

## Minutes of the 2012–2013 HIS Executive Board Meeting #7

### 2013 February 23 (Saturday) 15:30 at HIS

**Members present:** Bob Johnson, Yukiko Kanai, Karen Katayama, Phred Kaufman, Barry Ratzliff, John Ries, Mark Rubiner.

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

**Guests present:** Suzanne Yonesaka and Shoji Mitarai (auditors)

#### 1. Call meeting to order

Johnson called the meeting to order at 15: 35.

#### 2. Approve agenda (2013-02-23\_1\_Agenda.pdf)

The agenda was approved.

#### 3. Approve and sign minutes of 2013 January 26 meeting (2013-02-23\_2\_ExB\_2013-01-26\_minutes.pdf)

Minutes were approved and signed.

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

**Have the minutes draft in Google Docs that we can share during the meetings, so we don't need the projector.**

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.

\*\*The updated proposed Facebook Terms of Use will be added to this board pack, hard copy was given out.

The official Facebook group/page will start up in March and keep the other open until the end of the year.

#### 5. Chairperson's Report (2013-02-23\_3\_Chair.pdf) Johnson

##### Executive Board Chair Report for February 23, 2013

I would like to encourage the Personnel and Nominating committees to begin thinking about the end-of-year tasks ahead. As you have experienced throughout this year with my own late board packets, good planning ahead of time will make it easier and you will not find yourselves rushed. Also, the Finance Committee needs to meet to work on budget issues.

John Ritter will be coming to HIS in April (13–14) for the annual board retreat. I have included a sample agenda (from John) for that meeting and would like each of you to add, delete, modify, or comment between now and the next board meeting. I have some preferences, but we should make sure that the greatest needs of as many board members as possible are met.

Finally, I want to thank Barry and Dan for their work the past couple of months on some thorny issues that may or may not ever filter through to the Board— HIS runs very smoothly in no small part because of our administrators, and we do appreciate it.

Thanks,  
Bob Johnson

#### 6. Head of School's Report (2013-02-23\_4\_Head.pdf) Ratzliff

##### Head of School Report to the Executive Board February 23, 2013

**Enrollment:** HIS current enrollment: 197 // Niseko Enrollment 9

Enrollment at the main school continues to grow with many inquiries and several new students coming in over the March/April period. 12 new students are waiting to come in at April, about the same number will leave. Two new families will come in the fall.

##### Finances/Marketing:

•For long-range (Master Resource) planning purposes, I have been working on several interconnected aspects of school:

•Contracts are complete and will be presented to staff (Feb 18 - 22). [The new full time and part time contracts will need to be passed by the EB today. \(Decision needed\)](#) [The new HIS Working Regulations](#)

and Labour Agreement Doc. are still in progress.

- Families were surveyed earlier this year on enrollment plans.
  - Eri and I will create budgets for the next three years and build in specific needs/goals that will make long-range planning possible. (continuing)
  - Conversations were had with Ogawa-san about building & grounds needs
- I'm pleased to note the healthy condition of finances as noted by Nakagawa-san in his written notes to the FC. Phred will report on behalf of the FC.

#### Personnel:

- I would like to propose that the board create a set of protocols to resolve any potential issue that may arise while a board member's spouse (including the HofS's wife) is in a working relationship with the school (pay, working conditions etc.) -- Initial Discussion
- An HIS staff member may have their contract reviewed. Details to be given at the meeting. EB Chair has been kept informed of the situation.

#### Curriculum:

- On Wednesday mornings for the past four weeks, teachers have been focusing their attention on Language Arts documents (elementary) and in redeveloping the Homeroom Curriculum (secondary). This work will continue and future curricular work will continue in monthly "chunks" to maintain momentum and continuity.
- A thanks to those teachers, coaches and in particular Mr. Kelly for the successful hosting of the annual Sapporo Classic BB tournament.
- Thanks to the support of the State Department, Dr. Sylvia Thompson (U of Texas) visited HIS on Feb. 11th to conduct Professional Development work separately with the three divisions of the school (Elem., MS and HS).
- On Feb 11th, Derek Cutler met with each division of the school (in rotation) and assisted all teachers in the process of "housing" their curricular documents on Google Drive. This is fundamentally important to making the school's curriculum easily accessible.
- Derek Cutler and Megan Roe attended the Google Professional Development workshop hosted by ASIJ. Time will be created for them to share their learning more specifically. Ms. Roe will assume Mr. Cutler's role with Google and technology support next school year.
- Ms. Amber Dryer (Milepost 1 teacher) will attend the annual IPC conference/training in Singapore. HIS will provide additional PD support to allow Ms. Dryer to go.
- We are considering sending two teachers, Justin Gambino and Peggy Shibuya to PD sessions with Reading and Writing workshops in New York this summer. They would bring the PD back to HIS.
- Thanks go to Makoto Kosaka for incorporating skate & most recently ski days in the curriculum for all his students, better reflecting HIS new emphasis on outdoor education.
- Mr. Piazza w/ Mr. Cutler, Mr. Salter and Ms. Currie have recently completed key outdoor ed. winter trips. Their work on this new (and most appropriate) component of the curriculum is of immense value to the future of this school and it's marketability.
- HIS Niseko & Sapporo & Panasonic Co. came together (electronically via Skype) in a join project to build batteries as part of an IPC unit on electricity. I thank Milepost 2 teachers and supporting staff (Machidori and Nara) for the work to benefit our kids. A thank you to Panasonic for donating all materials.

#### School Improvement:

- The Admin Team incorporated EB input on the Mission Statement. The revised mission statement is as follows (with the change highlighted in red):
  - HIS is a **learning focused, internationally minded** community that embraces a **comprehensive** approach to education by encouraging **excellence** and **perseverance** in all endeavors.<sup>1</sup>
- The above draft will be sent around to HIS families for input before a second potential redraft. It will be brought to the EB for passage next month.
- Through our bus drivers, enquiries are being made to secure a new bus for next school year.

#### Marketing

- I was visited by staff from the *Tokyo Weekender*, which is a possibility for future advertising for the school. The details will be taken to the MC.
- Mr. Yamada (film maker) started the first of the three promotional videos he is contracted to make. •After conversations with Justin and Kyoko in Niseko, I feel it is important that the FC, MC and EB consider opening a half-day EY program in Niseko for 2013–14

#### Technology

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

- 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. Work was pushed up to March.
- Megan & Derek are looking for time for PD sessions on Google (in light of their above PD work at ASIJ). I'd like to thank them for their incredible work in bringing this school forward through Google.

### Student Issues

- Our new student (Japanese-American from California) is struggling to get started, having only attended the first four days of the second semester.
- Financial issues for two families were addressed through signing of staged payment agreements.

### Personal

- I am preparing to chair the WASC visit to Northbridge International School Cambodia, which will take me away from March 8–15.

### Other

- I asked Nakagawa-san to provide us with his perspective on our lawyer, Tanaka-san's costs to the school. Nakagawa-san noted in his response letter that Tanaka-san's fees are in line with other lawyer fees. He also noted that Tanaka-san had donated his services free of charge during it's most critical/difficult years (20 years ago). Nakagawa-san noted that Mr. Tanaka has not lost a case for the school and also notes that his knowledge of and history with HIS is of significant value.

•Thanks to work by David and with the input of teachers, the draft calendar has been complete and should be considered for passage by the EB. (decision needed).

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

- Niseko Summer School Programs
- Professional reading discussions on The Flipped Classroom
- 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:

- Contract writing
- Teacher & other personnel input into the budget (documents exist for this)
- Actual budget development
- Niseko issues (bus, preschool, summer programs)
- Financial assistance advertising and paperwork
- Finalizing professional development work for next school year.
- Chairing WASC visit to Northbridge International School Cambodia (March 10 - 14)

### 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. *[IMYC training has helped significantly in this area. Teachers are increasingly able to implement units and include the core pieces of each unit.]*
- 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 presented 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'. Dr. Sylvia Thompson (reading specialist) reviewed all data and noted that the results were quite "normal" and reflective of a school with a multilingual student population and did not note any areas for deep concern. Having said that, reading comprehension remains our area of greatest attention.]*

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:**

New (used) bus may cost around 13 million yen.

New contracts were presented to the staff on Thursday and the necessity for the new system explained, in that, in order to be aligned with Japan's Work Regulations Law, our contracts had to be changed in this way. In the transition from old contracts to the new versions, the question arose if we would be able to allow the teachers on two year contracts to keep the older version as well as the new teachers that have just be hired under the older version.

Barry will keep the lawyer on retainer who helped with these new contracts in order to help with the work regulations/contracts in the future.

John Barton is under consideration to be the person to do marketing for the summer, spring, winter programs, family fun weekend at Niseko. John Barton is from the UK, speaks Japanese fluently, and in the summer is a golf instructor. Trial period for this spring term is proposed.

## **7. Principal's Report (2013-02-23\_5\_Principal.pdf) Reynolds**

### **Principal Report to the Executive Board February 23, 2013**

#### **Experiential Education**

The skating and skiing days have been a big success and I would like to thank Makoto Kosaka for implementing these programs which run from Milepost 1 to Middle School for skating, and from Milepost 1 to grade 12 for skiing. This is exactly the type of program needed to go with the current vision of the school.

#### **Basketball**

Thank you to Rod Kelly for organizing the season for all 4 teams this year. I was especially pleased with the Snow Festival Classic. Our students did most of the work and the parents provided food for the coaches and international school teams. This show of goodwill goes a long way in strengthening our ties with schools like ours around Japan.

#### **9th Grade Trip**

I would like to thank Bob and Miwako Johnson for organizing the 9th grade trip. The students are very excited by the itinerary and are looking forward to spending time in Kyoto and Osaka in May.

#### **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 6:00 p.m. should focus on tuition increases and reasons for this. ***Board members who are able should try and attend this talk.***

### **Executive Board Discussion:**

Board members will do their best to attend this talk.

## **8. Niseko Administrator report (2013-02-23\_6\_NAdmin.pdf) Gambino**

### **HIS Niseko Report to the Executive Board February 17, 2013**

#### **Cultural Exchange:**

On February 8, HIS Niseko participated in our first annual Niseko Cho downhill ski competition. The event included all Niseko schools. This year marked the 59th year of the event.

**Prospective Families:**

HIS Niseko has been contacted by a Japanese family from Honshu about putting a six-year-old girl in the school as early as April. We are organizing a meeting and school tour.

**After School Program:**

Mr. Sinclair continues the Art & Technology after school program, which has been taking place for five consecutive Mondays. It will run through March 4.

**Linking the Two Campuses:**

On January 15, HIS Niseko Milepost 2 and 3 connected for 90 minutes with HIS Sapporo Milepost 2 during a three-way instructional "Battery Building" video by Panasonic.

**Field Trips:**

On January 31, Milepost 1 went on a field trip to Hirafu to support the Jobs IPC unit. Our second ski day field trip has been scheduled for this Wednesday, February 20.

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

**Harris Fund as of 31 January 2013: \$13,237,351**

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

The school is in good financial situation, especially compared to last year, a surplus for this year is expected. Labor costs are down and the tuition coming in (number of students) is more in comparison to last year.

**Executive Board Discussion:**

A bus in Niseko is hoped for. Connections with bus companies will be pursued by board members, in looking for the new big bus for Sapporo and a small bus for Niseko.

**10. Marketing Committee report** (will be given at next month's Board meeting)

**Marketing Meeting February 21, 2013**

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

**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**

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

### **12. Retention or change in legal representation**

Discussion:

Our current lawyer is nearing retirement age. The suggestion was made that the next lawyer would be able to speak English so that they could speak directly to the board and administration. Look into possibilities before the transition.

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

**From Jan. minutes:**

(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 one 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, some members of the Board believe a lawyer should first 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 the debt is most unlikely.

❖ **Motion that the Executive Board approve the write-off of 311,000 yen as uncollectable debt to be moved to the losses category.**

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.

Discussion:

The Board believes that there is still a chance that the remaining 1.2 million yen might yet be recovered in the first case through negotiations between the individual and a board member who knows the individual in question.

In the future, if there is such a case of a third party paying the tuition, a lawyer might be consulted to draw up a contract for the third party to sign.

❖ **Motion for the ExB to delegate authority to Kaufman to pursue the collection of the debt.**

Ratzliff moved and Johnson seconded the motion that the Executive Board delegate authority to Kaufman to pursue the collection of the debt.

The motion passed unanimously.

**14. Approval of full-time and part-time contracts aligned with Working Regulations of Japanese Law**

❖ **Motion for the approval of full-time and part-time contracts aligned with Working Regulations of Japanese Law.**

Rubiner moved and Kaufman seconded the motion that the Executive Board approve the full-time and part-time contracts that have been aligned with Working Regulations of Japanese Law.

The motion passed unanimously.

**15. Approval of the 2013-2014 school calendar for HIS Sapporo and HIS Niseko**

Discussion: This will be tabled for next month's meeting.

**16. Tuition increase for 2013-2014**

Annual tuition increase for next year and new budget for 2013–2014 school year: After pieces of the budget are put together (contracts) and budget requests made by staff, Eri can then draft the budget and present it to the FC, which will happen sometime in March.

**17. Protocols for working relationships involving spouses of board members and administrators**

Discussion:

How can a spouse of a Board member or Head of School be supervised without a conflict of interest?

In regards to the discussion of the contract: the Board member or Head might exclude themselves from the conversation concerning hiring and contract.

In regards to supervision: the Head's wife might go to the Principal, and the Principal's wife could go to the Head. A Head's spouse could be given a standard contract as a teacher. The employee is reporting to someone other than the spouse. *A path of appeal must be clearly outlined if there is conflict, so that there is some way to*

*resolve conflicts.* Everyone involved needs to be conscious of the delicacy and potential for trouble and conflict of interest that the irregularity of the situation and that these special arrangements are agreed to.

A change in the Board Protocols and Policies covering this topic would suffice. The By-Laws and Articles of Incorporation will not need to be changed.

Mark will write up something for the next Board meeting.

### 18. Draft of new HIS Mission Statement

The Admin Team incorporated EB input on the Mission Statement. The revised mission statement is as follows (with the change highlighted in red):

•HIS emphasizes **active learning** within an **internationally minded** community. We embrace a **comprehensive** approach to education by encouraging **excellence** and **perseverance** in all endeavors.

The above draft was sent around to HIS families for input.

### ❖ Motion for the approval of the new HIS Mission Statement.

Johnson moved and Ratzliff seconded the motion that the Executive Board approve the new HIS Mission Statement.

The motion passed unanimously.

### 19. Items for Consideration

#### ☀ Need a new ExB photo for the Web site **[We should do this at the retreat!!]**

#### ☀ 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.

(2) Another possibility is to phase out the ELL fees. Since the ELL teachers are a benefit to all the students, and all of the teachers are trained in ELL and now the program is a push in situation, where before it was a pull out situation.

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

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

The meeting was very good, we were able to cover much ground within in two hours.

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

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

(8) 2013 March 30

(9) 2013 April 13 [John Ritter--Board Retreat April 13-14]

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

(11) 2013 June 08

### 22. Adjourn meeting

❖ Johnson moved to adjourn the meeting at 17:32. The motion was approved.

Minutes by Katayama (March 21, 2013) Proofread by Johnson (March 21, 2013)