

**Minutes of the 2012–2013 HIS Executive Board Meeting #6**  
**2013 January 26 (Saturday) 15:30 at HIS**

**Members present:** Bob Johnson, Karen Katayama, Yukiko Kanai, Phred Kaufman (via Skype), Barry Ratzliff, John Ries, Mark Rubiner

**Members absent:** Bruce Lee, Paul Nikel

**Guests present:**

**1. Call meeting to order**

Johnson called the meeting to order at 15:44 .

**2. Approve agenda (2013-01-26\_1\_Agenda.pdf)**

The agenda was approved.

**3. Approve and sign minutes of 2012 December 15 meeting (2013-01-26\_2\_ExB\_2012-12-15\_minutes.pdf)**

Minutes were approved and signed.

**4. Matters/discussion arising out of the minutes**

We will keep a running summary of the meetings on the website admin page.

The auditors will sign the minutes if they are in attendance.

**5. Chairperson's Report (2013-01-26\_3\_Chair.pdf) Johnson**

**Executive Board Chair Report for January 26, 2013**

As the new year gets underway, I will be meeting with Ogawa-san to review the building and maintenance plan for the near future and for the long term. Plans have also begun for the April visit by John Ritter, where the Executive Board will be working on the new goals for the next year.

Barry and I met last week to go over some issues that the Board will now begin to address—the issues include a new school bus, technology issues, spring concert and art exhibit, and additional policies and procedures governing students and faculty.

Finally, I would like to propose some rules governing the Facebook page as follows:

1. Comments and posts will be positive and directly related to HIS events, students, staff, and families. Kindness and respect will be the governing attitude.
2. Specific issues involving conflicts or potential conflicts with the school, teachers, students, or other HIS families are inappropriate and will be deleted. There is an appropriate venue for that—HIS Families and Friends is not.
3. Notices, pictures, and videos of school activities, meetings, and other events of interest to the HIS community are encouraged—including area community events—.

My intention was to make this as short and succinct as possible so that everyone can understand and follow the spirit of the rules. If we anticipate every contingency and write policies addressing them, we get a very long complicated document that our families will not comprehend. So, please review this and come to the meeting with additions or deletions as you see fit.

You will also find in this packet some data from latest reading test results, which Barry will summarize for you.

Thanks,  
Bob Johnson

**Executive Board Discussion:**

HIS has a FB site ready to go and administration is waiting to have the protocols decided before activating the school's site and moving over the HIS families and friends Group to the official site. When there is the move we may lose the history, so people should down load any photos they want to keep.

In addition to the proposed protocols above include a section about using the website for new arrivals to Sapporo and the school who have questions that the community can be quick to answer, a way to implement the idea of a mentoring aspect support for new families. This kind of usage will also be welcome on the site.

## 6. Head of School's Report (2013-01-26\_4\_Head.pdf) Ratzliff

### Head of School Report to the Executive Board December 26, 2013

**Enrollment:** HIS current enrollment: 193 // Niseko Enrollment 9

We welcome the following new students to HIS Sapporo campus from Semester 2 (S2): Elizabeth Bieger (Gr.5), Yuka Mori (returning HIS student from Germany, Gr. 5) Chloe St. Ledger (Gr.6), Kate Bieger (Gr.9) & Kentaro Million (Gr.9); To Niseko camous: Charlotte Stone (Kinder) returns for the Winter-Spring season. We bid farewell to: Hye Won Jang (Gr. 9) & In Ho Jang (Gr. 6) from the Sapporo campus.

### Finances/Marketing:

- Charlotte Stone (Niseko student) is the first student making use of the seasonal tuition & fee structure that was pass by the EB last month and meets the needs of transient families in Niseko.
- After conversations with Justin and Kyoko in Niseko, I feel it is important that the FC and EB consider opening a half-day EY(Early Years, Pre-School 3 & 4 years old) program in Niseko for the 2013 - 14 school year.
- For long-range (Master Resource) planning purposes, I have been working on several interconnected aspects of school:
  - I have rewritten contracts to better align them to the draft HIS Working Regulations. Specific questions have been sent to our consultant, Oshima-sensei, for clarification. This will eliminate several disparate aspects of HIS contracts and allows us to plan the budget.
  - Families will be surveyed earlier in regards to their plans for enrollment.
  - Eri and I will create budgets for the next three years and build in specific needs/goals that will make long-range planning possible.
  - Conversations with Ogawa-san will allow us to build in future building/grounds needs into the plan.

### Personnel:

- Dan and I have moved on to doing the formal observations of learning for new teachers.
- Two teachers secured small bus driving licenses over the Winter Break. I created procedures to govern bus usage, clarify protocols and give priority to our professionally-hired bus drivers for all driving-situations.
- The dormitory evening cook, Toyoki Yonesaka, has notified me that he will not continue his contract beyond this school year. I will begin process to select a qualified and experience cook for the dormitory.
- An agreement letter was created for Hajime Katayama so that he can continue to support ongoing technology work at the school. I appreciate Hajime's flexibility and his well developed people and technical skill set.

### Curriculum:

- PD with Sarah Brown on Jan. 13 & 14 was effective in developing a K - 8 (and beyond) understanding of the IPC/IMYC and included practical planning time for next units with Sarah's guidance and newly acquired understandings.
- Eugene Sim (Singaporean) and Megan Roe were asked to develop initial training in Singapore Math (US version of), which was adopted for K-8 math curriculum. Instructional practices are quite specific within this approach. I appreciate their enthusiasm and efforts.
- A redeveloped set of TADS was created (with admin support). Teachers developing the set are working to benchmark them.
- Shannon Koga presented the results of data collections from MPR & DRA. Highlights will be given today by Barry.
- WASC Follow-up Work continues apace under Dan's guidance. This is addressing the largest curricular areas that were identified through the WASC process.
- In our Feb. PD day, teachers will be working with Dr. Sylvia Thompson to in 3 distinct groupings on how best to address reading needs. The remaining time will be spent housing the curriculum in folders on the Google Drive. Dr. Thompson comes to HIS with the financial support of the Office of Overseas Schools, for which we are very thankful.

### School Improvement:

- The "After School Plan" was implemented across the school from Jan 7 with generally positive results and understandings. I again thank the committee of teachers who drew up the plans.
- I spent an hour at the US consulate for training in iridium phone (satellite phone) use that the consulate is making available (lending basis) to HIS for use in a major disaster. I also shared emergency plans.

•The Admin Team met the 2nd week of school in Jan to draft a new Mission Statement for the Board's consideration. Additional comments to be provided at the EB meeting:

•HIS is a [learning focused](#), [internationally minded](#) community that embraces a [holistic](#) approach to education by encouraging [excellence](#) and [perseverance](#) in all endeavors.<sup>1</sup>

•The big bus has aged to the point that it needs replacing. I recommend that the EB make a decision to replace the bus and use anticipated surpluses to cover costs that may go beyond the current ¥10 million in the Transportation Fund.

•Niseko parent desires, as reflected in the Think Tank follow-up, indicate a strong desire for a bus link to either Hirafu and/or Kutchan. Two parents have proposed solutions through van/ bus donations.

### Marketing

• [see Marketing Committee Report]

### Technology

•Megan and Hajime are planning to replace old server equipment and upgrade the system for ongoing stability and future expansion of devices that can work off the system. The work was shifted to spring break.

•An additional Google "Chrome Book" was purchased as an option for increasing access to technology.

### Student Issues

•We have a new student (Japanese-American from California) joining from S2 with academic concerns. His entrance was made conditional and he was placed on a behavior and academic contract. Teachers will work to support him with academics and motivation.

•Potentially one students may temporarily leave HIS due to financial circumstances.

### Personal

•The break was wonderful! The first time in a year and a half that I did not check my email for over a week.

### Things to Attend to in January-February:

-HIS Niseko Think Tank (phase 3 follow up)

-Niseko Summer School Programs

-Budget planning

-Contracts for 2013 - 14

-Formal learning observations (new teaches)

-Arts Performance Plan

-Dorm cook hiring

-Website updates and future look

### Things Attended to:

-Hiring for 2013 - 14

-Contract rewriting

### 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. [\[Being Addressed through follow up on the WASC Action Plan.\]](#)

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](#)

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<sup>1</sup> Blue color wording were specifically chosen as being reflective of our main endeavors and concepts that derive directly from other documents.

*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. The Jozankei Camp, joint Water Unit and field trip with Milepost 2, Jane Goodall visit -- which Niseko will attend, and continued visits of admin and ELL staff help to keep the schools connected. I would like to thank Justin for faithfully Skyping in to meetings and being a part of our Admin Team.]*

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. *[While completing coursework in data analysis, Shannon Koga collated and analyzed all MAP data and brought it together into a comprehensive set of binders that make the results easily accessible to teachers. Shannon will soon present to all teachers on how best to make use of the results. The Curriculum Committee will follow up follow up on needed discussions to isolate the 'Areas for Academic Emphasis'.]*

6) Lead the development of systems for assessing and reporting of the Transdisciplinary Skills and Dispositions (TADS). *[Being Addressed through follow up on the Action Plan.]*

### **Executive Board Discussion:**

*Re Reading Data PDF:* Barry explained that the data pdf file was created by Shannon Koga who is taking a course through Harvard University on compiling and reading test data for schools. Her ability to generate these documents from the raw test data for the school are proving to be a very valuable resource tool for our teachers.

*Re IT:* Switching to Chrome Apps will be more cost effective and lower maintenance in the long run, so that a full time IT person will not be required. There maybe a similar solution with Google Cloud Print to solve the school's printer problems, low cost and low maintenance.

## **7. Principal's Report (2013-01-26\_5\_Principal.pdf) Reynolds**

### **Principal Report to the Executive Board January 18, 2013**

#### **End of Semester**

January 25th marks the half way point of the school year and the end of Semester 1. Reports will be sent out on February 1st after going through two sessions of proof reading. The semester went very smoothly and I would like to thank everyone for their support so far this year.

#### **Skate Week**

Another successful skate week took place for the elementary students. Their improvement in just two sessions was very impressive and many students expressed a desire to go with their families if possible. This promotion of active play is a big focus for the PE program.

#### **PTA**

Thank you to the PTA for the wonderful plants around the school. Everyone keeps commenting on the greenery and it seems to make people feel good.

#### **Safety Handbook**

An updated safety handbook should be ready soon. All areas have been completed except for protocols for an intruder. Meetings around this have taken place it is now just a matter of deciding how we will address different scenarios.

#### **WASC Follow Up**

Follow up on the WASC action plan has been moving ahead. We now understand where gaps are in standards across the school, rewording and rubrics for assessing the TADS is going well, 9/10 curriculum and scope and sequence documents are being produced and we have made good headway on student support services.

#### **Parent Information Session**

The next parent information session which is set for Tuesday, February 26th at 6:00pm should focus on tuition increases and reasons for this. ***Board members who are able should try and attend this talk.***

### **Executive Board Discussion:**

*Re Intruder Security:* We need to complete the fencing around the back of the school, there might be funding available from the US State department.

## **8. Niseko Administrator report (2013-01-26\_6\_NAdmin.pdf) Gambino**

**HIS Niseko Report to the Executive Board December 26, 2013****Cultural Exchange:**

\* On January 8, HIS Niseko hosted Japanese junior high school teachers and students, as well as the Shiribeshi Board of Education. We held educational activities that included these "English-Camping" students.

**Prospective Families:**

\* HIS Niseko was contacted by a gentleman, whom will soon pay the school a visit with his 6-year-old son, interested in enrolling his child for the 2013-2014 school year. The father is a native English speaker.

**News to the Community:**

\* In December, a music program (orchestrated and recorded by Mr. Gambino) was submitted to and played on air by Radio Niseko.

\* We will continue to do this every other month.

**After School Program:**

\* Mr. Sinclair will begin an Art & Technology after school program, which will take place for five consecutive Mondays. The intended schedule is January 28 through March 4.

**Linking the Two Campuses:**

\* On January 18th, during a weekend Sapporo Admin/ELL visit, Mrs. Koga lead the HIS Niseko students in a Drama/Physical Education class.

**Field Trips:**

\* On January 16, HIS Niseko went on a physical education-based field trip to Moiwa ski resort. We had great parent support and help throughout the day.

**Enrollment:**

\*Charlotte Stone has enrolled again into HIS. Her first day was January 8.

**9. Treasurer report (verbal report by Kaufman)**

**Harris Fund as of 31 December 2012: \$12,699,972**

**Harris Fund November 30, 2012: \$12,715,224**

Overall everything looks good. Tuition income has increased by about 8.4%. As well as annual fees have increased. Our grants for last year come in this year's budget. Cash reserves are high. We have 12 million yen in the transport fund so we can buy the new bus from this without using funds from the reserve account. The larger bus is 20 years old.

**10. Marketing Committee report (2013-01-26\_7\_Marketing.pdf)****Marketing Meeting Minutes January 9, 2013**

**Location: HIS / Barry's Office**

**VIDEO**

- The marketing committee reviewed their budget and there is 855,000 JPY available to allocate towards marketing purposes.
- Yamada-san (independent filmmaker in Sapporo) has provided HIS an estimate for 160,000 JPY/ video, for a two minute video clip promoting requested areas of HIS.
- The committee feels it is prudent to order three (3) videos highlighting:
  - o HIS Outdoor Education
  - o Sapporo Campus
  - o Niseko Campus
- Paul and Barry will arrange meeting with Yamada-san to move this forward.

**FOLLOW UP**

- Barry and Paul met Yamada-san on January 23 @ 1600hrs.
- They requested Yamada-san to produce three (3) videos as per the committee requests.
- Costs will be 160,000 JPY each + relevant expenses (ie. gas). Tax included.

- Yamada-san will revert with a contract in Japanese outlining inclusions, etc.
- The first video will be highlighting the HIS Outdoor Education Program.
- Focus will be on the Feb 9/10 Niseko trip and Feb 16/17 Okotanpeko trip.

#### ART PERFORMANCE

- Decision to go the same route as last year to scale down the program since we don't have a main marketing person.
- Double check with Bob if we are able to get free printing for the simple programs.

#### FAMILY FUN WEEKEND

- Committee sees value in promoting this event.
- We may ask John Barton to set this up as a test for the marketing position (see below).

#### MARKETING PLAN

- No word from Singapore yet regarding their possible trip to the Niseko campus.
- The beer festival is planned and gaining momentum.

#### CALENDAR

- We looked at the Marist International School calendar and are planning to create a similar print calendar for the school year beginning August 2013 for HIS as a fundraiser.
- Cost are reasonable. Approximately 200,000 JPY for 400 units.
- Barry will contact Marist school to see who they used for their calendar.

#### MARKETING PERSON

- The marketing committee discussed the merits of a full time school marketing person that would be responsible for promoting the school & school programs.
- Paul will create a job description and send to Barry for his ideas. It will then be sent to the HIS board for discussion.
- The concept is for the person to partially fund his own way and receive a commission on the revenue that he brings in.
- We have a fellow named John Barton in mind but have not approached him yet.

End.

### 11. Marketing Committee Protocols *[from October minutes, carried over for reference, tabled for Feb.]*

#### Membership

1. At least two (2) Executive Board members, one of whom shall act as the coordinator.
2. Other members as may be appointed by the Executive Board in the event of illness or other indisposition of a regular member.

The Executive Board Chair, or other Executive Board member may attend any meeting of the Marketing Committee (MC), without any preliminary requirement, but should notify the MC coordinator at least one day beforehand in order for her/him to provide adequate notice to all those individuals attending.

#### Term

Members appointed by the Executive Board serve for one year. Reappointment to further terms is at the discretion of the Executive Board. The Executive Board has the right to dismiss and/or replace appointed members mid-term, for cause or without cause.

#### Marketing Committee Structure

1. The Executive Board member who is the acting coordinator shall have the following duties:

Call and convene meetings.

Set the agenda for said meetings while consulting with other MC members as needed.

Confirm the meeting time, place and agenda with all members in advance of each meeting.

Appoint a secretary.

2. The duties of the committee secretary are as follows:

Take accurate minutes during meetings.

Send the complete minutes of meetings to members for approval prior to reporting back to the Executive Board.

Redraft minutes in accordance with input from other MC members.

### **Marketing Committee Duties**

1. All members of the committee shall work together to complete the duties, procedures, and protocols as established by the Executive Board and the MC in a timely fashion.

2. If a procedure or protocol is not covered in reference documents or in other HIS official documents, then the committee shall follow Executive Board procedures as may be defined in its minutes. In the alternative, the MC coordinator should seek guidance at the next regularly scheduled Executive Board meeting.

### **Procedures and Policies**

Statement of Purpose:

The MC makes recommendations to the EB regarding marketing and fundraising and oversees projects that are approved by the EB.

- Develop a comprehensive marketing plan for the Niseko and Sapporo campuses.
- Designate, plan and conduct an annual fundraiser for the endowment fund.
- Track future trends and report to the ExB for use in strategic planning.
- Define and develop outreach programs.

Suggestions from Mark: \*These need to reviewed by the MC before addition to the protocols.

Design, develop and promote HIS events

Create vehicles for increasing student enrollment

Provide guidance to outside entities who wish to promote the school

Review current marketing schemes for relevancy

Monitor media coverage for accuracy

### **❖ Motion to Approve the Marketing Committee Protocols**

\_\_\_moved and \_\_\_seconded the motion that the Executive Board approve the Marketing Committee Protocols as written.

The motion passed (unanimously).

(The motion was tabled so that the recommendations could be reviewed by the Marketing Committee).

## **12. Change in retirement age to 65 for all HIS employees**

Discussion:

Currently the retirement age for HIS is 62. In Japanese labor law the age for retirement is now being extended to 65, to bring the school in line with this, it is proposed that HIS also moves to the same age.

### **❖ Motion for the retirement age to be changed to 65 for all HIS employees.**

Johnson moved and Ries seconded the motion that the Executive Board approves the change of retirement age to 65 for all HIS employees.

The motion passed unanimously.

### 13. Replacement of the big school bus

Discussion:

The larger bus is 20 years old. We have 12 million yen in the transport fund so we can buy the new bus from this without using funds from the reserve account.

#### ❖ Motion for the Executive Board to approve the allocation of funds to replace the larger school bus.

Rubiner moved and Ratzliff seconded the motion that the Executive Board approve the use of the Transportation Fund to replace the larger school bus.

The motion passed unanimously.

### 14. Write-off of 1.5 million yen carried over for several years as uncollected debts

Discussion:

(1) 2009-2010 Enrollment fees and tuition for 2 students that was supposed to be paid by a businessman, verbal promise, and to date owes almost a million yen. The school allowed the family to enter based on the promise of payment from said businessman.

(2) 2009-2010 Another family upset over a student discipline issue left for Australia with a debt of 311,000 yen.

--In both cases the persons of concern have been contacted numerous times, but refuse payment.

--Before writing off the former debt, the Board believes first a lawyer should be consulted in the situation of the first case, since the said individual is still in Sapporo. As for the second case, since the family is in Australia and will never return, collection of debt is most unlikely.

#### ❖ Motion that the Executive Board approve the write-off of 1.5 million yen carried over for several years as uncollected debts.

Ratzliff moved and Johnson seconded the motion that the Executive Board approve the write-off of 311,000 yen as uncollectable debt to be moved to the losses category.

The motion passed unanimously.

### 15. New budget for 2013-2014

Discussion: The finance committee has begun work on this.

### 16. Tuition increase for 2013-2014

Discussion: We will probably need a 2% increase for this coming school year.

### 17. Draft HIS Mission Statement

Proposed Statement:

"HIS is a **learning focused, internationally minded** community that embraces a **holistic** approach to education by encouraging **excellence** and **perseverance** in all endeavors."<sup>2</sup>

Discussion:

Barry informed the board that HIS has the highest credit requirements for High School graduation.

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<sup>2</sup> Blue color wording were specifically chosen as being reflective of our main endeavors and concepts that derive directly from other documents.

It was suggested that the wording “holistic” might carry different connotations to people outside of education, where the word infers integrated learning that is academic and character building. In the past words such as “liberal education” or “whole student education” have been used. The current wording of “holistic” is used in education circles, but might be misunderstood to the general public. The committee will review the wording and get back to the board.

**For the board's information a definition of holistic education:** Holistic education is a philosophy of education based on the premise that each person finds identity, meaning, and purpose in life through connections to the community, to the natural world, and to humanitarian values such as compassion and peace. Holistic education aims to call forth from people an intrinsic reverence for life and a passionate love of learning. This is the definition given by Ron Miller, founder of the journal *Holistic Education Review* (now entitled *Encounter: Education for Meaning and Social Justice*). The term holistic education is often used to refer to the more democratic and humanistic types of alternative education. Robin Ann Martin (2003) describes this further by stating, “At its most general level, what distinguishes holistic education from other forms of education are its goals, its attention to experiential learning, and the significance that it places on relationships and primary human values within the learning environment.” (*Paths of Learning*)

The concept of holism refers to the idea that all the properties of a given system in any field of study cannot be determined or explained by the sum of its component parts. Instead, the system as a whole determines how its parts behave. A holistic way of thinking tries to encompass and integrate multiple layers of meaning and experience rather than defining human possibilities narrowly.

## 18. Items for Consideration

☀ **Need a new ExB photo for the Web site [We should do this at the next meeting for sure!]**

☀ **Items for consideration in the future**

(1) ELL Fees @ Sapporo vs. Niseko: We don't provide ELL support in Niseko to the degree that we have in Sapporo, therefore the question is raised if we should charge the same fees in the future at both campuses. Currently no fees are being charged at Niseko. Since ELL teachers are going out once a week, it be considered as a free service provided to Niseko students, so then there is more flexibility on the ELL teachers on how often they must go to Niseko.

☀ **Items and reports for the agenda need to be sent to the Chair at least 10 days before the meeting.**

## 19. Review of meeting and items for next meeting

The meeting was very good, we were able to cover much ground within the time limit.

## 20. Time and Place of next Board meetings:

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

(7) 2013 February 23

(8) 2013 March 30

(9) 2013 April 13 [John Ritter--Board Retreat April 13]

(10) 2013 May 25 [BoC meeting on May 23 19:00]

(11) 2013 June 08

## 23. Adjourn meeting

♣ Johnson moved to adjourn the meeting at 18:07. The motion was approved.