

Minutes of the 2013–2014 HIS Executive Board Meeting #1

2013 August 31 (Saturday) 15:30 at HIS

Members present: Carleton Benson, Karen Katayama, John Lazirko, Teiji Midorikawa, Paul Nikel, Barry Ratzliff, Mark Rubiner, and Monica Tsubaki.

Members absent: Phred Kaufman

Guests present: Dan Reynolds (principal), Shoji Mitarai and Suzanne Yonesaka (auditors)

Observers: none

1. Call meeting to order

Nikel called the meeting to order at 16:00.

2. Approve agenda (2013-08-31_1_Agenda.pdf)

The agenda was approved.

Discussion of PTA constitution add to agenda item 16 (request of Barry and Dan for upcoming PTA meeting)

3. Approve and sign minutes of 2013 June 8 meeting (2013-08-31_2_ExB_2013-06-08_minutes.pdf) and Addendum to the meeting (2013-08-31_2_ExB_2013-06-08_addendum.pdf)

In a meeting convened by the Chair Johnson two motions were proposed.

Johnson called the meeting to order at 10:48 on June 24, 2013 via email.

❖ Motion to Change the School Calendar

Ratzliff proposed and Johnson seconded the motion to change the school calendar to reflect the change in the parent conference and Fall Festival dates from October 4 and 5, respectively, to October 25 for the parent conferences and October 26 for the Fall Festival.

The motion passed unanimously.

❖ Motion to Authorize the Purchase of Two Vans

Johnson proposed and Ratzliff seconded the motion to authorize the sale of the Niseko school car and purchase the two vans not to exceed the authorized amount of 3 million yen.

The motion passed unanimously.

Johnson adjourned the meeting at 15:22 on June 24, 2013.

Extraordinary Meeting of the HIS Board of Councilors (2013-08-31_3_2013-06-16_BoC_special.pdf)

Meeting commenced June 16, 2013, at 10:35 AM Present - 19

Absent - 2

This extraordinary meeting of the HIS Board of Councilors shall be conducted via email for the reason noted in the Executive Board chair report.

Agenda

1. Appointment of person to serve on the Executive Board (Chair report/Johnson).

Executive Board Chair Report:

After the last Board of Councilors' meeting one Executive Board member (Yukiko Kanai) resigned because of an employment opportunity. The Nominating Committee recommended and the Executive Board approved Teiji Midorikawa to complete the remaining one year of the term.

Teiji has served on the Board of Councilors for many years, been on the Executive Board in the past, and attended HIS as a student many years ago. The Nominating Committee and the Executive Board feel that Teiji is the right choice, especially in the coming year when so many Executive Board members will be new.

By approving Teiji Midorikawa's nomination, HIS will have a full, approved Executive Board at the beginning of the new school year.

1. A motion to approve Teiji Midorikawa as a member of the Executive Board to complete the term of Yukiko Kanai was proposed by Katayama and seconded by Johnson.

(Via email) Nineteen BoC members responded with affirmative votes, and two members failed to respond. The voting was considered closed after a period of seven days. The motion was approved.

Next meeting: October 24, 2013, at 7:00 p.m. Chair: Dale Viljoen; Secretary: Dan Reynolds

Meeting adjourned on June 23, 2013 at 10:35 AM.

☑ **Minutes were approved and signed, except for Bob Johnson and Yukiko Kanai.**

4. Matters/discussion arising out of the minutes

5. Chairperson's Report (2013-08-31_4_Chair.pdf) Nickel

August 31, 2013

Dear Executive Board:

I hope you all had a great summer and welcome to the new 2013-2014 Executive Board season.

We have several new members and it is my honor to welcome Monica, John, Carlton and Teiji to the board this year. We welcome your input and ideas throughout the coming months and years.

This year will be busy as we continue to work together navigating the road ahead. In addition to keeping our four main Executive Board goals in mind, some of the upcoming challenges will be:

- Determining the correct combination of variables to make Niseko financially successful;
- Supporting the Head of school in his search to find a replacement for Dan Reynolds;
- Looking ahead to ensure we maintain student enrollment in years to come.

The HIS Mission Statement is: ***Honor the Past, Inspire the Future, Savor the Present.***

I firmly believe this statement is clear, accurate and reverberates throughout the school all the way up to the Executive Board.

Due to incredibly hard work done by previous boards our school is in solid financial condition and we have a strong foundation of governance. We should take a moment everyday, look around, and be grateful for what we have: the students, the teachers, the school. However, we must not rest on past successes. Instead we must look to meet new challenges head on and plan for what's ahead of us, not be surprised by it.

It is my pleasure to work with all of you in this upcoming school year as we continue to build on the solid foundation we have at HIS.

Sincerely,

Paul Nickel
Executive Board Chair, 2013-2014

6. Head of School's Report (2013-08-31_5_Head.pdf) Ratzliff

Head of School Report to the Executive Board August 31, 2013

Enrollment: HIS current enrollment: 188 // Niseko enrollment: 9

A thanks to the Board and a welcome to the significant role that you play in planning for HIS' future. I'm very excited by what lays ahead of this year, more so than the previous two years. We have significant challenges to face and, I feel, valuable results to reap from decisions and planning that were accomplished previously. The school is overall in a healthy position, however, this year we need to begin planning for the sustainability of our elementary school program and we need to consider HIS Niseko ahead of it's first required milestone review that comes at the end of 2014 - 2015. I look forward to working with you.

Organization for Student Learning:

A1 School Purpose

• **Focus on the Huskies** -- The revised school learning outcomes, the HUSKIES, are being emphasized across the school in classrooms, assemblies and in presentations. This is all part of on going WASC work and I appreciate all of our teachers getting behind the new set.

A2 Governance

• A welcome to New Board Members for 2013 - 14. Your efforts on behalf of the school are greatly appreciated.

A3 School Leadership

• During Orientation Week, school leadership put a great deal of emphasis on the vision for the school for this year and for the near future. Along with the HUSKIES, emphasis was also placed on our achievements of last year through a PP presentation that will be shared w/the board.

- I am proposing an updated Admissions Policy that better reflects where we are at as a school. This is in conjunction with a revised Application Process that I believe professionalizes what we had before.

A4 Staff

- **New Staff** -- A thanks to Dan for the smooth nature of our Orientation week for first new and then returning teachers. We welcomed Nathan Robinson (P.T. ELL/Drama), Josh and Megan Shaffer (Dorm Coordinator / ELL / IMYC and Science) along with Kelley Goodman (pre-school teacher at Niseko)

A5 School Environment

- We are very pleased to be able to offer a greater level of support to students through after-school counseling (which Ms. Manjyome takes on as an Extra Duty) and through learning help through a scheduled block with Mr. Fazio).
- Secondary teachers are required, as of this year, to incorporate differentiated instruction into their unit and curricular planning (Honors, Standard and Developing).
- Our relationship with SU paid off this summer by providing two students w/ a work experience collaborating with Professor Alan Bossaer and the English dept. to plan for, advertise and operate a two-day English camp. Our students came away greatly pleased with the experience and skills they had learned from their work.

A6 Student Progress

- Achievement of the H.U.S.K.I.E.S. can now be measured with a rubric. Sec./Elem. teams are talking about how best to report progress on them through the report card system.

A7 School Improvement

- The Curriculum Committee has mandated collaborative planning and instruction for delivery of the IPC & IMYC across the school. Teachers are in agreement w/ this decision and teams and partners report positive levels of achieving their goals w/ the curriculum.
- We are preparing for PD w/ use of the Writing Workshop approach. Teacher trainers are coming from Seoul International School on Sept. 28 for that purpose.
- We are finalizing PD in the Virtues Project (a main resource) to support achievement of the HUSKIES -- Dara Feldman will come from the US in January to work with all teachers.

Curriculum, Instruction and Assessment

B1 What Students Learn

- Over the summer I completed a 20+ page inventory of the "housed" curriculum (please ask about the term). The document was shared to the curriculum team and to teachers. We have made significant progress towards having a complete, housed and transparent curriculum and will -- finally - achieve one of our WASC goals.
- Milepost 1 ~ Grade 8 Math implements, for the first time, a single approach to math (Singapore Math, US Version). We look forward to the collaboration that this means for the HIS' math program and to the results that a sustained, cross-school approach will have.

B2 How Students Learn

- The final stage (... but one) of installing TV monitors into every classroom is complete. This now includes AppleTV in over half of them.
- The addition of 50 Chrome Book (laptops) and 10 new iPads significantly improves students access to research and preparation tools. A thanks to Hajime and Meg for their incredible work.

B3 Assessment

- Elementary and secondary are coordinating a baseline writing assessment (a.k.a. an in-house assessment) that will be used to inform instruction. The data will also be compared against external assessments (the WrAP Test) later on.
- Anecdotal comments by elementary teachers (team discussions) indicates that implementing the Reading and Writing Workshop approach (begun last year) is paying off for our students. In house and external assessment and the process of data collection will in time help us to better understand how.

Support for Student Personal and Academic Growth

C1 Student Connectedness

- Administration placed a lot of emphasis on the elementary After School program, which has struggled for the necessary volunteers to provide a better range of offerings. Dan has reduced the number of teacher Extra Duties and we have encouraged teachers to support Rod Kelley in the after school programs.
- [Also Above] We are very pleased to be able to offer a greater level of support to students through after-school counseling (which Ms. Manjyome takes on as an Extra Duty) and through learning help through a scheduled block with Mr. Fazio).

C2 Parent/Community Involvement

- In support of C1, during the admissions process and at Opening Ceremony, we emphasized volunteering for the after-school program.

Resource Management and Development

D1 Resources Criterion

- HIS was given a clean bill of health at its last audit in the spring of 2012
- The special allocation of ¥10,000,000 from the Maintenance Fund has allowed much needed repairs to be completed. These include:
 - Completion of repainting of classes and some remaining public spaces.
 - Installation of fans into all major classrooms.
 - Reconstruction of the music room to better accommodate the needs of the music program.
 - Complete repairs to the second half of the school roof.
 - Complete repapering of the Dorm Coordinator's apartment.
 - Cover the costs of magnetic board installations (on order for installation over Winter Break)
 - Upgrading the boiler.
- A new HIS first is a 3-year Technology Plan (thanks to Meg Roe) that will replace equipment every 3 years. Phase one of the plan has brought in new Chrome Books, mobile lab carts, iPads, teacher computers and the classroom TV monitors.
- Vehicle purchases, authorized by the ExB in April, were made and include:
 - the new 45-seat passenger bus which we take possession of on Sept. 30
 - a new dormitory van to replace the aging Toyota
 - a new van in Niseko to double as the administrator's vehicle and bus route van

D2 Resource Planning

- With the injection of extra funding into the building this year, and now with the technology plan in place, I will begin to create a Master Resource Plan using the template provided by John Ritter at his last visit to HIS.
- I approved advertising for the Niseko Pre-School and for the Sapporo Pre-School programs. Advertising for preschool programs generally takes place in fall for spring enrollments. HIS has not advertised for several years.
- I am working with Mark Stavinoha to arrange for a visit to Sakhalin Island to advertise the dormitory and school to the international community there. In Mark's words, "Nobody knows about you guys up there."
- John Barton continues his incredible efforts to make the Seasonal School Program at Niseko a success. I look forward to hearing his report. He has kept me posted all through the summer and I am greatly encouraged.

Personal

- I have again been invited to Chair the WASC Visiting Committee visit to Carmel School Association, Hong Kong. The visit will take place Nov. 11 ~ 15 and, as always, will stimulate my own thinking about HIS

Things to Attend to in (next month):

- Marketing
- HIS
- Niseko Summer School Program

Things Attended to Since (last month)

- (see above)

Head Goals 2013 - 2014

1. Lead the development of a 3-year master resource plan to clarify and prioritize finances.
 - With repairs complete, a 3-year IT budget plan, a 3-year budget plan and redeveloped contracts, it is the time to put together a 3-year Master Resource Plan and can now make use of the template provided by John Ritter.
2. Lead the curriculum committee in creating an articulated and aligned curriculum plan for grades 9 - 10.
 - The curriculum inventory I completed this summer will go a long way towards helping us understand where to strategically focus next.
3. Lead the staff in developing and implementing an articulated plan to promote broader understanding of the redeveloped school outcomes to the school community.
 - This process has already begun at the homeroom & classroom level. I will personally be presenting the HUSKIES over the next seven weeks using the Secondary Assembly. Dan will similarly present at elementary assemblies.
4. Explore how the development and redevelopment of schools programs could be used to effectively attract students to our residential program.
 - I look forward to working with Hokudai (Hokkaido University) to consider how best we can collaborate with their new English-medium program. The programs emphasis on modern Japanese culture and language could allow HIS Japanese language program to become a 'gateway' to Hokudai and a means of bringing students into our residential program.
 - I would like to see the knowledge of HIS increased among the expat families working in the oil industry on Sakhalin. Hopefully a trip will work out through Mark Stavinoha.
5. Complete the task of and support the reestablishment of a preschool program at HIS Niseko.

• Kelley Goodman was hired to be the pre-school teacher at Niseko -- she will do an excellent job. I am also working with John Barton who is actively promoting the program. Newspaper advertising was sent out to the entire Shiribeshi region over the summer and information sessions and model lessons are being planned.

Executive Board Discussion:

ExB needs to approve the Head Goals.

❖ Motion to Approve the Head Goals for the 2013-2014 school year

Rubiner moved and Katayama seconded the motion that the Executive Board approve the Head of School Goals for the 2013-2014 school year as written.

The motion passed unanimously.

Niseko Administrator Report (2013-08-31_5_Niseko.pdf) Koga

Verbal by Barry, written by Shannon. Will add to the minutes after the meeting.

Niseko Administrator Report August 30, 2013

1. **Opening Ceremony:** Hokkaido International School Niseko Campus held their opening ceremony on August 21, opening concurrently with the Sapporo Campus. We held an opening welcome, introducing the HUSKIES and welcoming new members to the campus. We begin the year with 9 students, four in Intermediate, four in Lower Elementary, and one in Preschool. Introductions of Mrs. Goodman, the new preschool teacher, and her family, and Mrs. Koga, new MP3 teacher and Acting Administrator, and her daughter were had, and everyone shared in a potluck lunch. Classes began the following day in conjunction with the Sapporo campus.
2. **Bus Service:** Niseko now offers a bus service to and from school. Mrs. Koga, with her bus license, now picks up three students in the morning everyday and takes one home each day. Prices for the bus service were introduced to parents at 3000 yen/month for both ways every day, 2000 yen/month for one way every day, 500 yen/month for one trip a week/month. This service was the result of requests last year and has been greeted with great appreciation.
3. **Preschool Reopening:** Niseko Preschool reopened on Monday August 26th with one student and has already had an inquiry for another student. A brochure has been created by Mrs. Koga, with Mrs. Goodman's input, and is in rough draft form. Once this has been approved by the appropriate channels, and the Japanese version has been added, it will be sent out to the local community via town hall flyers.
4. **Parental Participation:** At opening ceremony a call was made to encourage parents to attend a monthly coffee and information exchange. This will happen on the first Tuesday of every month at 10:00.
5. **Grounds upkeep:** During the first three days of school, students planted flowers (perennials), fruit (raspberries, strawberries, blueberries, rhubarb, grapes), perennial vegetables (nira, chives, ainu negi), and various flowering bushes. Plans for a vegetable garden in the spring (in conjunction with the IPC units) were also discussed. Parent support was called upon to ready the grounds for winter and a BBQ will be planned for a Saturday in October when all can participate. Mr. Meikle came to school the following weekend and trimmed half of the grass in the back of the school. He will continue to contribute four hours every other weekend to the upkeep of the school grounds. Personal thanks were sent to Mr. Meikle through the HEx and via email.
6. **Cultural Exchange:** Niseko Junior High School requested a work study program for one of their students and on August 29 and 30, one third-year female student came and worked with all of the students. This cultural exchange was the first for a junior high school and was met with good results.
7. **Seasonal School** completed the last week of six week-long sessions on August 30. During the two final weeks, groups of Malaysian students and Japanese students from Osaka shared their time with HIS Niseko with games night and regular classes. Many thanks to Peter Viljeon for his work here.

- * Report from Jon Barton (Niseko Marketer)--will first be shared at the next Marketing meeting and then put into that committee's report for the next board meeting.

7. Principal's Report (2013-08-31_6_Principal.pdf) Reynolds

Principal's Report - August 22, 2013

Orientation

Four new staff members were part of orientation this year which went very smoothly. A big thanks to Peggy Shibuya, Sherrie Oda, Eugene Sim, Shannon Koga and Meg Roe for volunteering their time to run information sessions for the new staff.

Opening Ceremony

The opening ceremony was well attended and there was a positive atmosphere at the event. Parents seemed generally happy about what is happening at school and seem willing to volunteer to expand programs at the school. Thanks to Kaori Ratzliff for organizing the lunch this year.

Unified Unit

The secondary school started the year with their unified unit which lays a foundation for the rest of the school year. The middle school worked on being organized and general presentation skills. The high school worked on how to captivate and engage an audience while giving a speech.

Upcoming Overnight Field Trips

September 5 & 6

Grades 9 & 10 go to Niseko
Grades 11 & 12 go to Soronuma

September 12 & 13

The Elementary go to Jouzankei
The Middle School go to Dominomori

8. Treasurer report and Financial Matters

- 2013-08-31_7_FINANCIAL_Report_2013-06-30.xlsx
- 2013-08-31_7_CashFlow_2013-06-30.pdf
- 2013-08-31_7_Summary_2013-06-30.xlsx

Harris Fund as of 30 August: \$13,598,019

Harris Fund as of 30 June: \$ 13,573,430.65 (withdrawal for land loan payment and support of Niseko school).

Harris Fund as of 30 April 2013: \$13,677,007.57

9. ExB Commissioned Committees for the 2013-2014 school year

• Finance Committee

Members: Lazirko (ExB Treasurer / coordinator), Nickel, Ratzliff, Kashiwabara, Nakagawa, Midorikawa.

Duties: Oversee school finances through monthly financial report reviews / Review and recommend annual budget and reserve allocations to ExB / Develop long-range financial plan / Oversee audit report / Develop a financial three to five year plan

• Personnel Committee

Members: Rubiner (coordinator), Tsubaki

Duties: Conduct new teacher and exit interviews / extract constructive observations, criticisms, and suggestions

• Tuition Assistance Committee

Members: Nickel (coordinator), Carleton, Ratzliff

Duties: Approve financial assistance awards proposed by Head

• School Improvement Committee

Members: Dan (coordinator) senior student, parent, Katayama, Koga (need to ask)

Duties: Oversee the Annual Report/ Oversee the follow-up to the WASC accreditation process in a non accreditation year
/ Serve on WASC focus groups during an accreditation year

- **Board Nominating Committee**

Members: Katayama (coordinator), Riggins, Ratzliff, Johnson (need to confirm)

Duties: Identify, attract and cultivate potential members for the ExB and BofC / Nominate to the ExB new and continuing members of the BofC and ExB

- **Marketing Committee**

Members: Kaufman (coordinator / need to confirm), John Barton, Ratzliff, Hajime Katayama

Duties: 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

- **Community Liaisons**

Member: Midorikawa & Tsubaki

Duties: liaises between the community and administration

- **Building and Grounds Committee**

Members: not commissioned for this school year of 2013-2014

Duties: Consider the best options for excellent teacher accommodation / Oversee maintenance of school building and dormitory

Executive Board Discussion:

Need to pull together all the protocol doc of committees and other ExB doc.

Suzanne and Karen will work on getting all ExB gathered and sorted to have the most current ones together in one easily accessible file.

Marketing Committee Protocols (approved at last Marketing meeting?)

- **Revisions to the Executive Board Policies [from April ExB retreat]**

Reference ExB_Principles_&_Practices.pdf

Reference BofC_Principles_&_P_2012-05.pdf

10. Approve ExB Calendar for the 2013-2014 school year (2013-08-31_10_ Board Calendar_tentative.pdf)

Executive Board Discussion:

Will continue discussion at next meeting and confirm committee membership

11. Admissions Policy

- 2013-08-31_11_Admissions_Checklist_Dorm.pdf
- 2013-08-31_11_Admissions_Checklist.pdf

Executive Board Discussion:

Priority of acceptance for waiting list to admission to school and dorm.

Additions: as with the dorm, for the school, priority should be given to siblings of students currently attending the school.

Change: "In principal admission is granted" added to give final say to the Head.

❖ Motion to Approve the updated Admissions policy for school and dorm

Nikel moved and Rubiner seconded the motion that the Executive Board approve the updated admissions policy for the school and dorm as written with the suggested changes.

The motion passed unanimously.

12. Executive Board Goals for 2013–2014

The Executive Board goals for 2013–2014 are as follows:

- (1) Create a plan to attract a more diverse and inclusive student population
- (2) Create a plan of action to attract and retain the best teachers
- (3) Encourage an increased parental participation for the rejuvenation of the PTA
- (4) Maintain the financial well being of the school by supporting the completion and implementation of a three-year master resource plan

❖ Motion to Approve the Executive Board Goals for 2013–2014

Katayama moved and Kaufman seconded the motion that the Executive Board approve the Executive Board Goals for 2013–2014 school year.

The motion passed unanimously.

(The motion had been tabled from the previous meeting in June).

13. Corporation Tuition Incentives

Executive Board Discussion:

Very good email discussion by board members and auditors with interesting suggestions and proposals. We should be proactive by discussing and creating a policy before needed. The Finance committee will begin working on it.

14. 2013 Beer Festival Wrap Up / 2014 Beer Festival Dates

- Fundraiser final numbers (2013-08-31_14_BeerFest Numbers_Final.pdf) Nikel
- Net profit for Endowment fund raised by ExB = ¥176,059
- Net profit raised by PTA = ¥67,200
- 2014 dates perhaps August 8, 9, and 10

Executive Board Discussion:

Need to begin advertising before the end of the school year so that the entire HIS community is aware of the festival and can communicate to friends and family.

The name should perhaps be international food and beer festival as it is a school fund raiser.

15. 2012-2013 Accomplishments Presentation by Barry

Viewed at the end of the Orientation time, not all ExB members were able to see the entire presentation.

Perhaps the slides might be made available as a shared document?

16. Items for Future Consideration

- ☼ **The Path Forward:** Have a board meeting in Niseko perhaps in October travel via the new bus
- ☼ **Growth of Elementary**
- ☼ **Continue the discussion on how the PTA organization will be defined.**
- ☼ **Individual ExB photos and bios for the Web site:** Karen will send out a bio form for each member to fill out in the next board packet.
- ☼ **Items and reports for the agenda need to be sent to the Chair at least 10 days before the meeting.**

17. Review of meeting and items for next meeting

Will use the on-line survey system to review the meeting.

18. Time and Place of next Board meeting:

**All meetings will be held on Saturday afternoon from 15:00 to 17:00
at HIS Sapporo campus unless otherwise noted**

Next Meeting:

2. September 21
3. October 19 (Sat @ HIS Niseko??)
4. November 23
5. December 14
6. January 25 (tentative)
7. February 22 (tentative)
8. March 29 (tentative)
9. April 26 (tentative)
10. May 24 (tentative)
11. June 14 (tentative)

19. Adjourn meeting

❖ Nikel moved to adjourn the meeting at 18:04. The motion was approved.

Minutes by Katayama (September 3, 2013) Proofread by Nikel (September __, 2013)