

Minutes of the 2013–2014 HIS Executive Board Meeting #6

2014 January 24 (Saturday) 15:00 @ HIS Sapporo

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

Members absent: Teiji Midorikawa

Guests present: Suzanne Yonesaka, Shoji Mitarai (auditors), and Shannon Koga (acting administrator for HIS Niseko).

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

Nickel called the meeting to order at 15:07. We have a quorum.

2. Approve agenda (2013-01-25_1_Agenda.pdf)

The agenda was approved.

3. Approve and sign minutes of 2013 December 14 meeting (2014-01-25_2_2013-12-14_ExB_min.pdf)

☒ Minutes will be revised and signed at the meeting in February.

☒ Check that all minutes from August to December have been signed by those members who were present.

4. Matters/discussion arising out of the minutes

- Revise the December minutes and sign at the next meeting in Feb.
- The Executive Board needs to explain its role more clearly to the community.
- The Board wishes to avoid micromanaging the Head's duties.
- The proper channels as set out by Principles and Practices are for the teachers to talk to the Head first or Principal, then the Board Chair.
- The Bylaws and the ExB Principals of Governance and Practices don't align and we need a consultant to help use revise and rework the Bylaws to match the Principals and Practices.

5. Chair Report (2014-01-25_3_Chair.pdf) Nickel

January 18, 2014

Dear Board Members,

2014 is going to be a great year !!

I am supremely bullish on the outlook of HIS and the world of opportunity in front of us. Despite some economic and demographic challenges, we have a great team of Board members, Administration and Faculty to meet the challenges ahead.

As stewards of HIS, it is our responsibility to provide oversight and governance to ensure the ongoing strength and stability of the school. Failing at this responsibility will result in continued instability and uncertainty.

We are facing considerable pressure from a declining elementary enrollment, increased competition and a weakening yen eroding teacher salaries.

On the other hand, the "Hokkaido" brand has soared in recent years. Hokkaido is the gateway to oil and gas exploration in Sakhalin, on the doorstep of the world's fastest growing economies, and a world-class destination for tourists.

Consequently I feel the time is now to take bold and decisive action to market the HIS school, educate our perspective parent base and work to increase our school enrollment. This in turn will increase our budget and permit the Administration to allocate increased funds to salaries, curriculum development and school operations.

As a board we could even further look to expand our Sapporo campus dormitory or create a performing arts center.

I neither wish to speak in hyperbole nor be dramatic, but clearly said, I strongly feel the long term success and future of the school relies on us making BOLD decisions now.

I look forward to working with all of you in the coming weeks, months and years to realizing the full potential of HIS.

Sincerely, Paul

HIS Board Chair 2013-2014

6. Head of School's Report (2014-01-25_4_Head.pdf) Ratzliff

Head of School Report to the Executive Board

January 24, 2014

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

Organization for Student Learning:

A1 School Purpose

- No updates

A2 Governance

- No updates

A3 School Leadership

- Involvement of Staff:

(1) I thank Ethan Salter, Megan Shaffer, Celia Lopez and Makoto Kosaka for volunteering to create communication protocols for our community. Their ad hoc committee has been charged with the following task:

- Professional Learning Community -- Communications Committee
- **Mission:** The committee's mission is to establish helpful professional guidelines and steps that will best lay the groundwork for open, honest and direct dialogue to occur when individuals or groups feel the need to deliver potentially upsetting or challenging information to others within the organization.

(2) Peggy Shibuya is introducing an informal peer observation process (the Looking for Learning Protocol) that was drawn from Fieldwork Education (creators of IPC & IMYC). I'd like to thank Peggy for promoting the practice of informal teacher observations.

A4 Staff

- Staff Changes: (1) After conversations with me before Winter Break, Ms. Yui Kashiwabara confirmed in a December 30th email, her intent to resign effective January 13, 2013. I was able to negotiate Ashlee Speirs' (already hired for the EY position for 2014 ~ 16) early arrival. She will begin duties as the EY teacher from Jan. 30th (2nd semester). Ms. Speirs arrived last week and is taking a proactive role in getting established. She is impressing us all. Ms. Yukiko Otsuka, will fill in full time and cover class instruction with the support of Ms. Kumagai, Ms. Reynolds and Mr. Kosaka. I appreciate everyone's efforts in making this possible and for their concern for prevailing concern for the young charges in the EY class.
- Hiring: (1) I pursuing local local and overseas options for a Jazz/Choir teacher. (2) We are looking for an experienced and capable English teacher. I would like to thank Dan for his support in this long process. We are narrowing the search and should have one finalized very soon.
- Defining and Understanding Practices/Relationships -- (1) An area of need I see at HIS. As the Board clarifies and deepens its understanding of its role in accordance with established standards of practice, it will be important for the Board to find a means to clearly communicate that knowledge to the teaching community. [Note WASC's statements on Board role] (2) I have drafted a **Professional Development Protocol** to define use of PD funds, including the new ability for teachers to bank their funds through the newly established Professional Development Fund. This will be reviewed for input from Eri (finances) before finalization and presentation to the Board and teaching staff.
- Staff Actions/Accountability: (1) Over the next quarter, Dan and I will be completing teacher observations and evaluations. We will be particularly interested in ensuring that teachers are completing areas of the written curriculum for which they are responsible. (2) & (3) [See Involvement of Staff criterion in section A3 of the WASC protocol]
- Support of Professional Development -- Five teachers applied and received approval for PD funds to attend Reading/Writing Workshops in Hong Kong. I appreciate their dedication to the workshop approach that was introduced two years ago.

A5 School Environment

- Mutual Respect and Communication -- (1) I have met with teachers in the first few days after break to explain the changes in EY teaching assignments.

A6 Student Progress

- no updates

A7 School Improvement

- no updates

Curriculum, Instruction and Assessment

B1 What Students Learn

- Academic Standards for Each Area -- I will be meeting with David Piazza and Ethan Salter to determine the standards being used for the Outdoor Education Program and reporting them to the Curriculum Team. I will also be determining the degree to which they are being embedded into unit planning (the teacher area of responsibility for the written curriculum)
- Accessibility of all Students to Curriculum -- I will be reviewing unit plans and making use of the classroom observation process to ensure that the school's established secondary practice of providing Developing, Standard and Honors tracks within course work.

B2 How Students Learn

- No updates

B3 Assessment

- No updates

Support for Student Personal and Academic Growth

C1 Student Connectedness

- No updates

C2 Parent/Community Involvement

- Regular Parent Involvement -- (1) I am meeting with Corrine Diehl (parent) who is a Communication Expert to discuss ideas for improving HIS communication streams (website, email lists, news letter etc.). I appreciate Ms. Diehl's support of HIS in this area.
- Practices: Next month marks the start of budgeting for the 2014 ~ 15 school year.

Resource Management and Development

D1 Resources Criterion

- Facilities: Ogawa-san oversaw the installation of magnetic boards mainly on the second floor. This concludes the major renovations and repairs that begun in the summer.

D2 Resource Planning

- Long Range Resource Plan: Over the last two years I worked with Eri to create a 3-year budget plan and with Megan Roe (technology) to create a 3-year technology plan. Ogawa-san and I will meet to adjust and update the long-term building & grounds master plan. These components will complete my areas of responsibility and oversight of the Master Resource Plan. By the end of this school year, and in compliance with our WASC protocol, I hope to present these components for inclusion into an overall school Master Resource Plan, which the Finance Committee and then Executive Board should finalize and pass.
- Marketing Strategies: (1) John Barton has diligently been taking action on and putting into place a range of advertisements that impact HIS Niseko and the main school. They include: a new information pamphlet for Niseko, a promotional calendar for HIS, the gaining of free video advertising on all Skybus buses (and the creation of video clips w/ support of Niseko staff), visiting the company offices of the airport to initiate talks on promotional activities for next year, promotional advertising in Powder Life & Jaran, liaising with Niseko town to promote summer school programs, signing up groups for the summer school program, in the future will collaborate with Hajime Katayama on aspects of the new school website, etc. I am immensely impressed with John's proactive work and initiative. He has been very valuable to HIS. (2) I believe HIS is in need of an expanded role for a marketing person to realize growth in both schools. I also appreciate the Marketing Committee and it's proactive efforts on behalf of the school. (3) Hajime's work on the newly developed website is timely, welcome and impressive. I appreciate the immense amount of work he has put into the effort.

Personal

- Winter Break -- Always a wonderful time for rest, reflection and catching up. We spent it quietly in Hokkaido skiing with my kids and visiting my in-laws.

Things to Attend to in (next month):

- Marketing (Ongoing)
- Hiring

- Teacher observations
- Following up on Master Plan components

Things Attended to Since (last month)

Head Goals 2013 - 2014

1. Lead the development of a 3-year master resource plan to clarify and prioritize finances.
 - Being addressed
2. Lead the curriculum committee in creating an articulated and aligned curriculum plan for grades 9 - 10.
 - Being addressed
3. Lead the staff in developing and implementing an articulated plan to promote broader understanding of the redeveloped school outcomes to the school community.
 - Being completed / largely complete)
4. Explore how the development and redevelopment of schools programs could be used to effectively attract students to our residential program.
 - Outdoor Education
5. Complete the task of and support the reestablishment of a preschool program at HIS Niseko.

7. Principal Report (2014-01-25_5_Principal.pdf) Reynolds

Principal's Report - January 25, 2014

PTA

In general the survey results from the Fall Festival were positive.

There was a suggestion to try and increase the number of volunteers and get more people from the HIS community involved as it tends to always be the same people who help out.

International Day

The switch to an international day was well received and the students put on some great performances and displays to celebrate this event.

Winter Celebration

The winter celebration was a very good event. People seem to like that it was earlier and the entertainment was very good. It was nice to see our students playing with the Sapporo University band.

Secondary Overnights

There is a slight problem with the overnights for this year as Takino's outdoor facilities are closed to us due to a bear problem. For this reason we are going to move to Jozankei. With the facility being smaller we will have go on two separate occasions with the MS & HS but the overnight is still sure to be a lot of fun for the students.

Drama Production

The drama production went well and people seemed happy with it being at Prea Hall. The Niseko performance had to be cancelled due to inclement weather and there are thoughts about doing that performance first and culminating with Prea Hall.

School Improvement Committee Meeting (December 18)

Communication seems to be the main issue and was the focus of this meeting. Students would like to be notified if changes are made to mainstay events, for example graduation. The parent representative would like to see more formal vehicles of communication so that things are more clear.

8. Niseko Administrator Report (2014-01-25_6_Principal.pdf) Koga

Niseko Administrator's Report January 2014

Respectfully submitted by Shannon Koga - Acting Administrator Niseko

Work at Niseko began on January 13th with three teachers attending the morning and early afternoon sessions of PD at Sapporo campus. Classes began as usual on January 14th, with one new student as a season student. Kapono Sasuke Fukuda, from Kagoshima will be attending for three months while his father is employed in Niseko.

January is a busy month for Niseko, as we return to Asobook, our usual public library read alouds, and International Read Aloud, augmented by ski days and competition supported by Niseko Town. We will also be hosting Adhoc as they attend an overnight in Niseko as well as the documentary "HAFU" on the 18th and 19th of January.

The bus is currently filled to the maximum with students being shuttled to and from school by Mrs. Goodman when needed. Mrs. Goodman has been able to borrow the previous Niseko staff car for the remainder of this school year and has taken on any extra bus duties in exchange for the use of the car.

Summer school and Seasonal school discussions are in progress between Mr. Barton and Mrs. Koga, with Mr. Viljeon included. We will be providing 2 weeks of spring seasonal school running concurrently with Japanese school spring vacation. Students will share PE, Recess and lunch time with currently enrolled regular school students to foster communication. Summer plans include 8 weeks of classes from June 30th to August 28th; many contacts have already been made and it looks to be a promising venture again this year.

Niseko teachers would like to extend our thanks and appreciation to all of the board members and parents who came out to share their ideas and thoughts during the public meeting on November 30th. The positive atmosphere and recognition of the work being done with and for the students was strongly felt. Our thanks to all of the board for taking time out of their busy schedule to come and visit.

Executive Board Discussion:

Thursday celebrated Niseko's 2nd year birthday. Seasonal and summer school enrollment looks very promising. 8 families from Hong Kong have already contacted the school with interest. HIS Niseko is being promoted by Niseko Express, Jaran, and Powder Life, and Facebook. We need to find out how families are finding out about us. Formalized the school brochure and it has been distributed to hotels, businesses, pensions, etc...in the Niseko and Hirafu area.

As Niseko families are hoping for a follow up note from the Board, Paul will send a follow up letter to the Niseko families.

9. Treasurer Report and Financial Matters

- Next month

10. Marketing Committee Report (verbal) Kaufman

Executive Board Discussion:

- Need scholarships to attract more international families.
- Fixed the date for the Family Fun Day in Niseko for June 14.
- Beer Fest moved to 8th, 9th and 10th of August.
- HIS promotional calendar: progress is being made.
- Niseko Promotion Day is March 9th: invitational meeting with prospective supporters of the school.
- After Powder Life, the hits on website went up.
- The look of the proposed website renewal by Hajime Katayama is amazing, previewed at the Marketing meeting.
- Company sponsorship is being sought out.

11. Approve the 2014-2014 School Calendar

❖ Motion to Approve the 2014-2014 School Calendar

Kaufman moved and Lazirko seconded the motion that the Executive Board approve the 2014-2014 School Calendar.

The motion passed unanimously.

12. Presentation on School Governance Ratzliff

Executive Board Discussion:

Concerning the faculty meeting, exit and entrance interviews conducted by Board members; are these methods providing needed and valid feed back or is the Board creating the misperception of the Board's role to the staff that they can go through the Board and bypass the Head's authority? It is the Board's duty to

educate the community and faculty, to tell what the board is empowered to do and what the Head is empowered to do. The Board needs to correct this misconception, not the Head of school. The Board feels the faculty meeting was of value and positive results have come out from it. Though it is an unusual practice at other international schools, HIS has a history of having the Board-Faculty meeting and for Board members to conduct annual entrance and exit interviews of incoming and leaving faculty.

This conversation will be continued at the next meeting in February.

13. Marketing

Executive Board Discussion:

For the future HIS will need a marketing person, someone part-time perhaps at first, moving into a full time position over a number of years.

14. Retirement Age for part time workers

Executive Board Discussion:

Currently there are no limits for part time workers.

Perhaps 70 years old with the discretion of the Head....need more information from the labor lawyer on the current law.

15. Online System for Review of Meeting

Online survey system to review the meeting. The ability to send this out has been shifted from Dan to Paul. It will go out this time.

16. Items for Future Consideration

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

17. 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:

7. February 15

8. March 22 (I have a conflict with this date and will be unable to attend, could someone else take the minutes? Dan you were hired :)

9. April 26 (board retreat and meeting)

10. May 21 (before the BoC meeting)

11. June 14 (tentative)

18. Adjourn meeting

♣ **Nikel moved to adjourn the meeting at 17:25. The motion was approved.**