

Minutes of the 2013–2014 HIS Executive Board Meeting #8

2014 March 22 (Saturday) 15:00 @ HIS Sapporo

Members present: Phred Kaufman, John Lazirko, Teiji Midorikawa, Paul Nickel, Barry Ratzliff, Mark Rubiner and Monica Tsubaki.

Members absent: Carlton Benson and Karen Katayama (sent email response to item 15 discussion/will need to sign Feb.minutes)

Guests present: Suzanne Yonesaka, Shoji Mitarai (auditors) and Shannon Koga.

Quorum: Can have meeting without a quorum but cannot vote on anything. Email voting must be sent before the meeting starts to be counted as present. A quorum consists of 2/3 or 6 members.

1. Call meeting to order

Nikel called the meeting to order at 15:03. We have a quorum.

2. Approve agenda (2014-03-22_1_Agenda.pdf)

The agenda was approved.

Rubiner made a suggestion to extend the discussion on tuition. Nikel clarified that the discussion will be ongoing and that today's limits on discussion times are in place to keep the meeting on track.

3. Approve and sign minutes of 2014 February 15 (2013-02-15_2_ExB_min.pdf)

Tsubaki suggested changes to the minutes and all agreed.

The minutes will be revised and signed at the April meeting.

Check that all minutes from August to present have been signed by those members who were present.

4. Matters/discussion arising out of the minutes

In the absence of Secretary Katayama, minutes for this March meeting will be taken by Yonesaka.

5. Chair Report (2014-03-22_3_Chair.pdf) Nikel

March 22, 2014

Spring is just around the corner and I am quite certain that you are all looking forward to the departure of Old Man Winter as much I am.

On March 14th, HIS held Sugino sensei's last Arts Performance and I understand it was once again...fantastic. Unfortunately I was unable to attend. I hope the students and teachers (and parents) have a great Spring Break and recharge their batteries in preparation for the drive through to June.

Looking forward to our March meeting, we have a light agenda ahead of us. There are no decisions required or motions to be voted on. Regarding discussion items, we will be having generative and fruitful conversations regarding the following:

- **History of the CIDF** – Verbal presentation by Barry
- **Uses of an HIS Endowment Fund** – Discussion regarding ways to possibly enhance and utilize an endowment fund. All members are welcome to propose their ideas, though please note that each member will be limited to a maximum of four minutes for their presentation. The topic will then be sent to the Finance Committee for detailed analysis over the coming months.
- **Possible Dormitory Fee Structure Change** – Verbal presentation by Barry.
- **Discussion of competing area schools and their direct impact on HIS.**

Finally, I would like to remind all members that the HIS board has a clear policy that all correspondence and materials regarding agenda and discussion items must be sent through the Board Chair for inclusion into the official Board Packet. This packet is subsequently entered into official board minutes.

I look forward to seeing you all on Saturday.

Sincerely, Paul

Board Chair
Hokkaido International School 2013-2014

6. Head of School's Report (2014-03-22_4_Head.pdf) Ratzliff

Head of School Report to the Executive Board

March 22, 2014

Enrollment: HIS current enrollment: 194 // Niseko Enrollment 13

Organization for Student Learning:

A1 School Purpose

• Communication about School Mission, and Schoolwide Learner Outcomes

- Ms. Corinne Diehl (parent) will be working with the marketing committee to propose measures that could assist HIS with better communicating the critical "messages" of the school more efficiently. I have been impressed with the proposals to date.

A2 Governance

• Board Training

- I look forward to Mr. Marc Frankel's training in May. His knowledge and professionalism are well renowned.

A3 School Leadership

• Existing Structures

- The ad hoc *Communications Committee* I established in the early winter completed a communication tool that would allow anyone within the organization to resolve conflict or address a concern within safe boundaries. My appreciations to Megan Shaffer, Makoto Kosaka, Ethan Salter and Celia Lopez for their work on the protocol.

A4 Staff

• Support for Professional Development

- Ms. Roe returned from the IMYC conference in Malaysia where she met up with newly hired Jared Pangier. Together these two teachers will be the primary deliverers of the IMYC next year. I appreciate Ms. Roe's leadership with the IMYC.
- Several teachers are exploring options for AP professional development over the summer and will make use of their PD funds to complete the work.

• Supervision and Evaluation

- Dan and I have completed professional observations for the school year. I appreciate the chance to engage w/ teachers and thank Dan for his work in completing the long process for each teacher's benefit.

A5 School Environment

• Caring, Concern, High Expectations

- Teachers raised concerns about the level of kindness and consideration for language use across the middle school. I wrote directly to parents in regards to the issue, asking for their input and support by talking to their children, while at the school we made kindness and language use (English as the language of inclusion), the focus of a series of conversations at assemblies, home rooms and over the two-day winter overnight at Jozankei. Use of our Virtues Project training was very useful and I appreciate the teachers who have increasingly made use of the program as a means of developing a caring environment.

• Safe, Clean and Orderly Environment

- Eri, Ogawa-san and members of the Finance Committee will meet after Spring Break to plan for building maintenance issues into the future so that we can build a Master Resource plan.
- I appreciated the Crisis Management sessions at the US Consulate where I was able to reflect upon and propose additions/changes to our current emergency protocols. In particular I began working with the Dorm Coordinators (dorm parents) to prepare the dorm with emergency heating equipment and non-perishables for emergencies.

A6 Student Progress

- no new additions

A7 School Improvement

- Broad-Based and Collaborative

- The Curriculum Committee recently addressed one of the few remaining items in following up on the Action Plan from our 2012 WASC accreditation visit. The C-team began redeveloping the school's HIS Instructional Practices document, which aligns to our researched beliefs on how best learning & instruction occur.

Curriculum, Instruction and Assessment

B1 What Students Learn

• Accessibility of All Students to Curriculum

- The Elementary Team, in it's discussion of student needs, has decided to develop a shared document that in-coming learning support teachers (Silvia Pacio & Nick Fazio) can access and prepare for ahead of next school year.

B2 How Students Learn

- no updates

B3 Assessment

- no updates

Support for Student Personal and Academic Growth

C1 Student Connectedness

• Adequate Personalized Support

- I am again reaching out to Dr. Carryl Koe (of Canada) to assist us with assessment services ahead of the 2014 ~ 15 academic school year. We would bring Dr. Koe to HIS to assess for learning needs that we believe need clear diagnosis.
- I am working with Rick Branson and a program coordinator to take advantage of an online program of courses that our students can take advantage of. We are recommending that certain students (who may be short on credits to graduate) to pick up online credits this way in order to graduate. The program has great potential for us into the future.

• School Support Systems

- The elementary school created a document to detail unique learning needs of students who may be struggling academically. This document will be pre-shared to Ms. Silvia Pacio and Mr. Nick Fazio, who will both be responsible for Student Support programs (learning and ELL) next school year. Appreciation to the teachers who consistently keep student needs in mind

C2 Parent/Community Involvement

• Use of Community Resources

- My thanks to Prof. Yonesaka, board members Katayama and Lazirko and Principal Reynolds for attending a preliminary brainstorming session with Dr. Seaton and Professors Kobayashi and Ishiguro of the Modern Japanese Studies Program, Hokkaido University. Our discussions brought forward several possibilities for joint projects and potential partnering between the institutions. Possibilities include a joint summer program, internships and even connections to the Dept. of Education at the university.
- Ms. Currie continues to make effective use of knowledgeable individuals in the community. Lately she invited Mr. Viljoen to present on the topic Apartheid in her history class.

Resource Management and Development

D1 Resources Criterion

• Allocation Decisions

- I began the budgeting process by completing contracts and preparing salary schedules for next school year. The office will now put this data into the budget template for next school year along with survey data on returning students.
- Early indications are that enrollment will be down next year (10 students?), however, incoming students this spring and across the summer may offset these figures. The dormitory looks to remain full for next school year with the potential for a wait list.
- Practices -- Based on survey results homeroom/class sizes were announced to faculty at our last meeting to initiate thought on budget allocations.

• Well Qualified Staff

- The choral music position remains undecided between two candidates. The final decision will be made immediately after the Spring Break. I have also initiated a more long-term solution by discussing hiring options with a future (2015) graduate of Westminster Choir College.

- Ben Jansson has signed a contract to be our Jazz Band and supporting music teacher. Ben came recommended by Mr. Sugino.

D2 Resource Planning

• Marketing Strategies

- It was very positive to jointly present on bilingualism and an international education with Shannon Koga to an audience of some 15 potential parents at HIS Niseko. Response was very positive and we are now making plans to follow up with a second presentation here at HIS Sapporo.
- [see above for marketing potential of our conversations with Hokudai]

Personal

- I look forward to enjoying personal time with my family over the break.
- April 10 ~ 12 I will be attending the Spring meeting of JCIS Heads of School hosted by Tokyo International School and American School in Japan.

Things to Attend to in (next month):

- Marketing (Ongoing)
- Budgeting Process

Head Goals 2013 - 2014

1. Lead the development of a 3-year master resource plan to clarify and prioritize finances.
2. Lead the curriculum committee in creating an articulated and aligned curriculum plan for grades 9 - 10.
3. Lead the staff in developing and implementing an articulated plan to promote broader understanding of the redeveloped school outcomes to the school community.
4. Explore how the development and redevelopment of schools programs could be used to effectively attract students to our residential program.
5. Complete the task of and support the reestablishment of a preschool program at HIS Niseko.

7. Principal Report (2014-03-22_5_Principal.pdf) Reynolds

Principal Report to the Executive Board

March 22, 2014

PTA

The PTA is gearing up for the Spring Bazaar this year which will be held on Saturday, April 19. The PTA is also in the process of going through grant requests and have set aside 1 million yen to put towards requests this year.

Curriculum

The housing of the curriculum is coming along nicely and teachers look on schedule to have this completed by the end of the school year. This will be of immense help for the WASC accreditation and for new teachers who come into HIS.

WASC Follow Up

We have started putting together the mid-term report for the WASC visit next year. We are happy to say that the school is well into the action plan that WASC set out for us and we are ahead of schedule in completing this plan which sits well for the mid-term visit.

Secondary Overnights

The overnights in Jozankei were a great success. The high school students expressed the opinion that they prefer it over Takino while the middle school seem less suited to Jozankei. We are currently considering next year's trips with the idea that the high school go to Jozankei and the middle school go to Takino.

Prea Hall Arts Night

A lot of preparation has gone into this event and we are looking forward to watching our students display their talent. A special thanks needs to go to Yutaka Sugino and Shoko Kumagai for leading the way for the show.

Principal Transition

Neil Cooke will be coming to HIS to spend 2 days with us right after we return from the spring break. If you are around on the Monday or Tuesday after the break it would be nice to come in and get a chance to meet Neil.

8. Niseko Report (2014-03-22_6_Niseko.pdf) Koga

Niseko Administrator's Report March 2014
Respectfully submitted by Shannon Koga - Acting Administrator Niseko

In March of 2014 we are seeing a change in the student numbers and members at Niseko HIS.

We saw the early end of our first ever seasonal student, as Kapono Fukuda, from Kagoshima, whose father is a ski instructor, returned to his home. He and his family have committed to coming for 5 months later this year, from November, arriving earlier than this year and spending a longer visit. It was an extremely positive endeavor on both sides and I look forward to seeing Kapono in the Fall.

Our preschool program has increase to by two, as the Jeremy Churchill family has returned to HIS Niseko. With this good news also comes the issue of toilet training prior to entering school; HIS Niseko is working hard with the families involved at solving this issue.

Jonathan Amos' son is returning to Japanese school, but his daughter is joining Niseko, both at the change of the Japanese academic year.

This leaves our numbers as follows (as of March 24, 2014):

- Preschool: 3 yrs. old - 3; 4 yrs. old - 1; 4 yrs. old - 1. Total of 5.
- Milepost 1: Kindergarten - 1; 1st grade - 1; 2nd grade - 3. Total of 5
- Milepost 2: 3rd grade - 1; 4th grade - 1; 5th grade - 2. Total of 4.
- Total Enrollment - 14

On March 9th, Barry and I held an open meeting to discuss the options for students of international education as well as bilingualism. We had participation from 9 families, two of which were first timers to our school.

Building up to this meeting, John Barton and I spent a morning visiting 7 prominent Niseko-Hirafu businesses; in the afternoon I visited another 13. Each of our contacts was given an information package, including an invitation for the presentation, seasonal school bilingual brochures, preschool and 10 regular school pamphlets, and a paper on multi-aged instruction. We have compiled all of our contacts, including those who have attended previous meetings, or contacted the school, and have a list of 41 families who are interested in or already supporting HIS Niseko. Each of these contacts was sent an invitation to the discussion.

As a result, one family who attended has asked to meet with administration to discuss their two sons entering and this meeting is scheduled for the first week after March Break.

Another family who attended has approached HIS Niseko asking to reserve a spot for their currently 6 month old daughter. This person is interested in putting 500,000 yen down now as a down-payment and guarantee of a place in education. I would like to ask the Board and the finance committee to consider the benefits of this idea and to come up with an official proposal for this opportunity, and others in the community who have expressed an interest in doing the same.

On another positive note, HIS Niseko joined the Sapporo campus in the whole school concert on March 14th, not without the thanks and efforts of Mr. Sugino and Ms. Kumagai, who gave a Skype music lesson, and the HIS Niseko teachers. In order to better serve the students and families, we organized bus service for the day and had 23 students and family members use the bus to Sapporo and 18 take it home. This was a very positive route to take, creating unison for the group and the whole community.

I am very please to report that all three of the Niseko MP teachers were able to attend the Reading and Writing workshop PD in Hong Kong at the end of February. We found the information helpful and were able to further our own knowledge.

On a personal note, I would like to thank Barry for his support and praise for me, as he recommended me for a WASC accreditation team. I will go on my first visit in April and greatly appreciate the professional opportunity given to me.

9. Treasurer Report and Financial Matters (verbal) Lazirko

Lazirko provided a handout.

Expenses so far are at an expected level for this time of the academic year.

10. Personnel Committee (verbal) Rubiner

Exit interview protocols have been proposed but not approved. It was decided to discuss the "why" and "how" of exit interviews at the Board Retreat on May 10 and 11.

11. Marketing Committee (verbal) Kaufman

A committee meeting will be held on March 24.

12. Nominating Committee (information relayed to Chair by email and phone conversation) Katayama

The Nominating Committee met on February 18 to begin the task of preparing the Slates for the Executive Board and Board of Councilors the upcoming school year of 2014-2015.

The Nominating Committee will meet again on March 27.

A report will be presented to the Executive Board at the April meeting.

Tabled for the next meeting as there is no report from the committee.

13. No decisions required**14. Presentation on the CIDF History** (verbal presentation) by Ratzliff

Ratzliff presented a verbal history of the CIDF because not everyone on the finance committee was familiar with its background. He explained that in 2009, families had approached Niseko and Kutchan governments with requests for an international school. The mayor of Niseko set aside the current kindergarten building for that purpose. The CIF (Capital Investment Fund) was revised to the CIDF (Capital Investment and Development Fund), with explicit restrictions that it only be used for developing new projects, such as the Niseko campus. Ratzliff reiterated that the Sapporo campus is not funding the Niseko campus; in fact, HIS was required to demonstrate this to WASC, which confirmed that the financing for the Niseko campus is in place, via the CIDF. Ratzliff also confirmed that, were it necessary to suddenly replace the Sapporo campus buildings, there is enough money in the CIDF to do so. Although HIS has a very low cash flow, the CIDF has been and continues to be a good investment.

15. Use of Endowment Fund

Discussion regarding ways to possibly enhance and utilize the endowment fund. All members are welcome to propose their ideas, though please note that each member will be limited to a maximum of four minutes for their presentation. The topic will then be sent to the Finance Committee for detailed analysis over the coming months.

Notes from Discussion:

During discussion on the Endowment Fund the following ideas were aired:

- The Board needs a committee to restructure scholarships/financial assistance; aiming for Sept 2015 at the earliest.
- It would be a conflict of interest for Board members setting policy now to receive financial assistance in the future due to those policies.
- The Endowment Fund has stagnated, but should not be conflated with the CIDF, which has a different purpose. Rather, new ways of bringing funding to the Endowment Fund need to be considered.
- HIS would benefit more from offering a sliding scale for tuition (“indexed tuition”) for bicultural families than from continuing the Niseko Campus.
- HIS’s mandate is for foreign, bi-cultural, and returning students. Such families with students who perform at highest academic levels should be the target of any financial assistance.
- Although indexed tuition may work for some US schools, it would not be a feasible solution in the HIS context; rather HIS needs to continue to prevent sudden tuition increases.

16. Discussion on creating a Sunday to Thursday dormitory fee structure to accommodate students who would go home on the weekends.

Ratzliff put forward a proposal for a revised dorm fee structure for students with parents in Hokkaido. This will be voted on at the May meeting.

17. Discussion of competing area schools (generative conversation).

Points covered in the discussion:

- To help parents make a decision to join the HIS community, HIS needs to do more explanatory meetings (similar to the one held at Niseko) on the nature of bilingualism, biculturalism, and international schooling.
- HIS needs to focus on better support for, and PR about graduates going on to universities in Japan.

18. Items for Future Consideration

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

19. Time and Place of next Board meeting:

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

Next Meeting:

9. April 26 (meeting)

10. May 10 & 11 (board retreat)

11. May 17 (Sat.) or May 21 (Wednesday, before the BoC meeting)

12. June 14 (tentative)

20. Adjourn meeting

- ♣ Nickel moved to adjourn the meeting at 17:15. The motion was approved.

Minutes by Katayama and Yonesaka (March 2014) Proofread by Nickel (April 2014)