

Minutes of the 2015–2016 HIS Executive Board Meeting #1

2015 September 14 (Monday) 19:00 @ HIS Sapporo

Members present: Alan Bossaer, John Lazirko, Teiji Midorikawa, Paul Nikel, Barry Ratzliff, Philip Seaton, and David Wakabayashi.

Members absent: Justin Tull, Barry Mernin (Niseko administrator), and Phred Kafuman (auditor).

Guests present: Neil Cooke (principal), Shoji Mitarai (auditor), and Karen Katayama (guest).

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 19:00. We have a quorum.

2. Approve agenda (2015-09-14_1_Agenda.pdf)

The agenda was approved. Barry would like to talk about an issue we have regarding car damage (due to soccer balls) and ask the board whether it would consider construction of a fence at the end of the field.

3. Approve and sign minutes (2015-06-10_2_ExB_min.pdf)

June minutes signed.

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

4. Chair Report (verbal) Nikel

5. Head of School's Report (2015-09-14__Head Report.pdf) Ratzliff

Enrollment: HIS current enrollment: 185 / Niseko Enrollment 15 / Accreditation Protocol areas in focus for this report:

Organization for Student Learning:

A1. School Purpose

- Beliefs & Philosophy / Learner Outcomes (Huskies) / Communication of Mission, Vision & Huskies - I have appreciated the opportunity to communicate these more effectively to the parent community via 4 scheduled Parent Orientation sessions, which were conducted at the end of August and early September. The Branding Project of last school year helped us to tie so much of that information together.

A4 Staff

- Qualification of Staff / Training -- Orientation Week with incoming teachers was by far the best I have experienced in the 9 years that I have been involved in the process. I have been impressed by the professionalism, the positive energy and expertise of those who joined HIS this school year. We seem also - as a school - to have struck the right balance with training content. After years of making adjustments to improve early on communication, establish supportive input and guidelines, feedback indicate pervasive satisfaction with the process by which we induct teachers into the school.
- Staff Actions/Accountability to Support Learning - Following up on earlier details provided to staff, we took a step further towards our upcoming professional development training in Lesson Study, with trainer Pat Handy (Nov.). This will bring us closer to our goal of having professional learning teams that support one another through classroom observations that provide data and feedback to one another to support each to greater reflection on practice and goal-setting for further learning and improvement in practice. // Similarly, HIS staff had productive discussions at their first Full Faculty meeting that created a set of data collection options that could be collected by observing peers for the benefit of the instructing teacher.
- Support Professional Development -- This school year, HIS will be investing significant funds towards professional development work in the areas of (1) Lesson Study (2) Writing Workshop (3) Singapore Math.
- Supervision and Evaluation - See Staff Actions/Accountability to Support Learning notes above.

A5 School Environment

- Caring, Concern, High Expectations -- Our Branding Study highlighted the fact that HIS does well in the area of care and concern for students. High School students had indicated a hope to be challenged more in academic terms and high school teachers have responded to that call by increasing rigor and expectations. The nature of our incoming teachers and teachers assigned to new roles, coupled with PD support, are making a clear difference in this area.
- Mutual Respect & Communication -- This year, HIS staff will be reading through a PD book titled, Talk it Out: The Educator's Guide to Successful Difficult Conversations. This book is the byword on effective organizational communication and how to create a school environment of trust and mutual respect. All incoming teachers have read the book as have

Curriculum Committee Members. The remaining 15 teachers will receive the book this fall and future professional conversations will be framed around the book. Shared understandings developed from this book will be used to update the school's Communication and Conflict Resolution Protocol.

- Having Joe Tomasine as Communications Coordinator has been of immense help to HIS. His skills and abilities are making a significant positive impact on many communication fronts. Our thanks as a community are extended to him.
- Safe, Clean and Orderly Environment -- Before school started, I hired a team of graduates and students to support us in doing a thorough clean up of the school. A lot of old equipment, furniture and trash were removed from the school. The impact was noticeable and positive. We have received many compliments from teachers.
- Some major work and decisions were made in regards to the school over the summer:
- Student chair replacement - 150 chairs were purchased for the secondary school to replace chairs that were in very poor condition
- 120 chairs were ordered to replace aging and cracking, 20 year old chairs in the elementary Decision Needed - In reality, HIS' budget has not kept pace with replacement of chairs for the school. I would like to ask that the Executive Board and BoC permit use of the CIDF to pay for chair replacement.
- **Decision Needed** - The new communications office was constructed over the summer under the MPR stairs. There are historic examples of the CIDF being used to physically upgrade the school building. These include: (1) Creation of the current Language Office on the 2nd floor. (2) Creation of the Science Lab's chemical storage room. (3) Installation of the PE office window. (4) Redevelopment of the school's grounds. -- HIS budget increases were historically held back and the school has subsequently struggled to keep pace with absorbing much needed upgrades such as this from the operational budget. In response to the Branding Project, and from a historic perspective, I would ask that the Board support the school by covering the costs of the communication office from the CIDF.

A7 School Improvement

- Systems Alignment -- I look forward to the start of the follow-up team to the Branding Committee and to the many movements forward that were captured under the umbrella of such a large and thorough investigation. Steps forward there, will bring about a greater alignment across the school.

Curriculum, Instruction and Assessment

B1 What Students Learn

- Curriculum Review, Revision and Evaluation -- The Curriculum Committee established a clear Action Plan for this school year to define decision-making and keep us focused on the essential areas for development and change. Members of the Curriculum Committee have paired up to ensure that all 9 areas are addressed across the school year. (The Action Plan will be circulated at the Board Meeting)
- Collaborative Work -- The potential of the Lesson Study professional development training will heighten the effectiveness of this professional community's high degree of collaborative work. I look forward with eagerness to the results.

B2 How Students Learn

- Researched-based Knowledge / Challenging and Varied Instructional Strategies -- I was pleased to receive feedback through the reflection interviews conducted with incoming teachers, at how helpful it had been to enter a school with a required professional reading list. The content of the required reading and the follow up conversations that are held during Orientation Week help to establish HIS' expectations on instructional practices.
- Professional Collaboration (see notes above)
- Professional Development (see notes above)

B3 How Assessment Used

- Appropriate Assessment Strategies (Presentation) -- HIS has been developing and refining a Standard-based Curriculum, the standard for curricular programs used in western nations and international schools. In order to properly assess the effectiveness of a standards-based curriculum, we have, from this school year, begun the steps towards implementing a standards-based assessment policy. Development and adoption of such an assessment policy would 'complete' the curricular work begun in 2011 when I assumed the position of HoS. Creation of such a policy would require the Board's full understanding and passage. I will be working through the Curriculum Committee so that we can bring a rough draft policy to you by the end of this school year with the intention of implementing that policy in 2016 ~ 2017.

Support for Student Personal and Academic Growth

C1 Student Connectedness

- Support Services and Learning -- I am pleased that we have been able to expand the number of hours of ELL support provided to our elementary program. A thanks to Neil for having thoughtfully reworked the school schedule to make this financially viable.
- Co-Curricular Activities -- The communications office is working on establishing an after school Japanese language program through the education department of a local university. A thanks to Mr. Tomasine's efforts.
- The violin and piano programs have similarly been expanded with the support of Ms. Alison Manjoume. We welcome the return of veteran violin teacher, Mrs. Yoko Kawamura, who initiated the violin program nearly 20 years ago.

C2 Parent/Community Involvement

- Regular Parent Involvement -- A thanks goes out to the members of the PTA Steering Committee whose activities have already been felt and appreciated.

- Mr. Cooke & I look forward to expanding our Parent Coffee sessions to better communicate on items identified by the Branding Project (...and more).

Resource Management and Development

The below statement comes from the WASC Accreditation Protocol. In light of the Branding Project's findings and recommendations, I would ask the Executive Board to review the statement and, in the near future, consider the adequacy of the school's provisions and planning for the future.

The resources available to the school are sufficient to sustain the school program and are effectively used to carry out the school's purpose and student achievement of the school wide learner outcomes, i.e., global competencies. (Focus on Learning: International Edition 2014 p. 111)

D1 Resources Criterion

- Facilities - I am pleased that over the past years HIS has been able to maintain the school buildings to high standards of cleanliness, repair and update. As we pass the 20th year of occupancy in our current campus, however, Mr. Ogawa (Grounds & Maintenance) is mindful that major renovations will be needed over the next 5 ~ 10 year period.

D2 Resource Planning

- Resource Plan -- Part of the follow up on our Branding work will be to ensure that a resource plan incorporates the identified needs and the financial planning required to support them. I see this as the school's test of resolve to follow through on the learnings taken from the Branding project. To that I would add a need to plan carefully for the demographic shift taking place in Japan.
- Marketing Strategies -- The successful establishment of Dorm 2 is a step in the right direction, however, expanding that plan and looking at other opportunities available through growing and "exporting" our Early Years Program, is something to seriously consider.
- Mr. Tomasine and I will be heading down to Tokyo to advertise the school at a school fair to be held on October 11th. I am also currently making plans to visit Sakhalin to advertise the school to a business association which one of our school parents is a members of.

Personal

- Summer Professional Development -- I was very pleased to join a week of professional development through the Principal's Training Center where I completed the final course required to be certified as an international school principal. The course on Assessment Leadership was exactly suited to meeting the needs of our school at this time as we move towards developing our assessment understandings and creating an assessment policy that suits our school's instructional practices and learning needs.
- Dorm 2 Parent -- My youngest son Kam and I are greatly enjoying being in the new dormitory close to Sumikawa Station at the same time that my wife, Kaori and I work to overcome the challenges of being separated as a family over the course of the week.

Notes from discussion:

New Teacher Entrance interviews were shared with the board, 5 at Sapporo HIS and 2 at Niseko HIS campus.

6. Treasurer's Report and Financial Matters (verbal) Lazirko

Nothing new to report. Will give a report to the ExB next month.

7. Niseko Report Barry Mernin

Was unable to attend the meeting.

However submitted a hard copy report.

8. Principal Report (verbal) Cooke

Nothing new to report.

9. Committee Assignments

Finance Committee

Members: Treasurer John, Alan, Paul, Barry, Eri and Nakagawa san

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 / Oversee teacher building finances.

Tuition Assistance Committee

Members: Board Chair, Head, and American Consulate Representative (Justin Tull).

Duties: Approve financial assistance awards proposed by Head.

Board Nominating Committee

Members: Paul, Alan, Kathleen, Barry

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 / Revise the procedures of the nominating process and the tasks of the committee.

Marketing and Branding Committee

Members: Neil, Joe, David and one other person from the Branding Core Team Committee.

Duties: Develop & Market Niseko Campus. Implement the Branding Study. Track future trends and report to the ExB for use in strategic planning.

Bare Bear Beer Fest Committee (ad hoc)

Members: Teiji, Paul, Hajime, Karen, Alan and Phred.

Duties: The International Beer and Food Festival Scholarship Fundraiser. (need to contact Niseko Beer, Dog of Flanders, and Jonathan Amos)

Building and Grounds Committee

Members: Barry, John, Philip and Ogawa san

Duties: Consider the best options for excellent teacher accommodation. Oversee maintenance of school building and expansion of dormitories and maintenance.

Board Documentation (ad hoc)

Members: Barry, David and Neil.

Duties: Integrate HIS foundational documents; codify procedures and practices.

7 committees commissioned this year.**Decision**

- ❖ Nikel moves and Lazirko seconds that the Executive Board commission the above committees.
- ❖ The motion passed. All in agreement.

10. Nominate Secretary**Decision**

- ❖ Wakabayashi moves and Ratzliff, seconds that Philip Seaton be appointed ExB Secretary for this school year of 2015-2016.
- ❖ The motion passed. All in agreement.

11. Review and Pass School Handbooks**Notes from discussion:**

Would be nice to have a hard copy someday.

Decision

- ❖ Nikel moves and Midorikawa seconds that the Executive Board approve the school handbooks.

- ❖ The motion passed. All in agreement.

12. Board Funding for Communication Office / Chair Replacement Costs

Notes from discussion:

(See Head Report)

Decision

- ❖ Bossaer moves and Nikel seconds that funds from the CIDF be used to pay for the cost of building the Communication Office and the replacement of Chairs.
- ❖ The motion passed. All in agreement.
- ❖ Need numbers from Eri.

13. Back Field and Parking Lot Fence (Barry)

Notes from discussion:

One of the issues that has again arisen at HIS is soccer ball damage to cars.

As you will realize, the soccer pitch is rather oddly positioned with the main car park located at the end, behind the goal. There is no proper fence to block balls (just a flimsy fence) from landing in the parking lot and occasionally these have struck and damaged vehicles.

Last year a ball completely destroyed the side mirror of a teacher's new car. This year a ball landed on the roof of a vehicle and badly dented it. We are again (like last year) having to assume the cost of repairs.

I have temporarily written to all staff to tell them to move their vehicles during practice time or park at their own risk, however, this is not a practical long-term solution.

In short, we need a rather tall fence to protect the parking lot. This is not an immediate decision and everyone realizes that planning and construction would take time. I would, however, like the Board to discuss it as an item to invest in.

Plan for this year and build next year.

14. Grading and Assessment policy: presentation by Barry

15. Executive Board Evaluation: presentation by Karen

16. Head of School Evaluation (closed session)

17. January Retreat / Marc Frankel

Retreat sometime January

18. Head Goals for 2015-2016

1. Support implementation of stage one of the branding study follow up.
2. Support development of teacher-leaders through implementation of Lesson Study approach to peer-supported professional development.
3. Support expansion of the dormitory program.
4. Support the curriculum team in developing a sustainable curricular development plan.

19. Executive Board Goals for 2015-2016

1. Support and encourage the development of the Niseko campus; develop operational parameters for decision making.
2. Implement the branding study of HIS at Sapporo and Niseko campuses.
3. Integrate HIS foundational documents: codify procedures and practices.
4. Create a succession pipeline for board leadership (chair and officers).

20. Matters of concern....

Need to finish the **Protocol for Spouse of Board Member Employment** (see minutes from 2013 March 30). Barry will look over the wording that needs to be clarified in the document.

21. Review of Meeting:

A very productive meeting that went smoothly even though there were new members. Much material was covered during the meeting and is reflected in the length of the meeting, 3 hours versus our regular 2 hours.

22. Time and Place of next Board meeting:

All meetings will be held in evening at 19:00 to 21:00 @ HIS Sapporo campus unless otherwise noted.

23. Next Meeting of the 2015-2016 school year:

2. Wednesday October 14 @17:00 to 18:30 BoC @19:00 to 21:00
3. Thursday Nov 26 @19:00
4. Wed Feb 10th @19:00
5. Thursday March 17 @19:00
6. Wed April 13 @19:00
7. Tues May 10 @19:00
8. Tues June 21 @19:00

- ❖ **Nikel moved to adjourn the meeting at 22:00**
The motion was approved.

Minutes by Philip Seaton (September 2015)