

## Minutes of the 2010-2011 HIS Executive Board Meeting #2 September 13, 2010 (Monday) at HIS at 18:00

**Members present:** Branson, Ikeda, Johnson, Kaufman, Viljoen, Yonesaka

**Members present in writing:** Katayama, Lyons

**Guests present:** Barry Ratzliff (Deputy Headmaster); Dr. Toma (HIS Auditor)

### 1. Call meeting to order.

Viljoen called the meeting to order at 18:00.

### 2. Approve agenda (2010.9.13\_1.agenda ExB.pdf)

The agenda was approved.

### 3. Approve and sign minutes of August 14 meeting (2010.9.13\_2 Aug14\_2010\_minutes.pdf)

Minutes were approved and signed.

### 4. Matters/discussion arising out of the minutes: None.

### 5. Chairperson's report (2010.9.13\_3.Chair ExB.pdf)

Viljoen encouraged the Board to be even more effective by preparing well for meetings, by considering the issues at hand—in particular, Niseko—and by making suggestions for Board improvement.

### 6. Headmaster's report (2010.9.13\_4.HMreport.pdf)

**Enrollment:** Enrollment is currently at 182 with two more students coming in late September.

**Finances:** The finance committee met on August 31 to review the 2009-2010 budget.

**Personnel:** Ratzliff and Branson have begun teacher observations and evaluations with the goal of completing all by the end of October. Kaori Ratzliff continues to provide support to new teachers.

**Curriculum:** HIS anticipates working with Bambi Betts in October on using data to support classroom instruction and to develop common assessments.

**School Improvement:** HIS will help organize the Fall Festival this year as part of the re-organization of PTA. The first Parent Discussion Group is scheduled for October 6. Work has begun on the Fall Festival planning, with Branson organizing the Festival as there is no committee head at this point.

**Building and Grounds:** The Teacherage Building Committee met on September 7.

**Marketing:** The spring fundraising committee met.

**Niseko:** (See discussion below)

**Technology:** Thanks to Andy Roe and Megan Roe for managing IT issues very effectively until Yuya Hisada could return.

**Student Safety and Health:** The fall emergency drill has been rescheduled.

**Important to Note:** Branson is in the process of purchasing a new "head of school" car.

### 7. Deputy Headmaster's report (2010.9.13\_5 Principal Report.pdf)

a. *Language Mission:* Teachers are monitoring student language use and rely on the friendly reminder, "Are you checking your language use?" to encourage students to become self-checkers of what language they choose to speak in.

b. *Curriculum & Professional Development:* On Sept. 3 and 4, Katherine Tucker came to train Primary Level teachers, providing an overview of the IPC structure which benefitted our newest teachers.

c. *Elementary Team:* The annual elementary Back-to-School Night (Sept. 16) will provide more informal time for parents to ask questions.

d. *Secondary Team:* Many thanks to Sophie Brown and David Piazza for organizing successful trips to Domin-no-Mori (JHS) and Niseko (SHS). To respond to questions raised about documenting safety procedures, teachers will begin to use a checklist for outdoor activities to document how possible risks have been addressed. The Board also confirmed that David and Sophie are trained in first aid.

e. *Dormitory:* Currently we have 11 students of a projected 15.

f. *School Improvement:* WASC has received our *Interim Report* for 2009-2010.

g. *EARCOS:* Barry Ratzliff and Karen Katayama (Executive Board) will attend the Leadership Conference.

### 8. Treasurer's report (2010.9.13\_6 Mangan Report.pdf; 2010.9.13\_7 Fin Com Report.pdf) Finance

a. Committee reports that HIS finances are healthy.

b. The committee proposes allocating the Reserve Funds as follows: Maintenance Fund: ¥8,000,000; Vehicle Fund: ¥1,000,000; Reserve Fund: ¥ 2,000,000; Emergency Recruiting: ¥ 1,500,000; plus an extra ¥8,000,000 into the Vehicle Fund.

- c. The 2010-2011 budget has been reviewed and the Finance Committee concludes that it is appropriate as passed by the Board of Counselors meeting in May. Nakagawa confirmed that the 2010 to 2011 budget does not need to be revised.
- d. The committee has verified that the Capital Improvement Fund cannot be used as collateral for any loan but it can be used for the Teacherage.
- e. The committee proposes to the Executive Board that the Reserve Funds be used to support the Niseko Campus proposal.

Branson moved, Yonesaka seconded, to accept the Finance Committee's allocation of Reserve Funds as follows: Maintenance Fund: ¥8,000,000; Vehicle Fund: ¥1,000,000; Reserve Fund: ¥ 2,000,000; Emergency Recruiting: ¥ 1,500,000; plus an extra ¥8,000,000 into the Vehicle Fund. Motion was approved.

9. **Auditor's report:** Toma presented the Capital Improvements Fund (CIF). The CIF has gone down in terms of yen, but the dollar rate has returned somewhat to its prior level.

#### **A. Decisions needed/ desired**

#### **10. Improved Board communication and practice proposal**

- a. Amend the Articles of Incorporation and By-Laws to increase Executive Board Membership from 8 to 9 members.
- b. Amend the Articles of Incorporation and By-Laws to set term limitations of two consecutive terms of three years.
- c. Amend the By-Laws so officers (Chair; Vice Chair; Secretary; Treasurer; Personnel Chair) may only serve for three years before taking a break of at least a year from that officer position.

Viljoen first reported on what absent members and Nominating Committee had conveyed to him. Toma noted that changes be implemented at any time, but a and b will need to be reported to the Hokkaido Government. The three sections of the proposal were discussed and voted on separately.

- (a) Viljoen moved and Yonesaka seconded Proposal (a). Issues that were discussed: bringing in various ethnic groups; having the Principal as an observer (as the Vice Headmaster is now). Motion was approved, with 7 in favor, 1 opposed.
- (b) Yonesaka moved, and Ikeda seconded Proposal (b). Branson moved, Ikeda seconded, that we add to 10(b) "with eligibility to serve again after a recess of at least one calendar year". Kaufman noted that there may come a time when there are not enough people to serve. There was also a discussion of the process of how Board members are re-nominated after three years. The revised motion, "b. Amend the Articles of Incorporation and By-Laws to set term limitations of two consecutive terms of three years with eligibility to serve again after a recess of at least one calendar year." was approved, with 6 in favor, 2 opposed.
- (c) Viljoen moved, Yonesaka seconded Proposal (c). Kaufman noted that people are good at certain things. Branson said that there is currently no process for evaluating and giving votes of confidence for the Positions. We need to look at the process for self-evaluating. After discussion, the motion was not approved, with votes unanimously opposed.

Branson moved that by Jan 31, 2011 the Board design protocols for evaluating the Board members and the Officer positions. Branson moved that the date be changed to Feb 28, 2011. Johnson seconded, all approved that the amendment be made. Discussion ensued. Motion was unanimously approved. Lyons will be asked to develop the process.

#### **11. Board calendar for this year (2010.9.13\_8 Board calendar 2010-2011.pdf)**

The complete Board calendar for 2010-11 was proposed, including sub-committee, goals, and vision planning. Branson will add more items on Board vision.

#### **12. Board positions (treasurer) and committee review; board self-improvement action plan**

The Board confirmed the standing committees. (See the bottom of the minutes.)

As for board self-improvement, it was agreed that the meetings are still too long and should be streamlined by putting more in writing. The Board needs to constantly talk about mission and vision, but if an item in Section C or D needs to come onto the agenda, Board members should email Viljoen.

#### **13. Niseko satellite school (2010.9.13\_9 Niseko Report.pdf)**

Chris Wood, former Board member and Australian Consul, presented a six-page report on the Niseko area and current trends, including data from the Kutchan Town Office, the Niseko Promotion Board, and comments by present Australian Consul in Sapporo Mr. David Lawson. Summary follows:

**Current Status:** Niseko continues to maintain growth and has shown strong performance overall despite economic and currency pressure over the last two years. Although the total number of tourists to the region has fallen due to a decline in travel by Japanese, there is a strong increase (24.4%) in the number of foreign tourists.

**Residents:** The number of registered foreign residents in the Kutchan area has continued to increase over the last five years. The Japanese families interviewed would need assurance that the Japanese language and mathematics programs are strong. A staggered fee structure would be prudent in light of the reduced services.

**Business Environment:** The increase in the number of tourists from Hong Kong is outstanding.

**Long term Outlook:** Feedback from key developers confirms that growth will come predominantly from Hong Kong, Mainland China, Taiwan and Singapore. It can be expected that visitors will also likely increase during the summer months, as affluent Asians look for cooler locations to visit during the summer. There could be up to 250 Chinese families relocating to Niseko for the building of a new major development in the region. It is not unreasonable to estimate that a well-structured package of service offerings could become the main source of revenue for HIS and help support the running of the Sapporo campus.

**Competition:** Steps are being taken to fill the current void in English education in Niseko. If another season passes without some kind of service offering (whether that be short term holiday programs in winter and summer or a small permanent campus to cater for an initial intake of 20-30 students), it can be expected that this space will be taken up by an alternative education provider.

**Recommendations:**

- Standard accounting principles would indicate that the Niseko campus should not be expected to function independently of HIS. A review of the financial implications will be done after the first 2-3 years of inception.
- The first and highest priority should be given to establishment of a winter term senior school facility in the resort area where a co-ordinator would tutor affluent students staying for extended periods. Students would bring their own curriculum from their home school and HIS would deliver that program for a fee. Over one-third of all foreign visitors come to Niseko during Jan~March which confirms there is a strong pool of target students.
- As a first step HIS should commit to establishing a small campus with a view to attracting an initial intake of 20-30 students taught as mixed grades.
- With any new venture there is always some kind of risk involved, but considering the size of the opportunity and lack of other options for HIS to expand and differentiate itself, there is far greater risk in not taking action.

As commentary on the report, Branson's opinion is that HIS should not concentrate on a winter or summer camp, and HIS's main task is not to tutor students.

*The Board is grateful to Chris Wood for his professional and insightful report and for his commitment to HIS.*

Discussion ensued.

Dr. Toma supplied the Board with Japanese newspaper articles and information from his talks with city officials in the Niseko area and suggested that HIS wait one year. Branson supplied the Board with short written reports on the projected Niseko foreign population and business climate from various foreign business people in the Niseko area. He also provided a written projection of what commitments HIS would have to make in order to open a Niseko campus:

Tasks for 2010-2011, financial commitment, personnel commitment, board commitment, New Head commitment, and areas in which strategic steps would need to be developed.

There was a long discussion. After several years of investigations, the Board has already confirmed that it is interested in starting a Niseko campus, so the discussion centered on whether HIS should begin now to put a program in place for 2011 or postpone it.

Reasons given for moving ahead now:

- Building: The Miyata school building could be made available to us in March, but HIS needs to demonstrate our commitment now in order to secure the building.
- Leadership: Barry Ratzliff has been the person who is developing relationships with the Niseko community, and is very willing to work hard this year to make the Niseko Campus happen. He would have access to Branson's support and advice during this school year.
- Population: Business leaders consistently project foreign population growth in the next 3 or 4 years. For HIS to be ready with a solid program at that time, the campus needs to be started soon.

- Goodwill: HIS gains a lot of goodwill in times of change.
- Financial: HIS has built up its reserve funds to a level where they could be used for the Niseko campus.
- Momentum: After its 50th anniversary, HIS has matured as an institution and is ready to grow.

Reasons given against moving ahead now:

- Financial: With the present global financial state, HIS should avoid any costly action.

Viljoen moved to start a Niseko Campus in August 2011 contingent upon the use of the Miyata School Building, using the Reserve Fund as necessary. Kaufman seconded the motion.

Discussion continued. Several plans were proposed for giving financial incentives to families entering the Niseko Campus. Each of the Board Members will need to actively promote the campus and support Barry Ratzliff. The motion was unanimously approved. Katayama had written that she feels that HIS should move now.

#### **14. Purchase of campus land**

Toma provided a new document listing the steps to be taken in finalizing the purchase of the Sapporo Campus land from the City of Sapporo and regarding the drain under the Waterworks' land:

- The final price of the land is:  $\text{¥}45,100/\text{m}^2 \times 6869.53 \text{ m}^2 = \text{¥}309,815,803 \times 2/3 = \text{¥}206,543,869$
- Sapporo Waterworks has proposed to allow us to use the drain rent-free for one year at a time.

HIS accepts the City's proposal. Barry Ratzliff and Johnson will go to Hokuyo Bank with Eri Kashiwabara to arrange the loan, using the land as collateral. Shimako Abe to compile and file the various documents with the City of Sapporo according to the time-line given us by the City.

#### **15. John Ritter visit – Head of school recommends two visits in 2011**

John Ritter will be invited in April 2011 for a mini-retreat for new members, chair and head of school; and in late August/September for full board. This will be funded by a US government grant.

#### **16. Marketing/Fundraising – report from meeting on September 13**

On May 14, a golf tournament followed by refreshments and an auction will be held to raise money for the Endowment Fund.

#### **17. Report from Building Committee – Teacherage (to follow)**

Phase One-- take the Teacherage down and rebuild.  
Phase Two-- build another building for families.

### **B. Items to be discussed/ reviewed**

#### **18. Communication – Parent Discussion Group scheduled for October 6, 2010, 6 p.m.**

Johnson offered to head the Fall Festival.

#### **19. Curriculum development, implementation and assessment report**

Because teachers need more time to write unit plans, curriculum development on reading will be focused on in January after Susan Zimmerman comes.

#### **20. Head transition**

Barry Ratzliff will select a "supportive listener" to whom he can talk through problems or questions without necessarily receiving advice.

#### **21. Review of board policies**

Tabled

#### **22. One "unified" action plan**

Tabled

#### **23. HIS Vision**

Tabled

#### **24. Review of meeting:** It was a good meeting with lots of opportunity for us to talk.

#### **25. Time and Place of next meetings:**

October: October 1 (Friday) at HIS at 18:00 CANCELLED

Next Executive Board meeting: Monday, October 18 at 17:00 (Branson to lead).

ALL Executive Board members are asked to attend the Board of Councillors meeting on Monday, October 18 at 19:00; (Branson to lead).

November: November 29 (Monday) at 18:00; Branson to lead.

December: December 20 (Monday) at 18:00

**26. Adjourn meeting:** Meeting was adjourned at 21:00.

For reference:

### **HIS Mission Statement**

*Hokkaido International School will nurture inquisitive, creative learners for compassionate stewardship of an everchanging world by providing a university preparatory program, within an English language environment.*

**HIS Vision Statement:** to be in place this school year.

### **Executive Board Goals for 2010-2011**

1. **Communication:** Explore and implement ways to develop effective communication between board, faculty, staff and parents.
2. **Vision:** Develop a long-term vision for HIS that includes future development such as a Niseko campus.
3. **Head Transition:** Maintain the mentorship of the new Head of School, and prepare for the transition of new board members.
4. **Board Policies:** Review and update board policies.
5. **Curriculum:** Ensure that teachers develop curriculum that aligns agreed standards, assessment and instructional practice. (Complete language arts and move onto the next target area.)

### **Executive Board Goals for 2009-2010 (last school year)**

1. Ensure that teachers develop a language arts curriculum that aligns agreed standards, assessment, and instructional practice.
2. Raise the HIS community's awareness that the alignment of activities with the school's mission statement and curriculum is a priority.
3. Examine and create contingencies for future HIS facilities.
4. Review and update Executive Board policies.
5. Investigate the possibility of starting a satellite school in Niseko.

### **Board Roles**

Chair	Viljoen	
Vice-chair	Johnson	
Secretary	Yonesaka	(2011-2012 Katayama)
Treasurer	(to be decided)	
Personnel	Lyons	

### **Standing Committees** (*First four committees required by by-law, first person listed is chair*)

- a. Finance Committee (**Midorikawa**, Branson, Ratzliff, Shalfeieff, Kashiwabara, Nakagawa & ExB member)
- b. School Improvement Committee [Future Planning Committee] (**Ratzliff**, Branson, Viljoen, Yonesaka, Katayama, Johnson, Hisada, Deelstra, Gamarra, DeForest, Yamada Risa [12<sup>th</sup> grade], Mizuno Hikari [11<sup>th</sup> grade])
- c. Personnel and Curriculum Committee (**Lyons**, Johnson, Branson)
- d. Buildings and Grounds Committee (**Branson**, Kaufman, Lyons)  
Sub-Committee: Teacherage Building Committee (Branson, Kaufman, Lyons, Ogawa, Burrows, Nikels)  
Sub-Committee: New Building Extension Committee (Kaufman, Branson, Ikeda, Piazza, Sugino)

### **Other Committees** (*First person listed is chair*)

- e. Fund Raising and Marketing Committee (**Kaufman**, Branson, Ikeda, T.Riggins)
- f. Tuition Assistance Committee (**Branson**, Viljoen, Lyons)
- g. Board Nominating Committee (**K. Riggins**, Branson, Mitarai)

Item for HEx:

The Board made two important decisions at its September meeting. One decision involves increasing the number of board members from 8 to 9, and requiring Board members to rotate off the board for at least one

year after completing 6 years of service. We hope that this will keep us fresh and allow more HIS community members to participate in Board work.

The second decision is to start a Niseko Campus in August 2011 if we are able to use the Miyata school building. The Board strongly feels that a Niseko Campus will support the HIS mission and benefit all HIS students, and we hope for the active support of the entire HIS community. Both of these decisions will be discussed at the Board of Councilors' meeting in October.

Minutes by Yonesaka (9/17/2010)

Proofread by Viljoen (9/19/2010)

Further revisions 10/26/2010 as per minutes of Oct 18, 2010 Executive Board Meeting.