

Minutes of the 2017-2018 HIS Executive Board Meeting #6 2018 February 19 (Monday) 18:30

Members present: Alan Bossaer, Karen Katayama, Barry Mernin, Paul Nickel (via Skype), Yukari Rafter, Barry Ratzliff, Philip Seaton, Justin Tull, and David Wakabayashi.

Members absent: Teiji Midorikawa

Guests present: Neil Cooke (principal), Phred Kaufman (auditor), 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 18:30.

2. Approve agenda

The agenda (sent by email) was approved.

3. Approve and sign minutes of 2017 January 20 Meeting

Minutes approved and signed.

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

4. Board Chair's Report

File: (Verbal)

There has been great news. The ground breaking ceremony for the new dorm was held. I have been sitting in on WASC meetings and the Leadership meeting. I have been impressed with the effort from all the staff going into the process.

There are problems in union negotiations regarding the atmosphere of meetings. Ideally more board members will be involved in future meetings with the union.

It would be good for as many EB members as possible to attend the staff-board meeting.

5. Head of School's Report

Files: (2018-02-19_5_Head.pdf)

Head of School Report to the Executive Board 02 / 19 / 2018

Enrolment: HIS current enrolment: 197 // Niseko Enrolment 28

Organization for Student Learning:

A1. School Purpose

- **Area not in focus for this report**

A2 Governance

• **WASC Indicator: Board Appointments** - There are clear policies and procedures with regard to the selection, composition, and specific duties of the governing authority.

- **Note / Decision** - The Nomination Committee meet to identify terms coming up for renewal on both the EB and BoC. A slate for both will be presented at our meeting today.
- **WASC Indicator: Pretraining of Potential Board Members** - Individuals who seek board membership or are being considered as appointees by the board will have some form of training in the principles and skills essential to the effectiveness of the international school board.
 - **Recommendation (from Jan meeting)** - The above-mentioned survey on school governance should be used as the starting point for the pre-training of potential/interested EB and BoC members.
- **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.
 - **Note** - The EB's decision regarding the Communication Protocols was presented to the in-house *Working Group*, The *his Labor* representatives (Oda, Manjyume & Tomasine) received the document and explained it would be reviewed.
 - **Decision** - The EB will today need to respond to *Labor's* proposals for the EB ~ Staff meeting. There was not sufficient time to address this document at our January meeting.
- **WASC Indicator: Professional Development of Governing Authority/Ownership** - Governing authority/ownership will participate in professional development that will enhance their knowledge and skills essential to effective international school governance. The governing authority/ownership uses a variety of strategies to remain current in research-based knowledge about effective schools.
 - **Note (from Jan)** - The EB should consider directions on PD for both the short and long-term.
- **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.
 - **Decision** - The school lawyer and union leadership have finalized the *Prevention of Sexual / Power Harassment* document. It is presented here today for consideration and a vote on passage.

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.
 - **Note / Decision** - Refer to the above note in on the *Prevention of Sexual / Power Harassment* document.
- **WASC Indicator: Existing Structures** - The school has existing structures for internal communication, planning, and conflict resolution.
 - **Note** - See above. Internal structures continue to be under review.
 - **Discussion / Decision** - Discussion and decisions on union proposals on the EB ~ Staff meeting are needed.

A4 Staff

- **WASC Indicator: Qualifications of Staff** - The school reviews all information regarding staff background, training, and preparation, including international expertise.
 - **Note on Hiring** - We have completed the hiring process for the last two remaining positions at HIS: The following highly qualified and experienced individuals for the following positions:
 - PE Teacher (Sapporo) - Cenobia Marquez
 - EY Teacher (Niseko) - Elizabeth Kennedy

I would like to thank Barry Mernin and Neil Cooke for their work throughout the hiring process. We believe we have succeeded in hiring the best possible candidates for HIS.
- **WASC Indicator: Child Protection I** - The school has recruitment policies and executes rigorous recruitment procedures that ensure all employees and volunteers are of sound moral character and suitable people to work with children and young adults. These procedures may include criminal records/ background checks, training, and/or other such means as may be suitable.
- **WASC Indicator: Child Protection III:** The school provides training for all faculty and staff in the implementation of child protection policies.
 - **Update** - All incoming staff have been asked ~ through the transition plan, which was begun last week ~ to provide background checks, undergo online child protection training or provide documentation on recently received protection training.

- **WASC Indicator: Support of Professional Development I** - The school effectively supports professional development/learning with time, personnel, material, and fiscal resources to facilitate all student achievement of the [*HUSKIES*]. Teachers are involved in experiences such as, visits, exchanges, and professional development to strengthen their understanding of global competencies.
 - **Note** - Joe Tomasine is being sent to the EAL/ESL Learning Network gathering being hosted by YIS for JCIS schools. We hope that the opportunity helps HIS' ELL department to strengthen ties with similar departments within Japan.
- **WASC Indicator: Support of Professional Development II** - The school supports professional learning of the staff members that develops their use of important skills that are inherent in developing the global competencies of the students; these include collaboration, communication, creativity, and problem solving.
 - **Update** - ELL training with the new WIDA approach has been scheduled for all staff for the start of the 2018 ~ 19 school year. I am working with Joe and ELL staff to work via Skype to have our initial implementation questions answered ahead of that training.
- **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** - I have begun working with sets of teachers on our formal observation process. Staff were also re-introduced to the classroom walkthrough data collection options. Their input was incorporated to ensure that administrative walk-throughs are of help to teachers and focused on practice and learning.

A5 School Improvement Process Criterion

- **Area not in focus for this report**

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: Indicator: Practices** - The school develops an annual budget, has an annual audit, and at all times conducts quality business and accounting practices, including protections against mishandling of institutional funds.
 - **Note** - Eri Kashiwabara and I updated all budget planning sheets so that they can be shared on to relevant staff and faculty who help us with the budgeting process.
- **WASC Indicator: Well-Qualified Staff** - Resources are available to enable the hiring, nurturing, and ongoing professional development of a well-qualified staff for all programs such as an online instruction and college/career.
 - **Note / Decisions** - At our 2/19 meeting, I will present data from the latest JCIS surveys on compensation. I hope these will provide the EB with the information needed to consider its position on staff compensation discussions.

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 (from Jan)** - This remains a major area of need at HIS and was an important area of recommendation and focus for WASC accreditation work.
- **WASC Indicator: Involvement of Stakeholders** - The stakeholders are involved in the future planning.
 - **Decision** - Creation of a protocol for appropriate, *generative* dialogue between the EB and school staff would be of great value to a constructive process for school planning.

Curriculum, Instruction and Assessment

B1 What Students Learn

- **WASC Indicator: Articulation and Follow-up Studies** - The school conducts student follow-up studies that provide insight to the effectiveness of the instruction to prepare students for pursuing further education, entering the work force, or meeting their personal goals.

- **Note / Decision** - Today I will be asking the EB to consider the membership of and commission a 60th Anniversary Committee which would help in overseeing the 60th anniversary events and develop the Husky Alumni Association through which studies such as these could be conducted.

B2 How Students Learn

• **WASC Indicator: Professional Development** - The school uses ongoing professional development to enhance the curriculum and improve learning and teaching. This includes learning through worldwide partnerships and other teachers and schools.

- **Note** - See note above in section **A** on the WIDA training to be provided to all staff at the start of the school year.

B3. How Assessment is Used Criterion

- **Area not in focus for this report**

B4. How Assessment is Used Criterion - Classroom Assessment Strategies

- **Area not in focus for this report**

Support for Student Personal and Academic Growth

C1 Student Connectedness — Personal and Academic

• **WASC Indicator: Co-Curricular Activities** - School leadership and staff link curricular and co-curricular activities to the academic standards and schoolwide learner outcomes, i.e., global competencies. Students have the opportunity to communicate with diverse audiences locally and worldwide. Students contribute to local and/or global actions and service opportunities.

- **Note** - We look forward to the Junior Service Learning Trip to Thailand with Habitat for Humanity. This program and Service Learning and contributions in general were an area of focus in the WASC Accreditation Action Plan being developed for the spring WASC visit.

Resource Management and Development

D1 Resources Criterion

• **WASC Indicator: Safe, Clean and Orderly Environment** - The school has existing policies, regulations and uses its resources to ensure a safe, clean, and orderly place that nurtures learning, including internet safety.

- **Note** - *Sojihonpo* has been contracted to do deep cleaning in several important areas of the school and to oversee most of the cleaning and collection of garbage in the dormitory.

D2 Parent/Community Involvement Criterion

- **Area not in focus for this report**

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 staff members of the boarding program are qualified for their roles and responsibilities with the maturity, character, skills, knowledge, and experience appropriate to the age and needs of the boarders to ensure a safe, healthy, and nurturing environment.
- **Indicator:** There is an ongoing supervision, evaluation, and professional learning process for all boarding staff.
 - **Note** - Incoming dorm parents (Beatty) are experienced dorm parents. We are also discussing PD options ahead of their arrival this coming summer. The addition of the second dorm couple (Holywell) brings, while retired, the experience of a longterm school administrator in dorm 'mother', Ms. Holywell.

- **Indicator:** There is a process for ongoing evaluation of all aspects of the boarding program in relation to the school's purpose; this evaluation supports staff implementation of a well-developed short- and long-range plan.
 - **Note** - As we reach our goal of entering the The Association of Board Schools, we will have greater access to the resources needed to better evaluate our dorm program and create a longterm plan for development.

- **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 / Discussion (from Jan)** - The upcoming construction project has allowed us to evaluate the facilities and consider their adequacy and improvement. It is clear that the first floor of the main dormitory will need significant investment and upgrading to accommodate an enlarged and upgraded kitchen, dining and common spaces. This should remain an area of discussion and planning for the B&G Committee.

Head of School Goals for 2017-18

- (1) **Operations and Resource Management** - In collaboration with the Building and Grounds Committee of the Executive Board, arrange for the resources (time, funding and detail decisions) to complete the extension project to the on-campus dormitory building, culminating in a transfer of students from Dorm 2 to a united, on-campus dormitory building.
 - February 1 - Construction Begins
 - January 31 - Ground Breaking Ceremony
 - January 30 - EB Chair signs contracts w/ Itaya Construction
 - January 20 - EB approval of the Itaya Co. for construction and \$2,000,000 from the CIDEF to fund the project
 - November 8 - Funding Approval from EB & BoC - (Contracting delayed at request of construction firm until January, 2018. Ready to contract by end January).
 - Construction Start - Mid-Nov (Delayed at request of construction firm until February 1, 2018).
 - Construction Safety Details Published to Community - Mid-November (First Presentation to be made at Full Faculty Meeting on Jan. 11, 2018 / Parent Coffee Morning Presentation to be scheduled for end Jan. or early Feb.)
 - Transition / moving plan to new facilities - end March 2018
 - Rental Dorm, Contract cancelation - July, 2018 (Will be extended into the summer)
- (2) **Operations and Resource Management** - In collaboration with the Building and Grounds Committee of the Executive Board, and the school lawyer, explore solutions to property access and explore expansion plans to the current school building facilities.
 - Meet to discuss / strategize - December 2017 (Complete)
 - Meet with school lawyer - 3rd week of January, 2018 (Delayed pending h.i.s. Labor negotiations and EB decisions)
 - Preliminary in-house plans - End February, 2018 (Delayed)
 - Report from lawyer - End February 2018
 - Revise plans based upon lawyer's report
- (3) **Professional Accountability** - In collaboration with representatives of the school staff, the Board, fellow administrators and the school lawyer, set priorities for, and systematically address, the remaining areas for negotiation as outlined in the *Note of Confirmation* signed alongside the Labor-Management Agreement.
 - Jan. 31 - "Working Group" meeting (School Admin & his Labor) - Met to report, negotiate and address progress on agreed upon areas.
 - Receipt of items of negotiation - November 2017 (Complete and presented)
 - Guidelines for Working Teams - 2nd week of November - Preliminary meeting with EB Chair (Complete)
 - November 14 meeting with h.i.s. Labor to finalize guidelines (Complete)
 - Refer one topic to EB for decision (Agenda addition, November 8)
 - Select Working Team members for first agenda item - (November 16, 2018) (Complete)
 - Agenda 2 Revisions to Health Insurance Plan Comparison Document - December (In Progress)
 - Agenda 3 Wording for Standardized Cover Letter to Letter of Reference - end February (Complete)
 - Agenda 4 Proposal for Revisions to Communication Protocol - end February / early March (Complete Presented for consideration/revision to EB at January 20 meeting)
- (4) **Human and Organizational Development (Completed)** - In dialogue with the EB and relevant staff, develop the policies and protocols around the hiring process that would better ensure HIS hiring and retaining educators who meet the need of our curriculum.
 - EB preliminary discussion topic - Nov 8, 2017 (Complete)
 - Document conclusions of discussion by Nov 15, 2017 (Complete & new hiring guidelines adopted)
 - EB Discussion topic - January meeting, 2018 (N/A)
 - Post to website - End February, 2018 (Completed January 2018)
- (5) **Human and Organizational Development** - Support the WASC Site Coordinator and school staff through the allocation of school resources (time, funding, data-collecting, materials and administrative decision-making) to ensure a smooth conclusion to the WASC Focus on Learning, Self Evaluation process leading up to the visit of the WASC Visiting Committee in the Spring of 2018.
 - December ~ January / Feb 12 - Additional WASC times provided for WASC Work
 - November 6 - All teacher WASC Day (Complete)
 - November 23 - All teacher WASC Day (Complete)
 - by end November - Settle on VC Team Accommodation & transportation plan (Additional time committed through approved use of Curriculum Committee times)
 - March 6 - Submission of WASC Report to VC & WASC Offices
 - January 8 - All staff WASC Day
 - May 6 ~ 10 WASC Visiting Committee
 - **Supporting additional writing / sub coverage as needed

Head of School Goals for 2017-18

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- (6) **Governance** - In advance of submitting the WASC Accreditation FOL Self Study Report, support the Executive Board the Board of Councilors and the school lawyer with the necessary resources (scheduled time, funding, PD expertise) as the school seeks to redefine the relationship between the two boards of the school.
- HoS Discussion w/ Larry Hobdell (Regional Educational Officer) - ELC 2017 (Complete)
 - Admin Discussion with Dr. Marilyn George, Regional Director of ACS-WASC - ELC 2017 (Complete)
 - Multiple Visits w/ school lawyer (Fall 2017; Winter 2017~18)
 - Receipt of Articles of Incorporation Revisions - October 2017 (Complete)
 - Translation of Revisions - November 2017 (Complete)
 - Distribution of Revisions - November Board packets (EB & BoC) (Complete)
 - Agenda Item Preparation - BoC & EB Agendas for Nov 2017 Meetings (Complete)
 - (Alignment and content errors have delayed final decisions. As of the Nov. 28 EB meeting, the Articles are to be redrafted to reflect changes and the redrafted Articles are to be presented to a second joint EB/BoC session for passage, with the lawyer present to present them to both parties. At our Jan 12 meeting, the school lawyer again committed to submitting redrafted Articles of Incorporation to the EB by the end of January 2018)

6. Principal's Report

File: (WASC Ch 1 - School Profile DRAFT.pdf)

A brief verbal summary of the preliminary WASC report. The schedule for the upcoming accreditation visit was discussed.

7. Niseko Report

File: (2018-02-19_7_Niseko.pdf)

No further questions/discussions.

8. Building and Grounds Report

File: (no file)

No report

9. Finances Report

File: (2018-02-19_9.1_Finance.pdf)

Two million USD was withdrawn from the Harris fund leaving 18,890,636 US at the end of last month. The money withdrawn pays for the dorm. Cash on hand will be sent electronically later.

It was reported that the school accountant has been getting behind on his reports. Further investigations will be made about moving some accountant work to another firm.

10. Historic Finances & Comp Presentation

File: (2018-02-19_9.2_Finance.pdf)

Executive Session

Ratzliff presented a comparative survey of staff compensation in various international schools. 16 of 28 schools responded (the big schools did not participate). The survey covered various aspects of salary and benefits.

Independent schools should have a surplus of 8% of total budget. The aim is to cover 6 months of staff in a crisis out of cash reserves. Salaries should not be more than 75% of expenditure.

The ExB requested more information about regional variations in costs of living. There is also a need to consider numbers of staff and not just base salary in discussions of pay rises.

Following discussions, it was agreed to draft a board statement (the agreed statement is below) that will be voted upon by email.

EXB STATEMENT ON FINANCES & COMPENSATION

The HIS Executive Board has a fiduciary duty to maintain a successful and financially sound institution. This includes providing competitive remuneration packages for all staff, including administration. The HIS Head of School and Principal remuneration packages are based upon industry standards and in collaboration with external educational leadership consultants. It is the policy of the HIS Executive Board to keep this information confidential. The HIS Executive Board does not publicly distribute individual salary information.

The Executive Board, with assistance from the Head of School, reviewed school finances and has established a target of achieving a healthy budget surplus of between 5% ~ 8% each year to ensure the success and longevity of the school. Achieving this target over consecutive years will enable HIS to enhance student learning and experiences, as well as fulfill the professional development and compensation needs of its staff.

Decision (by E-vote, 6 March)

- ❖ Katayama proposes (Wakabayashi seconds) that the Executive Board approve the above statement on Finances and Compensation, understanding that it will be presented as the school's response to his Labor at the next collective bargaining session on February 13, 2018.
- ❖ The motion passed. Six votes in favor. Three members did not vote.

11. Compensation Position (ES)

File: (no file).

Following conversations with the lawyer, it is best that Ms. Yuko Kanehira base salary be aligned to that of other office staff and teachers at HIS. This will be done with the understanding that in the near future, the lawyers will establish the necessary documentation to clearly differentiate between office positions that are administrative in nature (Business Manager and Administrative Assistant) and those that are clerical in nature. Clerical office positions (Reception and Office Records for example) will not necessarily benefit from future base salary increases.

Decision (by E-vote, 6 March)

- ❖ Katayama proposes (Ratzliff seconds) that the Executive Board approve the above stance on office staff compensation.
- ❖ The motion passed. Six votes in favor. Three members did not vote.

12. EB - Staff Meeting Protocol

File: (2018-02-19_EB_FollowUp_E-Ballot.pages.pdf)

Decision (by E-vote, 6 March)

- ❖ Katayama proposes (Ratzliff seconds) that the Executive Board ~ Staff Guidelines be approved as presented.
- ❖ The motion passed. Six votes in favor. Three members did not vote.

13. Communication Protocol (Update)

File: (no file)
No discussion.

14. Prevention of Sexual / Power Harassment document

File: (2018-02-19_14_ハラスメント防止規程【完成版】.pdf, 2018-02-19_14.1_Harassment_ENG_JPN.pdf)

The template for the document comes from the government. Fine details are left to the institution.
Question: What does the document say that Japanese law does not cover? Answer: They are very close, but it is important to have a document (we have not had one as yet).

Question: Are all members of staff going to be protected by these regulations, including the administration? Why do these regulations need to be completed by February?

There were discussions about the appropriateness of some of the language in the document and translations. It was suggested that a preamble might make it clearer that all members of staff are protected by the document. Some sentences seemed to presume particular parties would engage in harassment while others would be victimized.

Question: What would happen if harassment occurred within the operation of the union?

Question: Does “wasting other people’s time” count as a form of harassment?

The board agreed to continue discussion and work more on the document with the school’s lawyer.

Following the meeting on February 19, a revised document prepared by the school’s lawyers was distributed to EB members. A vote was conducted on the revised document.

Decision (by E-vote, 6 March)

- ❖ Katayama proposes (Ratzliff seconds) that the Regulations for the Prevention of Harassment be approved as amended on February 25, 2018.
- ❖ The motion passed. Six votes in favor. Three members did not vote.

15. Student & Other Issues

File: (2018-02-19_15_Issues.pdf, 2018-02-19_Response2labor_回答書180112.pdf)

Executive Session

An explanation of a decision by the disciplinary committee was heard.

Decision

- ❖ Katayama moved to accept the recommendation of the disciplinary committee to suspend Nicholas Boyd for the second semester 2017-18 with a conditional return based on the recommendations of the DC. Ratzliff seconded.
- ❖ The motion passed. All in favor.

16. Commission 60th Ann. Committee

File: (no file)
No discussion.

17. Board Slates

File: (2018-02-19_17_Nom_Min_&_Slates.pdf)

Decision (by E-vote, 6 March)

- ❖ Katayama proposes (Ratzliff seconds) that the slates for the Executive Board and Board of Councilors, for the term 2018 ~ 2021, be approved as presented by the Nomination Committee.
- ❖ The motion passed. Six votes in favor. Three members did not vote.

18. Compensation Discussions

File: (No file)
No discussion.

19. 60th Anniversary Plans

File: (No file)
No discussion.

20. Main Dorm Renovations - B&G

File: (No file)
No discussion.

21. State Dept. Offer on EB Training

File: (No file)
No discussion.

22. Long-Range Resource Plan

File: (No file)
No discussion.

23. Future Meeting Schedule

March 28, 2018 @ 18:30

24. Time and Place of Next Meeting

#7 TBC @ 18:30. Sapporo Campus.

25. Adjourn Meeting

❖ Katayama moved to adjourn the meeting at 21:30. The motion was approved.

Minutes by Philip Seaton (February 19, 2018)