

## Minutes of the 2013–2014 HIS Executive Board Meeting #12

### 2014 June 7 (Saturday) 15:00 @ HIS Sapporo

**Members present:** Karen Katayama, John Lazirko, Teiji Midorikawa, Paul Nickel, Barry Ratzliff, Mark Rubiner and Monica Tsubaki.

**Members absent:** Phred Kaufman and Ted Diehl

**Guests present:** Dan Reynolds (principal), Shannon Koga (Niseko administrator), Shoji Mitarai (auditors).

**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 15:05. We have a quorum.

#### 2. Approve agenda (2014-06-07\_1\_Agenda.pdf)

The agenda was approved.

#### 3. Approve and sign minutes of 2014 May 21 (2014-05-21\_ExB\_min.pdf)

May 21 minutes signed.

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

#### 4. Matters/discussion arising out of the minutes

none.

#### 5. Chair Report (2014-05-21\_2\_Chair.pdf) Nickel

Executive Board Members,

As the 2013-2014 school years draws to a close I would like to take the opportunity to say to the Executive Board members, **Thank You**.

This is a volunteer position and it takes a lot of time from our busy schedules. We do it to help make HIS a better educational institution for the students and a fulfilling work environment for the faculty and administration.

The product of our efforts has made HIS a better place this year. As a board, we close the year with stronger governance, we are better focused and we have identified key areas that require progress as we rise to meet the challenges facing us: declining enrollment, the Niseko campus and a comprehensive marketing and branding strategy.

Our board retreat with Mark Frankel was very successful and he helped to identify our 2014 board goals that will assist us to keep moving forward.

I would like to thank Mark Rubiner and Carlton Benson for their contribution to the Executive Board as members. We wish them the best going forward.

I would further like to thank Dan Reynolds for his contribution as a non-voting member of the board and wish him the best in his new position.

Finally, on a personal note, I am happy to have my "rookie" year behind me and look very forward to a successful 2014-2015 school year.

Sincerely, Paul

HIS Board Chair, 2013-2014

#### 6. Head of School's Report (2014-06-07\_3\_Head.pdf) Ratzliff

Enrollment: HIS current enrollment: 194 // Niseko Enrollment 13

My report this month is less of the usual report and more of an opportunity to express my thanks to the many involved stakeholders of the HIS community. Those thanks begin with the Board. While it has not necessarily been a simple and straightforward year, we have grown and learned as a body and I have appreciated your support across the year.

I'm now at the end of my first contract as head and I must confess that school leadership is no less of a challenge today as it was in my first year. Certainly I have learned much but the job is a steady learning curve that rarely seems to be anything but intense. My predecessor often made the remark that growth and progress exist amidst

tensions and while they can become imbalanced, tensions serve to push us to reevaluate directions taken and test our commitments. We have our work cut out for us next year but I feel that we are in the best position to clarify our future plans and move forward with clearer purpose.

I would also like to thank the staff and faculty at HIS who have made such an incredible amount of progress on all fronts with the curriculum and other aspects that make a school. Their contributions continue to define and refine what we do. We have never seen a more solid curriculum at our school than we have now. Maintaining what we have and continuing to build, adapt and incorporate change along the way is the ongoing challenge of this century in education. The demands on education and the pace of change are greater than we have ever known. HIS has all the curricular components in place to allow us to move forward in confidence and absorb that change.

Also, our families and students. A thanks for your diligence and individual contributions that are our foundation as a school. This was no more expressed than at the Piano Concert at the Clock Tower. Our students are simply wonderful.

I would like to pay tribute and express my thanks to Dan Reynolds for being everything I had hoped for in a principal and more. I have learned immensely from him and know that his contributions will have lasting effect. We wish him the best and know that he will go on to be contribute to international education in a new school.

### **Organization for Student Learning:**

#### **A5 School Environment**

- **Safe, Clean, and Orderly Environment:** The school's "HIS Student & Staff Protection Policy & Protocol" was completed after incorporating staff, Executive Board and Board of Councilors' input. The completed draft is something that I think the HIS community can be proud of. Please connect to the document here: [HIS Student & Staff Protection Policy & Protocol - Google Docs](#)

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

#### **C1 Student Connectedness**

- Matriculation Support -- The WASC process contributed tangibly by pushing us to establish a College Counselor position. We trained one of our own, Colleen Currie, to be our school's College Counselor and that paid off this year with a dramatic increase in the number of acceptance offerings from colleges and universities. The list is on the front page of the website.

#### **Personal**

- I leave for Principals Training Center (Croydon, UK) at the end of June to attend a course in Curricular Leadership. I will also be spending a few days in the UK and hope to catch up with two of my former homeroom students (Graduating Class of 2010) who are currently attending Cambridge University. I will also visit with a good friend of Kaori and mine before returning to prepare for HIS' 56th school year, 2014~2015.

#### **Head Goals 2013 - 2014**

1. Lead the development of a 3-year master resource plan to clarify and prioritize finances. (The only head goal to continue into next school year. It has been largely addressed through preparation work we have completed in long-range budgeting and building and grounds plans. We now need to slot this into a comprehensive Resource Plan that should incorporate the marketing work that we begin at the tail end of this school year.)
2. Lead the curriculum committee in creating an articulated and aligned curriculum plan for grades 9 - 10. (addressed - ongoing in Outdoor Education)
3. Lead the staff in developing and implementing an articulated plan to promote broader understanding of the redeveloped school outcomes to the school community. (Complete / Virtues Project workshop is another critical stage in bringing us forward here as a community / With the final installment of the HUSKIES in the HEX in May, this task will be complete )
4. Explore how the development and redevelopment of schools programs could be used to effectively attract students to our residential program. (Choosing to contract Corinne Diehl brings the decision-making aspect of this job to a conclusion. Moving forward with the work and coming a concluding plan is where the real work of this lies ahead.)
5. Complete the task of and support the reestablishment of a preschool program at HIS Niseko. (Complete)

#### **Head Goals for 2014-15 (for your consideration today)**

1. Complete a master resource plan for clearer stewardship of the school's resources.
2. Support completion of a branding study.
3. Support teachers in professional growth as it pertains to HIS' adopted instructional practices and approaches.
4. Ensure that school communications effectively address the strengths and relevance of HIS educational and co-curricular programs.

### **Notes from Discussion:**

The auditing by Sapporo government went well yesterday.

In Head goals might want to include something about students, as they are the main stakeholders.

## 7. Principals Report (2014-06-07\_4\_Principal.pdf) Reynolds

### PTA

The PTA BBQ was a successful event despite the weather and the reschedule. At the next PTA meeting we will be going over membership for next year's Steering Committee.

### Elementary Sports Day

Thank you to Mr. Kosaka for a successful, although be it wet, sports day. Fun was had by all and parent turn out was great.

### Faculty Meetings

In an attempt this year at making faculty meetings more collaborative we have read and discussed some educational articles. Here is the article we discussed at the last meeting focusing on the question: How do we identify, attract, nurture, and train teachers who have an "inquiry-friendly" personality? <http://blogs.kqed.org/mindshift/2013/11/do-you-have-the-personality-to-be-an-inquiry-based-teacher/>

### Information Evenings and Coffee Mornings

Barry and I hosted a HIS Programs (AP/IMYC/IPC) and IB talk and will host a Finances 4 Parents talk. For the AP/IB talk attendance at the evening session was high but the morning session was very low. We hope to have good numbers at both sessions for the finance talk.

### Senior Trip

Due to the events in Thailand we decided to alter the senior service trip and they will now go to Okinawa. A big thanks needs to go to Mr. Salter and Ms. Roe for chaperoning and organizing things on the fly due to the change.

### Thank You

I would like to thank everyone on the Executive Board for their support of myself and my family over the past 3 years. I wish the theft of personal property at school was not clouding my leaving of HIS, but in time I hope to get past this and look back at my time here fondly.

## 8. Niseko Report (2014-06-07\_5\_Niseko.pdf) Koga

May has been a very busy month in Niseko primarily spent with the marketing and advertising of our school. Both Mrs. Senzai and I have been inundated with telephone and mail contacts, followed up by interviews and photo shoots. This month alone we have been visited by:

- Tokyu Resort for their collaborative flyer (photo shoot across three days)
- ANA for a travel package based on HIS Niseko's Seasonal School
- SkiJapan.com for a two page bilingual article
- Relo-x and Sky Station Niseko for a condo package with HIS Niseko as one component
- Tokyo branch of Hokkaido Government Tourism Dept.
- Niseko Halloween Festival (Mrs. Koga serves as head)
- Yomiuri Newspaper who featured us in their 50th anniversary issue on May 16th
- Karinpani (Niseko YH) who is advertising us on their website

As a school we have made it to Sapporo to share in Sports Day and a study day for MP3. At the same time, Mrs. Koga was able to provide support to one of the current ELL teachers in Secondary. We also participated with the HIS Choir in, and Mrs. Senzai MCed, the 3rd annual Sakura Concert in Niseko.

We had the pleasure of Mr. Kelly at the end of May, as Mr. Sinclair's professional observation was completed. Mrs. Goodman's will be completed at the beginning of next year.

On a fun note, our garden is complete, and as Mr. Kelly said, we are one of the forerunners in Japanese schools. Having a school garden is becoming a popular learning area in schools and ours is now about 30 tsubo in size. We have planted over 30 varieties of vegetables and are looking for our first harvest in a couple of weeks.

Summer school (Sapporo) and Seasonal School (Niseko) are both being coordinated by Mrs. Koga and are seeing explosive numbers of students. Already Summer School in Sapporo has 40 students registered from PreK to grade 9, the majority of the students coming from overseas, many of them just for summer school. Seasonal school is scheduled to run for 6 weeks at 20 students per week, but we already have more than 25 students in three of those weeks. Many of these are coming from Sapporo, Honshu and Korea. We have also confirmed that the Malaysian group of students who

came for a trial last year will be returning for one week in August and we are excited to be introducing this program to another school from Honshu later in June. Summer school in Sapporo has committed 500,000 to a scholarship for this coming year and based on the profits of this summer's session, may add to that by one more scholarship. Seasonal School in Niseko will be contributing 100,000 to the IPC and other needs of HIS Niseko, adding to the self-supporting intention of the school.

School will end in Niseko the same as Sapporo and teachers will be invited to Graduation and will be expected to attend the final day of teacher days in Sapporo on June 20th.

Respectfully submitted  
Shannon Koga

#### **Notes from Discussion:**

Proud school moment, HIS Niseko has been published in various the news articles. Flyers ready for "Mommy and Me" program. The opportunities in Niseko are booming. Shannon is hoping for assistance in the future from the Sapporo campus with marketing. Currently the burden is all on Shannon and Kyoko (administrative assistant).

The increased numbers of enrollment in the summer programs have made it necessary to hire HIS alumni to come as assistants to work for a week or so, (alumni are home from Uni for summer vacation).

### **9. Treasurer Report (2014-06-07\_6\_Financial.docx) Lazirko**

#### **HIS Financial Summary, 30 April 2014**

##### **1. Expenses (HIS #1)**

The comparisons between April 2014 and April 2013 are as follows:

##### **Income:**

Total tuition income decreased by 3,773,997 JPY. In particular, elementary tuition income decreased by 8,822,000 JPY.

Annual fees also decreased by 1,457,545 JPY compared to last year.

[Entrance fees increased by 1,200,000 JPY.]

[Application fees increased by 60,000 JPY.]

The only other incomes that increased compared to last year were summer school and donations [grants and gifts].

##### **Expenses:**

Compared to last April, personnel, computers, vehicles, and maintenance expenses increased:

Computers: Purchased Apple Japan base stations (18,857 JPY X 6).

Maintenance: apartment fee for new hire teachers.

Vehicles: Honda Civic repair, etc.

##### **2. Balance sheet (#4)**

Up to the end of April, cash on hand was 81,731,830 JPY, while the previous year's cash on hand was 76,841,159 JPY.

Therefore, we had a 4,890,671 JPY increase.

This month we transferred \$30,000 (3,141,000 JPY) from Hokuyo Bank to Bank of the West .

The CIDF at the end of April 2014 was \$15,136,489.64 [a decrease of \$127,891 from March 2014].

##### **3. Dormitory (#5)**

Dormitory income at the end of April was 13,614,226 JPY.

Expenses were 10,827,710 JPY, leaving a surplus of 2,786,516 JPY.

The dorm maintenance expense for this month was 126,000 JPY to Nakayama Boiler for heating system repairs.

##### **4. Niseko (#6)**

At the end of April, Niseko school income was 7,103,746 JPY.

Total expenses were 23,028,361 JPY, resulting in a 15,924,615 deficit.

**10. Marketing Report** (verbal) Paul

- John Barton has completed the calendar, at least 10 advertisers have signed on that will cover the cost of printing the calendar. This will be handed out to families for free and used for promotional use.
- Barry and Corrine have started working together.

**Notes from Discussion:**

Need to clarify conflict of interest issues and spouse employee and board members: need to finish the **Protocol for Spouse of Board Member Employment** (see minutes from 2013 March 30).

- ❖ Will put this on the agenda for the August meeting.

**11. Nominating Committee Report** (verbal) Katayama

The slates for the ExB and BoC were passed by the BoC at their June 21 meeting. Thus officially accepted, the new members for the coming school year are as follows:

**BoC New Members:**

1. Atsuko Clipstone (2014-2017 term) [Teiji's slot new term]
2. Miyako Kawakami (2012-2015 term) [replacement for Michi Goto from International Communication Plaza]
3. John Barton (2013-2016 term) [Barbara's unfinished term]

**ExB New Member:**

1. Alan Bossear (2014-2017 term) [Mark's replacement]

**12. Executive Board Goals****Board goals for 2014-2015 are:**

1. Support and encourage the development of the Niseko campus; develop operational parameters for decision making.
2. Conduct a branding study of HIS; Sapporo and Niseko campuses.
3. Integrate HIS foundational documents; codify procedures and practices.
4. Create a succession pipeline for board leadership (chair and officers).

**❖ Motion to Approve the Executive Board Goals for 2014-2015 school year**

Rubiner moved and Tsubaki seconded the motion that the Executive Board approve the Board Goals as written.

7 members voted for.

0 members voted against.

0 abstention.

The motion is passed unanimously.

**13. Head Goals****Head goals for 2014-2015 are:**

1. Complete a master resource plan for clearer stewardship of the school's resources.
2. Support completion of a branding study.
3. Support teachers in professional growth as it pertains to HIS' adopted instructional practices and approaches.
4. Ensure that school communications effectively address the strengths and relevance of HIS educational and co-curricular programs.

**❖ Motion to Approve the Head Goals for 2014-2015 school year**

Lazirko moved and Midorikawa seconded the motion that the Executive Board approve the Head goals as drafted.

7 members voted for.  
 0 members voted against.  
 0 abstention.  
 The motion is passed unanimously

#### **14. Passage of School Handbooks Updates for Elementary, Secondary, Dorm and Niseko Emergency Evacuation Protocol**

1. Cost for replacement of IT equipment broken by a student will be replaced by family.
2. Parent Google permission to use Google applications, signed permission.
3. Dan will send document\*\*\*\*\*

#### **❖ Motion to Approve the School Handbooks Updates**

Nikel moved and Lazirko seconded the motion that the Executive Board approve the School Handbooks Updates for Elementary, Secondary, Dorm and Emergency as drafted. Shannon will send document\*\*\*\*\*

7 members voted for.  
 0 members voted against.  
 0 abstention.  
 The motion is passed unanimously.

#### **15. Head of School Evaluation**

Closed Executive Session called by Chair to evaluate Head, (observers, guests and Head asked to leave)

The Purpose of a formal evaluation:

- (1) To enhance the Head's effectiveness;
- (2) To protect the Head from biased criticism from an individual / minority group;
- (3) To assure the HIS Board that policies in place are being carried out;
- (4) To clarify for the Head and the individual board members the responsibilities the Board expects the Head to fulfill;
- (5) To strengthen the work relationship between the Head and the Board.

#### **16. Board Evaluation Results (2014-06-07\_6\_ExB\_Eval\_Report) Katayama**

##### **Notes from Discussion:**

- On average, we were 0.1 or 0.2 less than the previous year.
- The number of "I don't know" were greater, but to be expected with two new board members
- Suggestion by Monica that the document be reworded and language clarified.

#### **17. Board participation at the HIS Beer Festival (verbal) Katayama**

- Beer meeting on June 24 Phred's bar 7pm

#### **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, 2014-2015 school year:

1. August 23

**20. Adjourn meeting**

- ❖ Nickel moved to adjourn the meeting at 17:29 . The motion was approved.
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Minutes by Katayama (June 2014)