

Minutes of the 2013–2014 HIS Executive Board Meeting #5

2013 December 14 (Saturday) 15:00 @ HIS Sapporo

Members present: Carlton Benson, Karen Katayama, Phred Kaufman, John Lazirko, Teiji Midorikawa, Paul Nikel, Barry Ratzliff, Mark Rubiner and Monica Tsubaki.

Members absent:

Guests present: Dan Reynolds (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

Nikel called the meeting to order at 15:09. We have a quorum.

2. Approve agenda (2013-12-14_1_Agenda.pdf)

The agenda was approved.

3. Approve and sign minutes of 2013 October 19 and November 30 meetings (2013-11-30_2_2013-10-19_ExB_min.pdf) (2013-12-14_2_2013-11-30_ExB_min.pdf)

- Minutes will be approved and signed this day for October and November.**
- All minutes from August to November 2013 were signed by all who were present** (double check on the September meeting minutes).

4. Matters/discussion arising out of the minutes

None.

5. Chair Report (2013-12-14_3_Chair.pdf) Nikel

December 09, 2013

Dear Executive Board:

Although it feels like only yesterday that we were having our first mobile board meeting, when I check the calendar indeed it has already been "ten yesterday's" ago.

NISEKO

Thank you very much to everyone for attending the visit to the Niseko Campus. From Shannon's introductory walk through the campus through to meeting and sharing ideas with the parents, I felt the meeting was very interesting and a step forward for us. Throughout the day I continually found myself coming back to ONE common theme... **marketing**.

Our Niseko campus hits the mark with all of the key building blocks: teachers, building, infrastructure, curriculum, history and accreditation. However, we are amiss with regards to spreading our message.

In the coming months, the Marketing Committee will be busy with determining the correct marketing plan in order to assist to increase our Niseko enrollment.

EARCOS

As briefly mentioned in my last chair report, I had the wonderful opportunity to attend the 2013 EARCOS conference in Bangkok together with Barry. The meeting was a fantastic forum to meet other board members and Heads, share ideas and attend some interesting seminars.

One seminar in particular was conducted by Marc Frankel of Triangle Associates. Marc was a fantastic speaker and presented on the role of the Board Chair and Head of School. During our upcoming meeting I would like to share some of Marc's thoughts and insights and extrapolate as to how we can apply them to our board.

EXECUTIVE BOARD – FACULTY MEETING

In my November report I mentioned there were a few further items I wished to review before submitting my report.

During our meeting several teachers mentioned their concerns in order to improve communications between the

administration and faculty. I have discussed this with Barry and he's reached out to the Faculty to create a new protocol to deal with faculty concerns and questions.

Moving forward, I strongly feel the current Executive Board and Faculty meeting structure is not the most productive or beneficial system. The board hires the Head of School to carry out a job, based upon goals that we provide him, and it is not our position to micro manage his or her decisions. My ears are open to an alternative meeting structure and I look forward to reviewing this in future board meetings.

Sincerely, Paul
HIS Board Chair, 2013-2014

6. Head of School's Report (2013-12-14_4_Head.pdf) Ratzliff

Head of School Report to the Executive Board

December 14, 2013

Enrollment: HIS current enrollment: 196 // Niseko Enrollment 13

Organization for Student Learning:

A1 School Purpose

- [No additional updates]

A2 Governance

- [No additional updates]

A3 School Leadership

- Staff involvement has been high this month now that our MAP Testing results came through. Shannon Koga and Meg Roe shared responsibility for analyzing, collating and reporting on our data information. The Curriculum Committee determined the process by which we will follow up on data results to address student learning needs. Wednesday Late Start sessions (Nov. 20th) focused on sharing out the instructional load in addressing specific targets that emerged from the testing.

A4 Staff

- Ayako Bossaer will step in to a new position of teacher assistant. She will support EY and MP1 in her role. Mrs. Bossaer brings a high level of English language proficiency and will be an important cultural bridge for new teachers in EY & MP1.
- Daniel Adams to be the PE teacher for next year, he did his student teaching certification internship at HIS.
- Shoko Kumagai will be the full time music teacher for next year.

A5 School Environment

- [No additional updates]

A6 Student Progress

- Ongoing meetings continue with test data, including MAP data discussions (specifically at MP3 for teachers) and with parents and curriculum committee.

A7 School Improvement

- Dan will meet with the School Improvement Committee ahead of the Winter Break. We thank the efforts made to review what has been accomplished through the ongoing WASC process.

Curriculum, Instruction and Assessment

B1 What Students Learn

- EY teachers, under the guidance of the Curriculum Committee are adjusting the EY language arts instruction to prepare students for the Common Core Standards, which are begun from MP1 (Kindergarten ~ 1).

B2 How Students Learn

- [No additional updates]

B3 Assessment

- {see above note on the assessment data}

Support for Student Personal and Academic Growth

C1 Student Connectedness

- MP1 students visited a local Retirement Care Center where they sang to the residents. We appreciate this opportunity for our youngest students to connect to the community.

C2 Parent/Community Involvement

- In early December, Ken Haig presented to the HS History class on his research on aging populations in developed countries such as Japan, S. Korea, Singapore and Italy.
- Mr. John Ries will be presenting to the same class before Winter Break on issues relating to his current posting in Iraq.

Resource Management and Development**D1 Resources Criterion**

- [No additional updates]

D2 Resource Planning

- The final phase of the maintenance and upgrading work that was begun this past summer, will conclude over Winter Break with the installation of magnetic boards into elementary and select secondary classrooms.
- Dr. Philip Seaton of Hokkaido University's Modern Japanese Studies Program wrote me in early December to let me know that the decision on partnering with HIS will be put off until Spring due to a heavy committee agenda within MJSP's decision-making committee. Dr. Seaton expressed his regrets to the EB on the additional wait time.
- I believe that HIS could be on the cusp of better things should we realize just a little more growth (an addition 20 ~ 30 students). Additionally, in light of our conversations in Niseko, I think HIS should consider the possibilities of a dedicated marketing person on staff to help us realize growth.

Personal

- I will spend the holidays here in Hokkaido with my family and my in-laws. We look forward to some quiet time over the break.

Things to Attend to in (next month):

- Marketing (Ongoing)
- Hiring

Things Attended to Since (last month)

- Hiring

Head Goals 2013 - 2014

1. Lead the development of a 3-year master resource plan to clarify and prioritize finances.
 - Winter Break will provide me with the quiet time to complete draft proposal for the Board's consideration.
2. Lead the curriculum committee in creating an articulated and aligned curriculum plan for grades 9 - 10.
 - Progress made here has been immensely valuable. The work made on student achievement places us in a much better position to understand where are strengths and growth areas are and allow us the data from which to make instructional decisions. Long range Scope & Sequence documents have been created, now the follow up Unit Plan work -- likely to take another year or two -- just has to be completed. Proceeding as planned.
3. Lead the staff in developing and implementing an articulated plan to promote broader understanding of the redeveloped school outcomes to the school community.
 - The school has completed the initial introduction of all HUSKIES. Classroom and homeroom teachers are now focusing for a month at a time, on each of the Huskies. Posters were printed and put up across this school and in each classroom. Individual sized HUSKIES posters were created and sent home to each family. Proceeding as planned. Will conclude in June.
4. Explore how the development and redevelopment of schools programs could be used to effectively attract students to our residential program.
 - Partnering with Hokudai's Modern Japanese Studies Program allows us to move in another marketing direction to advertise our dorm and program as a 'pathway' to the MJSP. Awaiting word back from MJSP in late winter or early spring.
5. Complete the task of and support the reestablishment of a preschool program at HIS Niseko.
 - I am pleased to announce that the preschool program at Niseko now has 3 students. I am considering expanding the program to a full day program next school year.

7. Treasurer Report and Financial Matters (2013-10-19_5_Finance.pdf) Lazirko

Financial Report, October 2013

1. Expenses (HIS #1)

The comparison with October 2013 and October 2012 are as follows:

Income:

- Tuition fees decreased 10,225,460 JPY.
- Entrance fees increased by 1,400,000 JPY.
- Application fees also increased by 135,000 JPY.
- Annual fees compared to the previous year decreased by 2,014,319 JPY.

Expenses:

- Education, property, and interest on borrowed decreased.
- The outstanding expense this month was the EARCOS meeting at 277,851 JPY.
- Also, the workshop fee was 272,556 JPY.
- Steven Y. Orvutt's lawyer fee was 222,861 JPY.
- Last month, we put the maintenance fee of 8,429,245 JPY as an income line item on the financial report. We decided to no longer include this fee as well as the building repairs (1,424,545 JPY) and field maintenance (3,998,800 JPY).

2. Balance sheet (#4)

- Up to the end of October, cash in hand is 60,357,552 JPY while previous year's cash on hand was 76,841,159 JPY.
- Therefore, we had a 16,483,607 JPY decrease.
- This month, we transferred 6,000,000 JPY from the Hokuyou Schoolyard account to the Niseko account.
- 12,292,558 JPY was also transferred from the Hokuyou Schoolyard account to Hokuyou checking account.
- The end of October's CDIF is \$14,323,595.62.
- The end of November's CDIF is \$14,711,591.51.

3. Dormitory (#5)

- At the end of October, the dormitory income was 6,230,203 JPY.
- Expenses were 3,089,562 JPY, leaving a balance of 3,140,641 JPY.
- This month's outstanding expense was the dishwasher replacement for 149,520 JPY.

4. Niseko (#6)

- At the end of October, Niseko school income is 2,555,796 JPY.
- Expenses were 8,740,806 JPY, leaving a 6,185,010 JPY deficit.
- This month's outstanding expense was for John Burton's marketing fee (April to July 2013) of 704,125 JPY.
- HIS moved 6,000,000 to Niseko [to cover the deficit].

Executive Board Discussion:

This report by John was very easy to follow and the board thanks his efforts to translate the Nakagawa's summary report in Japanese into this very comprehensive English format. It would be nice to have Eri and Nakagawa-san create a dashboard report of the school finances that could be easily set up for the board to view each month.

8. Disbursement of CIDF funds for land loan repayment and Niseko

Executive Board Discussion:

300,000 USD from the CIDF to cover the Sapporo land loan payment and the deficit of Niseko campus operating costs. 150,000 for the land loan and 150,000 for Niseko. The board has committed to support the funding of Niseko for the first three years.

Note for future conversation and professional consulting--How are conflicts of interests for the board resolved after they have been raised? Note to ask Suzanne or board trainer in future.

❖ **Motion to Approve the Disbursement of CIDF funds for land loan repayment and Niseko**

Nikel moved and Kaufman seconded the motion that the Executive Board approve the Disbursement of CIDF funds for the Sapporo land loan repayment and Niseko, according to the terms outlined by the Head and Financial Committee.

8 voted in favor.

1 abstained.

**9. Disbursement of \$ 2,777 USD from the "Endowment Fund" (not CIDF) in order to avoid paying 20% tax
The money will brought to Japan and placed in the Financial Assistance funds.**

Executive Board Discussion:

The Endowment Fund in the United States to is about 40,000 USD set up for scholarships.

❖ **Motion to Approve the Disbursement of \$2,777 USD from the "Endowment Fund" (not CIDF) in order to avoid paying 20% tax.**

Ratzliff moved and Midorikawa seconded the motion that the Executive Board approve the Disbursement of \$2,777 USD from the "Endowment Fund" (not CIDF) in the United States in order to avoid paying 20% tax, according to the terms outlined by the Head and Financial Committee.

The motion passed unanimously.

10. The Head seeks guidance from the Executive Board to release a teacher from the contract of employment for lack of duties during the second semester, before the end of the school year.

Executive Board Discussion:

The Head does not need the executive board's permission to fire or hire staff. To release someone from their contract in the midst of that contract, the Head seeks ExB guidance for each individual case. This discussion does not give support for all cases, only the case in question at this time. There was discussion that the Board's role is to hire the Head and does not micromanage the contracts of staff, the hiring and firing. The Head may seek discussion and support of the Board, but does not need approval by a motion.

At the next ExB professional development retreat, we need to develop a protocol that defines the role of the board in the dismissal of staff members. The Bylaws need to be aligned to the Executive Board's Principals of Governance and Practices.

We need an index of the protocols and all the protocols gathered in one file and shared with all Board members.

11. Presentation from EARCOS workshop on Governance and review of WASC Board Governance Criteria

Executive Board Discussion:

From the EARCOS presentation by Marc Frankel of Triangle Associates: The 3 main areas of the Board conversation should be fiduciary, strategic and generative.

12. Feedback from Board-Faculty Meeting

Executive Board Discussion:

Table for future discussion, perhaps an alternative method for the way in which the Board-Faculty meeting is conducted so that it maybe more productive, but the validity and value of the process is not in question.

13. Niseko Meeting on November 30, 2013

DISCUSSION QUESTIONS

1. What did you come away from the meeting with?
2. How can we help it to succeed?

Executive Board Discussion:

The following are some questions and comments raised by parents in Niseko and board members at this meeting, names are withheld for the sake of confidentiality:

How does Niseko school benefit the students of Sapporo campus?

Where will HIS Niseko students go after 6th grade? Will their level of Japanese be good enough to enter the public system for Junior High and High School.

How do we improve the marketing of HIS Niseko and Sapporo campuses?

How do we get the kids into the school that are currently living in the Niseko area?

The best marketing is through word of mouth. Promote the summer school program throughout Japan.

Is there a model of a ski resort supporting an international school?

Since it is a seasonal town how do we keep full-time/permanent students.

It is a wonderful facility and faculty. Concern of parents that the school only goes to the 6th grade, so it is difficult to commit for the families without a middle school. Is there any possibility of continuing the education at HIS Niseko up to 7th or 8th grade for parents and students who are not yet ready to send their children to live in the dorm at HIS Sapporo. Currently Niseko families do have priority on the list for acceptance to the dorm.

The future of Niseko marketing is tied to Sapporo campus' marketing and future and the improvement of HIS. What if the investment in Niseko is channeled to Sapporo campus: facility expansion and financial aid for families in Sapporo?

International families need to be reached and made of aware of the benefits and value of education at HIS for their children. Niseko has given us the opportunity to collaborate with another school and area and community and the expansion of Sapporo campus outdoor education. Niseko presents a potential feeder for our dormitory, Niseko students could go home for the weekend and dorm costs adjusted accordingly.

Interaction and discussions with HIS alumni could be a way to show families the benefit of an education at HIS, the finished product as such, their experiences and perceptions.

14. Retirement age for part time workers

Executive Board Discussion:

Something to consider for the future. Currently there are no limits.

15. Proposal for changing number of board meetings from 11 to 9 (will require change of Articles)

Executive Board Discussion:

In lieu of a traditional meeting, use the other days for Board Professional Development (the retreat in Spring and Fall Orientation) or to discuss one topic in depth.

What are the best practices for a board? This defines and drives our meetings and perhaps we need to bring in a professional advisor to revisit this question.

At the board retreat it could be something to consider and discuss.

Could there be some discussions through a private SNS group on-line?

16. Future conversation: Do we need to recommission the ExB building committee?

In consideration of the need for more dorm space.

One consideration proposed by Mark: Sapporo Guest House is currently unused and close to the school.

17. Review of meeting and items for next meeting

Online survey system to review the meeting. The ability to send this out needs to have been shifted from Dan to Paul.

18. Items for Future Consideration

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

19. Time and Place of next Board meeting:

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

Next Meeting:

6. January 25
7. February 15
8. March 22
9. April 26 (board retreat and meeting)
10. May 21 (before the BoC meeting)
11. June 14 (tentative)

20. Adjourn meeting

- ♣ Nickel moved to adjourn the meeting at 17:55. The motion was approved.

Minutes by Katayama (December 20, 2013) Proofread by Nickel (December 2013)