

## **Minutes of the 2017-2018 HIS Executive Board Meeting #2 2017 October 14 (Saturday) 16:00 @ HIS**

**Members present:** Alan Bossaer (from 18:00), Karen Katayama, Teiji Midorikawa, Paul Nickel, Yukari Rafter, Barry Ratzliff, Philip Seaton, and David Wakabayashi.

**Members absent:** Justin Tull.

**Guests present:** Neil Cooke (principal) and Shoji Mitarai (auditor).

**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**

Katayama called the meeting to order at 16:03 (6 voting members).

### **2. Approve agenda**

The agenda (sent by email) was approved.

### **3. Approve and sign minutes of 2017 August 25 and September 26 Meetings**

Minutes approved and signed. [Note: The minutes for the September 26 meeting are treated as Executive Session and will not appear online.]

- Check that all minutes from September 2017 to present have been signed by those members who were present.

### **4. Guest Presentation: Endo Architects**

File: (no file, but a model of the dorm and architect plans were brought by the architects)

This was the first detailed presentation to the ExB of the plans for the new dormitory. The presentation focused on 4 points: design, schedule, budget, companies approached.

#### **Design**

Design was indicated using a model and architectural plans. The new girls' dorm will be a three-story building. There are 4 student rooms on the second floor and 6 student rooms on the third floor. With two people per room, the capacity is 20 students. There's an apartment for the dorm parent. Six cars can be parked underneath. It follows the building codes for buildings of under 500 square meters. It will be almost joined to the existing dorm (at the entrance hall), but is actually a separate building. There are security features at the entrance hall, a space for bikes and skis, a trunk room for bags etc. There is a unique structure (involving the use of pillars and an overhanging second floor) to enable a parking area. The layout and interior furnishings of the upper floors were explained in detail.

The walls in the car park level (first floor) will be concrete. Walls on the upper levels will have some design on the outside. There is a choice of 2 exterior designs at present: cladding or tiling. Material samples for the flooring and interior also shown. Technical aspects of the heating system and the flat roof were explained.

Question about snow clearing from the roof. Answer: It is difficult to predict exactly how snow will pile up, but there is a hatch giving access to the roof for snow clearing. There are options for additional snow barriers to be put on the roof later, but they are not so aesthetically pleasing.

Question about emergency exits. Answer: The building adheres to laws relating to fire shutters around stairwells. The whole building is fairly fire resistant due to lack of combustible building materials.

Question about heating in the rooms. Answer: There are panel heaters. They automatically switch on and off when the room is at a specified temperature. The system is easy to maintain over the long run. There are no air conditioners in rooms.

Samples of the cladding and tiles were considered. Some members preferred tiling (the current design). Others preferred cladding (a newer look). Some were non-committal. The Board and Grounds Committee has not made a particular recommendation. Tiles have a higher maintenance cost, but lower installation costs. The difference in cost cannot be ascertained yet (awaiting bids from construction companies). A decision will be made when the bids are submitted.

Question about furniture. Answer: It will be built in at the construction stage rather than installed after construction is complete.

Question about road heating. Answer: There have been no discussions thus far. But it would probably be possible to fit road heating equipment in the boiler room.

### **Schedule**

We are at the bidding stage. The aim is to complete construction in July 2018. This requires construction starting in winter. We will receive bids from 3 companies. The company will be selected and work starts in November 2017. The ground freezes too much to start in January/February. Concrete needs to be laid in 4 stages with 3 weeks between layings. When considering the companies' bids, it is necessary to check carefully the day-to-day schedule.

Question regarding the risks of starting construction in winter. Answer: The construction firm will have to use heating during the concrete layings, so the costs rise. You have to keep heating the concrete so that the difference between the laying temperature and maximum temperature the building is exposed to is no greater than 30 degrees. But, the construction industry has the science/methods to cope with the problem. There will be testing of the concrete to ensure there are no safety issues relating to concrete poured during the winter.

Comment: The risks/costs of constructing the dorm in winter must be weighed against the disadvantages of delaying construction (loss of students for a year as there are no new dorm spaces).

Comment: It is good to complete construction in early summer so the decorating/finishing is done when days are longer and warmer (easier to get paint dry, lower labor costs etc.).

Comment: Boring tests have been done on the ground to test firmness. These are necessary for calculating the weight of the building that can be supported and depth of foundations. It was concluded 20-meter piles will be needed to meet earthquake safety standards.

### **Budget**

The rough calculation is that 1 tsubo (approx. 3.3 square meters) costs approx, 750,000 yen. This is a 150 tsubo building. The cost is probably about 112.5 million yen before tax (121.5 million after tax, using this standard formula for a building of this size). But, labor costs are rising at the moment and there are other factors (choice of cladding, starting in winter etc.). We must await the final estimates.

## Companies Approached

We are at the bidding stage. The architects are responsible for overseeing the construction process (management, design, schedule, security). Any problems that occur during construction are the responsibility of the architect company (Endo Architects). For reasons of liability, it is generally considered that the size of the company doing the actual construction should be at least 20 times greater than the construction cost (i.e. 20 x 112.5 million yen). Four companies meeting this condition were approached, but one declined saying they were too busy. Following an explanation of the building industry in Hokkaido, the 3 companies approached to submit bids were introduced. They are 1) Ito gumi, 2) Ishizuka Construction, and 3) Itaya Doken.

The plans have been given to these three companies and they have been asked to submit bids. The deadline is October 23. At that point we have a more accurate picture of costs and schedule. It is necessary to check proximity of the bids to the original plans. Then the bids will be delivered to HIS. There would be a period of negotiation before the start of work. The construction company will be decided at the next ExB meeting (November 8).

## 5. Board Chair's Report

File: (no file)

We need to move quickly on the dormitory plans, Head of School Goals and ExB goals.

## 6. Head of School's Report

Files: (2017-10-14\_6\_Head.pdf)

### Head of School Report to the Executive Board 10 / 14 / 2017

Enrolment: HIS current enrolment: 204 // Niseko Enrolment 20

**Note on the HoS Report:** We have a relatively short list of very weighty issues to discuss at our next Board meeting. These require a Board Retreat and additional time. Of greatest importance are the decisions surrounding the extension of the main dormitory facilities. The Board must also make a decision regarding their and the HoS's goals. Finally, the EB will need to provide some clear input on aspects of the WASC accreditation process that pertains to itself. The information drawn from today's discussions of questions emerging from the WASC Self-Study process, which pertain to governance, must be discussed and fed back to the WASC process.

This report is relatively short and focused, and far more in keeping with a traditional HoS report. I hope that the brevity helps to centre our attention on the critical needs that require our follow up.

Many thanks for your participation on the 14th.

## Organization for Student Learning:

### A1. School Purpose

• [Reported in last report]

### A2 Governance

• **WASC Indicator: Relationship to Professional Staff** - There is clear understanding about the relationship between the governing authority and the responsibilities of the professional staff. The governing authority limits its actions to policy making and strategic planning — authorizing the administration to implement its decisions.

• **Discussion** - This criterion has emerged as a concern in the surveys and informal references made to the EB. It is clear that the community does not understand the role of the EB. In preparation for our WASC accreditation visit, Neil Cooke, as WASC Site-Coordinator is asking

the EB to discuss this (and below) criteria so that the information can be fed back into the process. Further to the above, it is recommended by the school administration that the EB present their results of these governance-related conversation to two scheduled meetings, one with the staff of of the school and with one with the parent community.

• **WASC Indicator: School Community Understanding** - The school community understands the governing authority's role.

• **Discussion** - This criterion is has emerged as a concern in the surveys and informal references made to the EB. It is clear that the community does not understand the role of the EB. In preparation for our WASC accreditation visit, Neil Cooke, as WASC Site-Coordinator is asking the EB to discuss this criteria so that the information can be fed back into the process. [Please see the above **Discussion** note].

• **WASC Indicator: Board's Evaluation/Monitoring Procedures** - There is clarity of the evaluation and monitoring procedures carried out by the governing board, including the review of student performance, overall school programs and operations, and the fiscal health of the school.

• **Discussion** - This criterion should be discussed and addressed by the EB as there is an ongoing need for clarity in some aspects of evaluation and monitoring. The results of this discussion will feed into the WASC self-study process. [Please see the above **Discussion** notes].

• **WASC Indicator: Complaint and Conflict Resolution Procedures** - The established governing board/school's complaint and conflict resolution procedures as they apply to the school's stakeholders are effective.

• **Discussion / Action** - The EB, in collaboration with the administration, is in need of developing clear conflict and resolution procedures for the stakeholders of the school. Discussions and actions taken will feed directly into the WASC process. [Please see the above **Discussion** note].

• **WASC Indicator: Evaluation Procedures** - The governing authority has clearly defined procedures for the evaluation of the school leadership, i.e., Head of School.

• **Discussion / Action** - The HoS currently remains without a set of approved goals. An open discussion is needed to formulate an appropriate (researched-based) set of goals by which the HoS can operate and be evaluated. [Please see the above **Discussion** note].

### A3 School Leadership

• **WASC Indicator: Defined Responsibilities, Practices, etc.** - The school has administrator and faculty written policies, charts, and handbooks that define responsibilities, operational practices, decision-making processes, and relationships of leadership and staff.

• **Discussion / Action** - The HoS currently remains without a set of approved goals. An open discussion is needed to formulate an appropriate (researched-based) set of goals by which the HoS can operate and be evaluated. [Please see the above **Discussion** note].

• **WASC Indicator: Child Protection** - The school has clearly defined leadership responsibilities for child safety and duty of care.

• Child Protection Team Leader - I have advertised for a team leader for this position via the weekly Monday Memo and hope to soon find a candidate who ideal suits the position.

### A4 Staff

• **WASC Indicator: Employment Policies/Practices** - The school has clear employment policies/practices related to qualification requirements of staff.

• **Future Discussion** - As part of a generative conversation about hiring, I would like the Executive Board to incorporate this into one of their discussion during this school year.

• **WASC Indicator: Supervision and Evaluation** - The school implements effective supervision and evaluation procedures in order to promote professional growth of staff in 21st century skills and thinking. Teachers regularly reflect on their approaches to develop global competencies in the students.

• **Note** - Mr. Cooke, Mr. Gambino (Instructional Coach) will begin formal class observations from the end of October and into November.

#### **A5 School Improvement Process Criterion**

• **WASC Indicator: Broad-Based and Collaborative** - The school's planning process is broad-based, collaborative, and has commitment of the stakeholders, including the staff, students, and parents.

• **Note** - The above discussions, (2014 WASC Categories A2.5 - Community Understanding of Governance, WASC A2.6 - Governance & Professional Staff Relationship, WASC A2.7 - Clarity in Monitoring & Evaluation Processes, WASC A2.8 ) are critical to the writing of the Self Study Report. We look forward to informed discussion that will in turn inform the accreditation writing process.

#### **A6 Resource Criterion**

• **WASC Indicator: Allocation Decisions** - There is a relationship between the decisions about resource allocations, the school's vision, mission, and student achievement of the *HUSKIES*. The school leadership and staff are involved in the resource allocation decisions.

• **WASC Indicator: Facilities** - The school facilities are adequate, safe, functional, and well-maintained and support the school's mission, desired learner goals, and educational program.

• **Discussion / Decision** - There are three discussions and decisions needed regarding the expansion of the dorm. Endo-sensei will present the (1) floor plans on the 14th (2) construction companies to consider so that the project may be completed. Ahead of the meeting, you are free to come visit HIS and review the floor plans at any time this week. Information on the three recommended companies will be included in the packet.

#### **A7 School Improvement**

• **WASC Indicator: Long-range Resource Plan** - The school has developed and implemented a long-range resource plan. The governing authority and the school have a process for regular examination of this plan to ensure the continual availability of appropriate resources that support the school's vision, mission, and student learning of the *HUSKIES*.

• **Note** - Decisions on the dorm expansion will need to be considered in a long-range resource plan.

• **WASC Indicator: Marketing Strategies** - The school has marketing strategies to support the implementation of the developmental program.

• **Note** - The school continues to move ahead with plans for a dorm-oriented promotional video to showcase the development of the dorm's expansion and the process that has lead up to this stage so far.

### **Curriculum, Instruction and Assessment**

#### **B1 What Students Learn**

• [These criterion were covered in detail in the last report and will not be the focus of this report]

#### **B2 How Students Learn**

• [These criterion were covered in detail in the last report and will not be the focus of this report]

#### **B3. How Assessment is Used Criterion**

- [These criterion were covered in detail in the last report and will not be the focus of this report]

#### **B4. How Assessment is Used Criterion - Classroom Assessment Strategies**

- [These criterion were covered in detail in the last report and will not be the focus of this report]

#### **Support for Student Personal and Academic Growth**

##### **C1 Student Connectedness – Personal and Academic**

- **Note** - The school is preparing students for potential counselling. I will update the EB verbally at this next meeting.

#### **Resource Management and Development**

##### **D1 Resources Criterion**

- [These criterion were covered in detail in the last report and will not be the focus of this report]

##### **D2 Parent/Community Involvement Criterion**

• **WASC Indicator: Regular Parent Involvement** - The school implements strategies and processes for the regular involvement of parents and the community, including being active partners in the learning/teaching process for all programs. The school involves non-English speaking parents and/or only parents.

- **Note** - I would like to thank the PTA for it's support of the upcoming festival. Attendance at planning meetings has been the highest I have seen in year. Further to that, I would like to express my thanks to the many HIS families who came out to support the Terry Fox Run. This is a major service learning opportunity that contributes to a very purposeful and powerful need that resides at the very heart of our community.

#### **Boarding Program**

##### **F1. School Boarding Program**

The school's boarding program embraces the school's purpose, complements the school's program, and enhances the personal and academic growth of the students.

- **Indicator:** The functioning boarding facilities are regularly assessed based on the school's purpose, specifically in the following areas: the ratio of staff to students; the number of students per adequate individual living quarters; and the basic services such as medical support, laundry, meals, transport, technology etc.
  - **Note** - Please refer to the above items under A6 (Resources / Facilities)

## Head of School Goals for 2016-17

Goals remain unapproved for the head of school for this school year

(1)

(2)

(3)

### 7. Principal's Report

File: (2017-10-14\_7\_Principal.pdf)

No further comments.

### 8. Niseko Report

File: (no file)

No discussion.

### 9. Building and Grounds Report

File: (2017-10-14\_9\_B&GMin.pdf, 2017-10-14\_9.1\_B&GMin.pdf, 2017-10-14\_9.2\_B&GMin.pdf, 2017-10-14\_9.3\_B&GMin.pdf)

See 4. above.

### 10. Finances Report

File: (2017.10.14 HIS ExB Board Meeting.pdf)

The finance committee meeting was on Monday. Total revenue (the year to July 31, 2017) was 273.6 million yen, expenditure was 245.8 million giving a surplus 27.8 million yen (an increase of 9.9 million yen from previous year). This was a better surplus than last year, but does not factor in depreciation, so we need to meet with the school accountant (Nakagawa sensei) for adjustments in

accordance with Japanese accounting practices. Cash in hand is 71.5 million yen, an increase of 17.9 million yen from last year. The dormitory surplus is 3.6 million. The finances are in good shape. However, Niseko revenues were 20.9 million yen while expenses were 30.9 million. This is a deficit of 10 million yen, but this is a 4.8 million improvement on the previous year.

A request was made for longer term Niseko financial data so trends can be identified.

### **10b. Additional Item added to the agenda during the meeting: Executive Council Protocols**

File: (EC Protocols 2.docx)

The Executive Council protocols were discussed. The main question surrounded the possibility of a student survey of about the faculty (for middle school up). It was explained that structures for such evaluations exist and some level of surveying is necessary for WASC accreditation. Evaluations have taken place in the past but petered out. Possible questionnaire design was discussed, in particular the need to ensure that the questionnaire generates reliable feedback (for example, “popularity” does not become confused with “best teaching practice”).

However, it was agreed this was not really an ExB matter. If the school administration implements the survey, the ExB only needs an executive summary. But, the administration will look into what more can be done (through discussions with teaching faculty) and to highlight more the process of reporting back to the ExB.

As this is primarily a faculty/administration issue, it was agreed to remove the section about the student survey of faculty from the protocols.

#### **Decision**

- ❖ Nikel motioned to approve the EC Protocol as revised during the meeting. Seaton seconded the motion.
  
- ❖ The motion passed. All in agreement.

### **11. Dorm Floor Plans**

File: (see section 4).

#### **Decision**

- ❖ Wakabayashi motioned to approve the dormitory floor plans as presented by Endo Architects. Ratzliff seconded the motion.
  
- ❖ There was one abstention. The motion passed.

### **12. Construction Firms**

File: (see section 4)

Decision postponed because the bidding process is incomplete.

### **13. Dorm Construction Financing**

File: (no file)

A decision is needed regarding financing the new dormitory. There are three options: take out a loan, use the CIDE, or a combination of the two. More detailed investigations of the loan option have revealed that it is not as feasible as was initially thought (the interest rate is relatively high and the total cost over 20 years would be considerably more than paying out of existing funds). The board discussed the merits and potential problems of using the CIDE (dorm construction use up 10% of the total fund).

### **Decision**

- ❖ Nikel motioned that the school finances in full the new dormitory from the CIDE. Midorikawa seconded the motion.
  
- ❖ The motion passed. All in favor.

## **14. Board Goals**

File: (no file)

There was general discussion regarding the way to set clear and measurable goals for both the Head of School and ExB. A provisional list was brainstormed for refinement and approval at the next meeting.

## **15. Head Goals**

File: (no file)

See section 14.

## **16. Articles of Incorporation Changes**

File: (HIS寄附行為改定案.docx)

The list of proposed changes to the Articles of Incorporation drafted by Tanaka sensei was reviewed. However, because it was difficult to see the impact of the changes from the document presented, the ExB have requested a) translation into English and b) for the changes to be highlighted clearly in “before” and “after” versions of the Articles of Incorporation. These documents will be prepared in time for a vote at the next ExB Meeting.

## **17. WASC A2.5, A2.6, A2.7 and A2.8 (Discussion)**

File: (no file)

There was a general discussion about how to address four aspects of the WASC accreditation process.

WASC A2.5 - Community Understanding of Governance

WASC A2.6 - Governance & Professional Staff Relationship

WASC A2.7 - Clarity in Monitoring & Evaluation Processes

WASC A2.8 - Effectiveness of Complaint & Conflict Resolution

The administration will take the brainstormed ideas back into the WASC accreditation (May 2018) preparation process.

## **18. State Dept. Offer on EB Training**

File: (no file)

Discussion postponed.

**19. Long Range Resource Plan**

File: (no file)

Discussion postponed.

**20. Future Meeting Schedule**

November 8, 2017 @ 17:00.

**21. Time and Place of Next Meeting**

#3 November 8, 2017 @ 17:00.

Others to be confirmed.

**22. Adjourn Meeting**

❖ Katayama moved to adjourn the meeting at 20:37. The motion was approved.

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Minutes by Philip Seaton (October 14, 2017)