent collaborative progress being made. Note a struggle w/ teachers who are having to 'teach down' so "low" for the first time in their lives.]
- 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. [Dan and I have been able to visit Niseko every week except for one so far.]
- 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. [Shannon Koga has accepted the 'data hat' and is developing clear means of presenting student achievement data. Immense progress has been made here.]
- 6) Lead the development of systems for assessing and reporting of the Transdisciplinary Skills and Dispositions (TADS). [Still to be addressed.]

Executive Board Discussion:

The Board was given a hard copy of the document detailing the safety walk-through of the Sapporo campus. This coming Wednesday, there will be a safety walk-through of the Niseko campus. Barry will share the document via Google to add to this month's board packet (the document has not yet been shared).

7. Principal's Report (2012-09-29_5_Principal.pdf) Reynolds

Principal Report to the Executive Board September 20, 2012

WASC Follow Up

Groups have been established to start working on the Action Plan and we hope to have a good deal accomplished by the winter break.

Transition

The transition to becoming a complete multi-aged school has started well and having milepost partners so teachers can collaborate has been very positive. IMYC seems to be a very good fit for our middle school students and the high school groupings have been effective for teachers and students.

As we progress we will have to look into how secondary activities are done and may have to separate some high school and middle school events. This will prove to be more taxing from a supervision standpoint.

Curriculum

The new outdoor education classes are going very well and so far it seems to be the natural fit we thought it would be for HIS. The new secondary media class is also going well and the publication of Husky Tracks and our involvement in the Sapporo International Film Festival have been exciting for us as a school.

Overnight Trips

The overnight trips this year were terrific and a big thank you goes out to the whole staff for making these a memorable experience for our students.

PTA

The Steering Committee had its first meeting on September 19 and plans are underway for the Fall Festival. Making this a community event is a big priority and we need everyone's involvement for this to be a success.

Parent Information Sessions / Coffee Morning

The first parent information night was held on September 11 and a presentation was done by Makoto Kosaka on physical literacy. Attendance was good and the research quoted on the links between academic performance and fitness levels was eye opening for some. The next event will be a coffee morning on October 8 (8:30am). This is a national holiday and we hope many parents will take the opportunity to come and chat with administration.

8. Niseko Administrator report (2012-09-29_6_NPrincipal.pdf) Justin Gambino

HIS Niseko Administrator Report to the Executive Board September 29, 2012

Cultural Exchange:

*HIS has participated in a three-day cultural exchange with our neighboring Niseko Primary School.

Japanese Lesson Startup:

*Senzai sensei and Miyama sensei has started Japanese lessons at HIS Niseko. Lessons are held for regular 40 minute periods during Monday, Wednesday, and Friday afternoons.

Prospective Families:

*Currently, there is one prospective family with two children for enrollment. They will return to Hokkaido to visit the school on October 4, 2012.

U.S. Government Visitor:

*On Monday, September 24, Dr. Constance (Connie) Buford visited Niseko in her capacity as Regional Educational Officer for the US State Department's Office of Overseas Schools.

ELL Support:

*HIS Niseko has been receiving weekly ELL support. Mrs. Koga and Ms. Noye share responsibilities and visit the campus with either Mr. Ratzliff or Mr. Reynolds.

9. Financial Matters

☒ **Harris Fund September 30 2012: \$12,425,540.26 July 31 2012: \$12,180,604.18**

Treasurer report (verbal by Ratzliff)

There has not yet been a formal meeting of the finance committee. The report from Nakagawa-san was received by Barry, Eri and Bob.

This year's budget was based on 183 students—currently we have 194—so the outlook is good. Any surplus funds will go into the Reserve accounts. The budget deficit of last year was covered by funds taken from the Reserve Account.

10. Personnel Committee report (2012-09-29_7_ExitSpring.pdf; 2012-09-29_8_EntryFall.pdf)

Departing Personnel Report and the Summary of Entry Interviews for the Fall Semester 2012 were presented to the board by the Personnel Committee.

11. Auditor Report (2012-09-29_9_Auditor.pdf) Yonesaka and Mitarai

Auditors' Report to the Executive Board September 13, 2012 by Suzanne Yonesaka and Shoji Mitarai

The auditors have six duties, which are specified by the Articles of Incorporation (Oct. 17, 2011) Section 7, Article 2 as follows:

(1) Inspect the operations of this Foundation.

The meetings of the Executive Board were properly conducted without irregularities.

(2) Audit the property of this Foundation.

1. The property of Hokkaido International School was sustained properly.
2. The finances of the school were kept stable.

(3) Within two months after the close of the fiscal year, the Auditors shall submit a report concerning the operations and property of this Foundation to the Executive Board and the Board of Councilors.

On May 28, 2012, Mr. Hasegawa and Ms. Yonesaka, met with HIS accountant Mr. Nakagawa and checked the internal audit for the April 1, 2011, to March 31, 2012, fiscal year. Mr. Hasegawa confirmed that the revised CIF as a Capital Investment and Development Fund is appropriate.

(4) After auditing the operations and property of this Foundation, in case of any irregularities, they shall report this to the Governor of Hokkaido or to the Executive Board and the Board of Councilors.

There are no irregularities to be reported.

(5) If such a report to the Board of Councilors is necessary, the Auditors must ask the Chairperson to call a meeting of the Board of Councilors.

No such meeting is necessary.

(6) The Auditors shall state their opinions regarding the status of the property and the operations of this Foundation to the Executive Board.

We agree with former Auditor Mr. Hasegawa that (1) the prudent use of the CIDF for the development of the Niseko campus is appropriate, and (2) the school should continue to endeavor to increase Niseko enrollment so that, within five to seven years, such funding will no longer be necessary, and the CIDF can be replenished.

The sale of the Teacherage is a positive move in terms of fiscal responsibility and school management.

Due to the increasingly complex structure of the school and its finances, the Finance Committee will carry greater responsibility, which we see as an opportunity for institutional growth.

12. Agreement on Mutual Collaboration and Partnership with Sapporo University (12(9-19)SU&HIS New Agreement.doc)

Executive Board Discussion:

Alan Bossaer, professor at Sapporo University and HIS parent will be the coordinator between SU and HIS.

❖ Motion to Approve the Agreement of Mutual Collaboration and Partnership with Sapporo University

Johnson moved and Ries seconded the motion that the Executive Board accept the Agreement on Mutual Collaboration and Partnership with Sapporo University as written.

The motion passed unanimously.

13. Nomination of Julie Martin to BoC

Executive Board Discussion:

Julie Martin is a Niseko campus parent and businessperson in Niseko.

❖ Motion to Nominate Julie Martin to Board of Councilors

Rubiner moved and Nikel seconded the motion that the Executive Board nominate Julie Martin for the Board of Councilors.

The motion passed unanimously.

14. Funds from sale of Teacherage

Executive Board Discussion:

Two million yen was put into the technology budget, and there is 37 million yen left from the sale of the teacherage.

Options: Place 27 million yen into the Reserve account and 10 million yen into cash flow. A recommendation was made to place the surplus funds into the Reserve account.

❖ Motion to Use the Funds from the sale of the Teacherage

Johnson moved and Ries seconded the motion that of the funds from the sale of the teacherage, 10 million be placed into cash flow and the remainder in the Reserve account.

The motion passed unanimously.

15. Composition of ExB committees and finalization Board Calendar

2011–2012 HIS Executive Board Commissioned Committees

Finance Committee: Kaufman (coordinator), Nikel, Johnson, Ratzliff, Kashiwabara, Nakagawa, Midorikawa.

- * Oversee school finances through monthly financial reviews/reports (especially Oct., Jan., Mar., and May)
- * Review and recommend annual budget and reserve allocations to ExB
- * Develop long-range financial plan to include a raise in base teacher's salary and recommended use of surplus funds from the sale of the teacherage now in the reserve account
- * Oversee audit report
- * Financial three- or five-year plan

Personnel Committee: Rubiner (coordinator), Kanai

- * Conduct new teacher interviews and exit interviews: extracting the constructive observations, criticisms, suggestions
- * Coordinate Head evaluation
- * Develop committee protocols

School Improvement Committee: Reynolds (coordinator), Bruce Lee, one student, one teacher and one parent (Monica Tsubaki)

- * Oversee Annual Report
- * Strengthen PTA
- * Oversee / Follow up WASC accreditation process

Tuition Assistance Committee: Ratzliff (coordinator), Johnson, Carlton Benson (new consular)

- * Approve financial assistance awards proposed by Head

Board Nominating Committee: Katayama (coordinator), Johnson, Riggins, 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
- * Review the procedures of the nominating process and the tasks of the committee

Marketing Committee: Nikel (coordinator), Rubiner, Ratzliff, Reynolds, Kaufman, Trisha Nakano, (Tobe), (Hajime Katayama), (Julie Martin), outside experts

- * Develop & Market Niseko Campus
- * Designate, plan and conduct an annual fund-raiser for the endowment fund
- * Track future trends and report to the ExB for use in strategic planning
- * Develop committee protocols

Community Liaison Person: Kanai

- * Will listen to community members and then share with Barry and Bob.

2011-2012 HIS Executive Board Roles and Committee membership

Johnson: Board Chair; Finance; Tuition Assistance; Board Nominating; Care of Head

Ratzliff: Finance; Tuition Assistance (Coordinator); Board Nominating; Marketing

Kaufman: Treasurer; Finance (Coordinator); Marketing

Katayama: Secretary; Board Nominating (Coordinator)

Kanai: Community Liaison; Personnel

Rubiner: Personnel (Coordinator); Marketing

Lee: School Improvement

Nikel: Vice Board Chair, Marketing (Coordinator), Finance

(Revised 2012-09-29)

❖ Motion to name Paul Nikel as Vice Chair of the Executive Board

Johnson moved and Ratzliff seconded the motion that Paul Nikel be named the Vice Chair of the Executive Board.

The motion passed unanimously.

❖ Motion to name Phred Kaufman as the Treasurer of the Executive Board

Johnson moved and Ratzliff seconded the motion that Phred Kaufman be named the Treasurer of the Executive Board.

The motion passed unanimously.

❖ Motion to approve Executive Board Committees as they stand

Johnson moved and Ratzliff seconded the motion to approve the Executive Board Committees as proposed at the August Executive Board meeting.

The motion passed unanimously.

Executive Board Calendar for the 2012–2013 school year

Executive Board Discussion:

- * Google Board Calendar: Coordinators to add committee schedule meetings and reports to be done into the calendar so that the agenda can be planned appropriately.

16. Presentation on Finances - Ratzliff

Following Barry's very informative presentation these items were highlighted by the board:

- The need to explain more fully the reasons for annual tuition increases to our community, that is to explain where the money is going and what this added money makes possible for the school.
- Tuition must cover all operating expenses, thus to have growth, surplus money from other sources needs to be generated.
- Reserve Account should have 3 months of operating costs to cover the school in case of a major emergency.
- The finance committee's report presented in the Dashboard format, which generates an easy to understand snapshot of the school's financial situation.

17. MAP (Measure of Academic Progress) Data Presentation - Shannon Koga

Shannon's presentation, similar to the one given to teachers, explained how MAP testing data can be used to help the school better identify and fulfill student's academic needs.

More data on our students was requested by WASC. MAP data is a very beneficial tool for teachers that shows where their students' strengths and weaknesses are as a group and individuals over an extended period of time.

HIS is now entering the fourth year of testing with MAP from grade 4 and up. Areas tested are Reading, Language Usage, and Mathematics. MAP is a common assessment program for international schools in Asia. It MAP will give us comparisons with American students and other international schools.

WASC provides class scores and norms as well as individual student scores and norm if class size is more than 10 students. Teachers are provided with a specific list of tasks and study objectives a student needs in order to improve, as well as which group of students have the same needs.

Data given is comparisons from previous years and the current year. HIS can now compare with the American grade level equivalent (the norm) and will be able in the future to compare our students' level to other international schools.

HIS students are at or above the norm in language usage, at or around the norm for reading, from around grade 6 our students are mostly above the norm in Math.

HIS can use this information to help guide instruction and curriculum planning.

Shannon is taking a course so that she can serve as the school's data interpreter.

Executive Board Discussion:

Rubiner questioned why this 30-minute presentation was made during the board meeting, in that the information might have been communicated to the board in a written report. Rubiner appreciated the teacher taking the time to present information on the academic progress of HIS students and how the teachers could use this data as a tool to improve teaching approaches; however, MAP testing did not pertain directly to discussions or decisions that were on the agenda at this board meeting.

18. Parental involvement and communication events

HIS Families and Friends group Facebook page, currently now under the account of Katayama.

Executive Board Discussion:

An official HIS Facebook page needs to be set up in which the etiquette of discussions is clearly laid out and moderators are chosen.

19. Items for Consideration

- ☀ **Need a new ExB photo for the Web site:** try next time, also a photo of BoC members to be added to the Web site. Also the Board needs to get a space on the server for ExB documents, so that they can be easily accessed during meetings. Having a projector in the room with the secretary's computer attached proved very useful.
- ☀ **Items for consideration in the future**
 - (1) Financial three-year or five-year plan
 - (2) Base salary increase for teachers
 - (3) Tuition increase each year
- ☀ **Items and reports for the agenda need to be sent to the Chair at least 10 days before the meeting.**

20. Review of meeting

The meeting was a bit long with two informative presentations, nevertheless all the major items from the agenda needing our attention and decisions were addressed.

21. Time and Place of the Board meetings for the 2012-2013 school year:

All meetings will be held on Saturday afternoon from 15:30 to 17:30 unless otherwise noted

- (3) 2012 October 27 [note: the BoC meeting is on Oct 17 Wed from 19:00]
- (4) 2012 November 17
- (5) 2012 December 15
- (6) 2012 January 26
- (7) 2012 February 23
- (8) 2012 March 30
- (9) 2012 April 27
- (10) 2012 May 25 [perhaps to be followed by the BoC meeting]
- (11) 2012 June 08

23. Adjourn meeting

- ♣ Johnson moved to adjourn the meeting at 18:11. The motion was approved.

HIS Mission Statement

At Hokkaido International School we: Honor the Past; Inspire the Future; Savor the Present.

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.

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.

Executive Board Goals 2012–2013

Marketing: *Within the parameters of the Master Resource Plan, develop a comprehensive marketing plan for the Niseko and Sapporo campuses. In addition, complete the process of putting in place a coherent collaboration program with Sapporo University. Define and develop outreach programs.*

Curriculum: *Strengthen and monitor curriculum assessment and implementation from PK–12 in all grades and subject areas.*

Executive Board Communication: *Understand the Strategic Policies, Goals, and TADS as they relate to decision-making. Communicate the policies, goals, and TADS to the wider HIS community. Define and develop outreach programs for parents.*

Head of School: *Provide proactive and consistent support of the Head of School in making the transition to multiage classes.*

Executive Board Strategic Policy

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.*

B. *HIS will attract, recruit and retain quality staff to consistently support, promote and apply the mission, core values, and standards.*

C. *Financial planning and resource allocation procedures will be adequate to ensure the long- and short-term financial security of the School.*

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.*

E. *Development, marketing, and fund-generating programs shall support the mission and be consistent with the School's culture.*

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.*

G. *The School will ensure that students are the focus of all of the School's programs, policies, and procedures.*