

Minutes of the 2013–2014 HIS Executive Board Meeting #2

2013 September 21 (Saturday) 15:00 at HIS

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

Members absent: Teiji Midorikawa, Phred Kaufman

Guests present: Dan Reynolds (principal), Shoji Mitarai (auditor)

Note for future: 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.

1. Call meeting to order

Nikel called the meeting to order at 15:10. We have a quorum.

2. Approve agenda (2013-09-21_1_Agenda.pdf)

The agenda was approved.

3. Approve and sign minutes of 2013 August 31 meeting (2013-09-21_2_2013-08-31_ ExB_ minutes.pdf)

Paul will always bring a copy of the minutes to sign.

Minutes were approved and signed.

4. Matters/discussion arising out of the minutes

- ExB member bios and group photo
- Need bios from John, Teiji and Phred
- Take photo next meeting

5. Chairperson's Report (2013-09-21_3_Chair.pdf) Nikel

September 21, 2013

Dear Executive Board:

We are now well into the new school year and matters of new business will be swiftly upon us.

As immediate concerns have a habit of occupying the majority of our grey matter I think it's important to remember our board goals for this school year:

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

Upon reviewing this month's agenda you will see items that begin to deal with these goals and show direction forward.

Each of these will take time, effort and much discussion and debate at both Executive Board and committee levels, but the fruits of our effort will result in great progress towards reaching these goals.

I look forward to seeing you all at the September Executive Board Meeting.

Sincerely,

Paul Nickel
Executive Board Chair, 2013-2014

6. Head of School's Report (2013-09-21_4_Head.pdf) Ratzliff

Head of School Report to the Executive Board: September 21, 2013

Enrollment: HIS current enrollment: 190 // Niseko Enrollment 10

Organization for Student Learning:

A1 School Purpose

- We continue the process of educating our community on the new Huskies through assemblies, a scheduled time during the Back to School Nights and through the HEX.

A2 Governance

- A visit to Niseko School clarified that the earliest the Executive Board could visit Niseko and hold a board meeting and think tank with the community there, would be November 30th. The Board should consider the feasibility of this date.

A3 School Leadership

- A new common *Health Needs List* was created and shared (through Google) with all teachers so that they can preview student health information and emergency access information. In an emergency scenario they can rapidly access the page plus the list can be printed off and taken on school field trips. A thanks to Yuko Kanehira for filling in all the details.
- Protocols for making use of the *Health Needs List* were also created.

A4 Staff

- New teachers have been notified of the *Observation and Professional Conversations* (the “teacher evaluation” process). Dan and I have begun the informal observations that start off this process.
- Two teachers -- Shannon Koga (Niseko) and Sarah Noye (ELL) used their PD funds to attend the Susan Zimmermann workshop in Korea. Susan’s work (*7 Keys to Understanding*) is a curricular / instructional component of HIS approach to learning.

A5 School Environment

- I commend the handful of teachers “in the know” who have worked to support one of our students who is suffering from depression and its side effects.
- MS and Milepost 3 teachers held the first of two meetings to discuss students who are transitioning from elementary into the MS. I greatly appreciate their efforts to do this.
- [Also see comment about Health Needs List and newly developed procedure comment above]
- Professional Development Reading for this school year was ordered. Teachers will be in reading partners to read and share about *How Children Succeed* (by Paul Tough) or *Mindset* (by Carol Dweck). The latter book will provide teachers with a conceptual framework for how best our teaching community can function. Both books lend themselves to building a better learning community.
- I strongly recommend that the Executive Board consider reading the *Mindset* book.

A6 Student Progress

- [No updated information]

A7 School Improvement

- Collaborating teaching partners and subject teachers are expected to have their unit plans embedded into the school’s *Scope & Sequence* documents by the end of September. I appreciate all teachers efforts towards this major achievement of our curricular goals.

Curriculum, Instruction and Assessment

B1 What Students Learn

- By subject area, the Curriculum Committee distributed out the task of unit plan follow up support curricular oversight ahead of curricular work deadlines for the end of this month.
- Weekly team meetings are addressing individual student needs as the emerge.
- Assessment
 - MAP testing is scheduled for Sept - October. (External Data)
 - Baseline writing assessment are being completed across the school. (Internal Data)
 - DRA (a reading assessment tool) assessments are being completed across elementary. (Internal Data)

B2 How Students Learn

- [No updated information]

B3 Assessment

- [No updated information]

Support for Student Personal and Academic Growth

C1 Student Connectedness

- Student Support Systems [See 5A Comment above]
- Growth/Development Strategies -- The school's overnights are a means for students to develop ties with their peers and gain a better understanding the environment that we live in.
- The co-curricular options across the year have increased dramatically as a result of the emphasis placed on volunteering to both staff and parent communities.
- Back to School Nights (Elem. & Sec.) will be used to present the new school learning outcomes (the Huskies) to families.
- Community Resource -- I have contacted Ms. Yoko Tsukamoto (Ph.d in nursing) who has offered after-school classes and field trips related to medical sciences. I am pleased that we can offer this to our secondary students.

C2 Parent/Community Involvement

- The PTA met for the first time in early September. The EB's discussion on the future direction of the PTA was shared to the general agreement of gathered members. The Executive Board should continue it's discussions for the benefit of the PTA's future structure and development.

Resource Management and Development

D1 Resources Criterion

- Now into his 3rd year as our much accomplished and effective principal, Daniel Reynolds will be leaving HIS at the end of this school year. Dan and I have begun the process of hiring the next principal.
- Three teachers have notified me that they will not be returning to HIS next school year:
 - Early Years Teacher, Ms. Yui Kashiwabara -- Yui intends to pursue studies that she began two years ago, in a full time capacity.
 - Early Years Assistant, Ms. Yukiko Otsuka -- After many years of service at HIS, Ms. Otsuka has decided to leave Hokkaido to join her family in Kyoto.
 - Milepost 1 Teacher, Ms. Amber Dryer -- Is seeking her next destination in international education. Mr. Sim (her collaborating teacher) Dan and I will together hire for this open position.

D2 Resource Planning

- Financial Planning -- Business Manager, Ms. Eri Kashiwabara, requested authorization to transfer ¥12,292,558 from the School Yard Account to the Niseko account to cover expenses for the Niseko School. Last time, approximately ¥35,000,000 was disbursed from the CIDF by the Executive Board in order to fund the Niseko school and loan repayments on the land. A further disbursement will likely be requested of the Board mid-school year.
- Master Resource Plan -- I continue work on filling in details in the Master Resource Plan
- Given the economic growth projections for Japan (3.8% GDP growth), projected inflation of 2% and a scheduled increase in sales tax, the Executive Board should consider a salary increase for all teachers in order to improve retention and attract the best staff possible. [Board Goal # 2]
- Bus Registration -- A large thanks to Kyoko (Niseko), Eri and Ogawa-san who discovered that our buses (as school buses) needed to be specially registered to legally operate. This was rapidly accomplished as a result of their efforts, and finally -- after 18 years of bus service -- the HIS buses are legally registered.
- Corporate Agreements -- The Korean company contacted me and notes their decision to postpone moving to Sapporo until next school year. I think the Executive Board should take Suzanne's suggestions as a starting point for a discussion that would lead us to something we could offer corporates that locate / relocate to Sapporo.
- CIDF as of September 13: \$13,633,149.84 (Harris Investments)

Personal

- I will be in Kyoto for the JCIS Heads of Small Schools meeting (Sept. 29) and JCIS Heads of Schools meeting (30th)
- I will be leading a WASC Accreditation Team to the Carmel Schools (Hong Kong) in mid-November

Things to Attend to (next month):

- Marketing (Ongoing)
- Hiring
- Follow up on curricular unit planning and UP support
- JCIS Meetings

Things Attended to Since (last month)

- HUSKIES Presentation Start

Head Goals 2013 - 2014

1. Lead the development of a 3-year master resource plan to clarify and prioritize finances.
 - Began creating a 3-year Master Resource Plan from this month.
2. Lead the curriculum committee in creating an articulated and aligned curriculum plan for grades 9 - 10.
 - Curricular Team follow up & unit plan embedding taking place this month.
3. Lead the staff in developing and implementing an articulated plan to promote broader understanding of the redeveloped school outcomes to the school community.
 - Back to School Nights and assemblies.
4. Explore how the development and redevelopment of schools programs could be used to effectively attract students to our residential program.
 - I look forward to working with Hokudai to consider how best we can collaborate with their new English-medium program. The programs emphasis on modern Japanese culture and language could allow HIS Japanese language program to become a 'gateway' to Hokudai and a means of bringing students into our residential program.
 - I would like to see the knowledge of HIS increased among the expat families working in the oil industry on Sakhalin. Hopefully a trip will work out through Mark Stavinoha.
5. Complete the task of and support the reestablishment of a preschool program at HIS Niseko.
 - Largely complete - At last visit to Niseko, an additional 3 students seem to be a reality.

Executive Board Discussion:

Russian Consular's family will visit Thursday, they are interested after receiving an invitation from HIS. Barry will send invitations next to the Korean and Chinese Consulates. Australian has already visited.

High school in Sapporo is advertising for teachers with the mind of starting an IB program.

Link for the Kaisei High School IB program plan:

<http://sankei.jp.msn.com/life/news/130920/edc13092008270000-n1.htm>

7. Principal's Report (2013-09-21_5_Principal.pdf) Reynolds

Principal's Report - September 21, 2013

PTA

The first PTA steering committee meeting took place on September 4.

Decisions

- The committee split up jobs for the Fall Festival so it would not be so time consuming for one person - we will have volunteer sign up sheets at BTSN.
- The PTA created a Booster Fund where money raised from special events like the BBB Festival can go. This fund will help will help support away trips for the activity programs.
- The Mission and Constitution were discussed. The PTA will create a protocols and procedures document based on its mission of

Promote the school and facilitate parent education evenings

Transition new families into the HIS community

Arrange and organize events and activities that support the school community and its goals

- The PTA Structure

Co-Chair - Dan Reynolds

Co-Chair - (parent)

Secretary - Peggy Shibuya

Treasurer - Mari Ishii

Parent Ambassador - Bob Johnson

- The Steering Committee agreed to meet once a month with a plan to do so the first Wednesday of each Month - the next meeting is October 2nd

- Proposed PTA Protocol

Events

September is full of events which will be reported on next month

- Overnights
 - Back to School Nights
 - Cross Country Day

8. Niseko Administrator Report (2013-09-21_6_Niseko.pdf) Koga

Niseko Administrator Report September 12, 2013

- Cultural Exchange:
 - Asobook – Mrs. Goodman and Mrs. Koga lead the school in their first read aloud exchange at the local library. Students and teachers alike read with young children and their parents who attended.
 - Niseko Elementary School Cultural Exchange – As part of the town and school agreement, HIS Niseko held three days of cultural exchange with the neighboring elementary school. On Tuesday the 17th, Grade 2, Wednesday the 18th, Grade 3, and Thursday the 19th, Grade 4, visited HIS and participated in sensory games in connection with the recent IPC mini-unit. Teachers from both schools collaborated in the process, and many thanks to Mr. Sinclair for his time spent in organizing this event.
 - Open Campus – The first open campus was held on Wednesday, September 11th, with five local children attending and participating in PE classes outside. The lovely fall weather helped and a fun time was had by all. This event was continued this year as a direct result of a local mother's request, although the time was changed to during the morning so as to fit the HIS schedule. The next event is scheduled for October 2nd.
 - Work Practice – HIS opened its doors to the local junior high school and had one young student come in for two days for a work practice. Tsukiko Ota worked with both mileposts for on August 29th and 30th.
- Bus Service:
 - Bus service continues to be well received by the community. Mrs. Koga currently drives 48 kms return daily, picking up an average of three students. Over the course of a week every student is riding the bus at least one way.
 - The local printer who has been working with HIS is currently using the designs from HINO bus services to create similar logos as the new HIS Sapporo bus, to be put on the school van.
 - Mrs. Senzai has been working very closely with Mrs. Kashiwabara to get the proper registration for the Niseko school van. Paperwork has been submitted and returned, and we are now awaiting the delivery of the yellow triangular school bus sticker from Niseko town.
- Grounds upkeep:
 - October 25th, Parent Teacher Conference day has been chosen as the day that parents will be invited to a BBQ and garden clean up. This idea was warmly received at the first PTA coffee.
- Admission
 - Preschool enrollment remains at one student, with encouragement from two families already attending. These parents plan to enter their younger children from December, the busy season.
 - Two prospective families have contacted HIS about seasonal enrollment, one through email and one through visiting. Both families will be followed up on in the next couple of weeks.
- PTA Coffee:
 - The next PTA coffee will be held on October 1st.

9. Treasurer report and Financial Matters

Verbal report by John.

Financial Committee report will be added to the minutes.

[HIS] Financial Report (7/31/2013)

1. Income and Expenses (Actual School No. 1)

Comparison of income and expenses up to July 2013:

Tuition income increased by 20,905,656 yen compared to the first semester (August 2012).

Kindergarten, middle school, high school incoming tuition increased, especially for high school, which increased by 24,783,943 yen.

In addition, annual fees compared to the previous year increased by 2,597,495 yen.

US Government, Hokkaido, and Sapporo city grants increased by 4,818,923 yen.

Expenses decreased, except for personnel, education, and vehicles:

In July, the outstanding payment was for services to Ikeda Accounting for 987,000 yen.

The Introduction to HIS video clip cost 330,500 yen.

Vehicle inspection and repairs cost 306,174 yen.

Hot water valve repair cost 330,500 yen.

Active interior repairs to the music and PC room cost 1,084,650 yen.

Replacement of the hot water pump cost 665,000 yen.

2. Balance Sheet (No. 4)

Money remaining in account at the end of July was 76,841,159 yen compared to 59,178,936 yen last year, which means we have 17,662,223 yen cash on hand.

For the upcoming school year we have a carry over of 586,014,189 yen, which is very good.

The current CIDF at the end of July was \$14,080,322.29.

Because this is the financial reporting month, I also included the depreciation on this sheet:

Building depreciation was 30,847,046 yen.

Depreciation to the structure was 4,954,697 yen.

Depreciation for tools, furniture, and fixtures was 4,297,602 yen.

Total depreciation was 23,099,345 yen.

3. Dormitory Sheet (No. 5)

Total income up until the end of July was 13,578,270 yen.

Total payment for fees and services were 10,753,534 yen.

This resulted in a surplus of 2,833,736 yen, which is very good.

4. Niseko Sheet (No. 6)

Up until the end of July, the Niseko School's total income was 21,680, 863 yen (this includes 12,292,558 yen provided by HIS for the August 2012 – July 2013 school year).

Total expenses were 19,359,494 yen, resulting in a surplus of 2,321,369 yen.

When we deducted the money provided by HIS, the end result was a surplus of 9,971,189 yen.

In addition, the big expense was 1,469,450 yen for the vehicle purchase.

Harris Fund as of 13 September: \$13,633,149.84

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

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

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

- **Finance Committee**

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

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

- **Personnel Committee**

Members: Rubiner, Tsubaki (co-coordinators)

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

- **Tuition Assistance Committee** (meeting in spring)

Members: Nikel (coordinator), Carleton, Ratzliff

Duties: Approve financial assistance awards proposed by Head

- **School Improvement Committee**

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

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

- **Board Nominating Committee**

Members: Katayama (coordinator), Riggins, Ratzliff, Johnson

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

- **Marketing Committee**

Members: Kaufman (coordinator), John Barton, Ratzliff, Nikel

Duties: Develop & Market Niseko Campus / Designate, plan and conduct an annual fund-raiser for the endowment fund / Track future trends and report to the ExB for use in strategic planning

- **Community Liaisons**

Member: Midorikawa & Tsubaki

Duties: liaises between the community and administration

- **Building and Grounds Committee**

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

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

❖ **Motion to Approve the PTA Structure & Protocols**

Nikel moved and Rubiner seconded the motion that the Executive Board approve the Commissioned Committees as proposed.

The motion passed unanimously.

Executive Board Discussion:

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

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

Marketing Committee Protocols **Need to be approved by Marketing Committee, then approved by ExB (have been tabled since Oct last year---resend to Paul).**

- **Revisions to the Executive Board Policies [from April ExB retreat] This was on the agenda in June and tabled for August but not discussed (send to Paul and include in the next board packet).**

Reference ExB_Principles_&_Practices.pdf

Reference BofC_Principles_&_P_2012-05.pdf

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

Executive Board Discussion:

Will continue discussion at next meeting and confirm committee membership

- **Make for executive board members a school email that is numbered, similar to the one set up for the board chair, so that we can create Google calendar for committees to write in the time and day of meetings during the year.**
- **Barry will ask Megan to set this up.**
- **Send to Paul example of last year's.**

12. ExB Meeting / Niseko Think Tank date

Executive Board Discussion:

Presentation needed on the history of the project and projections because this is the year we need to revisit the decision to support for another 3 years.

Long term goals, vision and viability. Are the resources that are being put into Niseko worthwhile?

The same resources might be used to expand the Sapporo campus, expanding dormitory, theater, classrooms for middle school and high school.

Comprehensive snapshot will real data of empirical numbers of funds expended thus far and possible projections of funding that will need to be continued into the future.

The Niseko campus started in Jan 2012, in 2015 a decision needs to be made.

Presentation for the October 19 meeting in Sapporo and then November meeting possibly in Niseko.

13. PTA Structure & Protocols (2013-09-21_7_PTA_Protocols.pdf) Reynolds

Hokkaido International School PTA Protocols

Steering Committee Members

- (1) Volunteer Members from the staff and parent community at HIS
- (2) Principal

Any member of the HIS community can attend any PTA meeting without being asked to attend, but cannot vote.

Term

Members volunteer to serve for one year. In case of misconduct the Executive Board has the right to dismiss and replace appointed members mid-term in consultation with the Steering Committee members.

Parent / Teacher Association (PTA) structure

1. The principal acts as a co-chair of the PTA and is the onsite coordinator, whose duties are to:

Call and convene meetings

- Set the agenda, consulting with the parent co-chair and/or steering committee members as needed
- Confirm the agenda with all members before each meeting

2. Other officers include but are not limited to:

- Parent Co-Chair
 - Secretary
 - Treasurer
 - Ambassador

- 2a. The duties of the parent co-chair are to:

Work in close collaboration with the principal to ensure the mission of the PTA is being followed

To set agenda items

- 2b. The duties of the PTA secretary are to:

- Take accurate minutes during PTA meetings, confirming the gist of the minutes at the end of each meeting or on an ongoing basis as needed
 - Send the complete minutes to PTA members for approval
 - Redraft minutes in accordance to PTA member input

- 2c. The duties of the PTA treasurer are to:

- Keep accurate records of PTA funds
 - Disperse grants

2d. The duties of the PTA ambassador are to:

Lead and coordinate the ambassador program

Mission:

The Parent / Teacher Association is a self appointing body that works under the authority of the Executive Board of Hokkaido International School.

The mission of the PTA - proposal to the Executive Board by Dan Reynolds based on <http://www.pta.org/about/content.cfm?ItemNumber=944&navItemNumber=552>

The PTA at HIS seeks to engage all of our families and our community to advocate for the children of the school by enhancing resources and programs.

Committee Duties (established December 9, 2011)

Promote the school and facilitate parent education evenings

Transition new families into the HIS community

- accomplished through the ambassador program

Arrange and organize events and activities that support the school community and its goals.

This includes but is not limited to:

- The Fall Festival
- The Spring Bazaar
- The Booster Club

The PTA Steering Committee meets once a month

Executive Board Discussion:

Decisions by vote need to be added into the protocols. Attendance tied to membership. Number of members set out clearly. General meeting structure: move "Any member of the HIS community can attend any PTA meeting without being asked to attend, but cannot vote" to this section. Decide the steering committee in September after sign up at opening ceremony. Set minimum and maximum of steering member number and the co-chairs decide, or current members vote on the applicants. Current members seek out new steering members, a PTA nominating committee independent of the ExB one. Set Steering committee term limit.

14. Professional reading suggestion for the ExB

Executive Board Discussion:

Mindset books for the Board members to read will be ordered by Barry.

15. Possible salary increase for teachers next school year

Executive Board Discussion:

Reexamine the whole model of salaries to attract and keep the best teachers. The Board wishes this to be taken to the Finance Committee for discussion. Create some scenarios about what will happen with the increase of fuel and taxes and a salary increase do to the cost of tuition.

16. Corporate Rates for HIS

Executive Board Discussion:

This should also be taken first to the Finance committee for discussion and to create some scenarios.

Need to have a policy in place for these situations in the future.

17. Items for Future Consideration

- ☼ **Photo next meeting of the board to be taken by Hajime or Ethan or media club outside in front of the school building at the beginning of the meeting.**
- ☼ **The Path Forward:** Have a board meeting in Niseko perhaps in November travel via the new bus
- ☼ **Growth of Elementary**
- ☼ **Individual ExB photos and bios for the Web site:** Question even with the group photo on top of the page do we want individual photos next to the bios?
- ☼ **Items and reports for the agenda need to be sent to the Chair at least 10 days before the meeting.**

18. Review of meeting and items for next meeting

Will use the on-line survey system to review 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:

3. October 19
4. November 30 (tentative @ HIS Niseko)
5. December 14
6. January 25 (tentative)
7. February 22 (tentative)
8. March 29 (tentative)
9. April 26 (tentative)
10. May 24 (tentative)
11. June 14 (tentative)

20. Adjourn meeting

- ♣ Nickel moved to adjourn the meeting at 16:35. The motion was approved.