

Strategic Plan

Written by Rick Branson

Wednesday, 26 November 2008 12:53 - Last Updated Monday, 07 September 2009 09:08

Strategic Plan

Hokkaido International School

Update

September 30, 2008

Introduction

This update of the Hokkaido International School Strategic Plan incorporates new work conducted at the Board Retreat on August 29, 30 and 31, 2008.

In this update, we have attempted to indicate the status of each goal, the next step, who will be responsible and when we hope the goal will be accomplished.

The Strategic Plan, completed in September 2007, summarized a history of the process. Now as HIS celebrates its 50th anniversary, the process is solidified, and we can confidently move forward knowing that the Strategic Plan is clearly part of HIS' governance.

As we move forward, we are compelled to review the Strategic Plan as part of our regular governance process and follow the goals we have established with determination to meet them.

We thank John Ritter, in this third visit to HIS as board consultant, as well as the Office of Overseas Schools for supporting this effort.

Rick Branson
Headmaster

Date	Action	Who
September 30, 2008	Executive Board reviews Strategic Plan	Strategic Board
October 20, 2008	Strategic Plan goes to Board of Counselors	Board Chair
November, 2008	Strategic Plan published	Headmaster
January 27, 2009	Executive Board reviews Strategic Plan process	Headmaster & Executive Board
March 31, 2009	Executive Board reviews Strategic Plan process	Headmaster & Executive Board
May 25, 2009	Executive Board provides Strategic Plan update to Board of Counselors	Board Chair
August-September 2008	Board Retreat Review and plan update	Executive Board and Board of C

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Planning Schedule

Note on "Status Column"

- 5 – done
- 3 – making progress
- 1 – begun
- 0 – not yet started

Strategic Planning Committees

Committee	Chair	Others
Steering Committee	Executive Board Chair	
Future Planning Committee	Headmaster	
Executive Board		
Goal 1: Students	Headmaster	
Coordinator Team	Faculty Members	

Goal 2: Faculty

Personnel Committee	Headmaster
Goal 3: Facilities	Building and Grounds Committee
Kathleen Riggins,	
Board of Councilors	
Goal 4: Educational Programs	Faculty Curriculum Committee
Headmaster	
Curriculum Committee Rep	
Goal 5: Spirit and Support	

Future Planning Committee

Three Year Financial Plan		
2008-2009; 2009-2010; 2010-2011	Board Treasurer	Finance Committee

Strategic Goal 1:

In 10 years (2017), HIS students will be international and fluent in English, meaning:

- Grade 7-12 new students are at an ESL Level 4
- ESL teaching support K-12
- HIS is financially accessible to foreign children in Sapporo
- 25% of students have English as a heritage language

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- HIS international program is strengthened

June 2008 Milestone	2010 Milestone	2012 Milestone
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- | | | |
|---|--|--|
| - Communicate new entry level standards to all publics | | |
| - Feasibility study of exchange programs | | |
| - Move to 1/2 time aide to 1/2 time ESL teacher | | |
| - Budget for more ESL time in 2008-2009 | | |
| - Plan endowment as part of 50th anniversary, with scholarships to enhance students with English language | | |
| - Write scholarship policy (English), enrollment policy 7-12 (English), revise Developing nation school | | |
| - Investigate Niseko K-6 feeder school with 7-12 at HIS home campus | | |
| - Plan marketing improvements (dorm, exchange, internet) | | |
| - Develop dorm policy with English or diverse lang as a priority | | |
| - | | |

- | | | |
|--|--|--|
| - Grade 7-12 come in at ESL 3 | | |
| - Grade 7-12 ESL teaching support | | |
| - Sustained endowment fund with funds in it | | |
| - Endowment fun allows for at least two students | | |
| - Marketing as indicated in 2008 plan | | |
| - Structure curriculum to integrate content to improve international understanding | | |
| - Part time development staff | | |
| - 1 to 1 "trial student" exchange | | |
| - Plan 2nd dorm contingency | | |

- | | | |
|--|--|--|
| - Grade 7-12 come in at ESL 3 | | |
| - Grade 10-12 come in at ESL 4 | | |
| - Increase endowment fund to enroll 4 students | | |
| - Marketing as indicated in 2008 plan | | |
| - Exchange program functioning formally with 2 9th grade and 2 10th grade students participating | | |

Strategic Goal 1 – 2007-2008 Plan

In 10 years (2017), HIS students will be international and fluent in English:

Action Plan Steps		Status
Next Step	Who	When
I. Raise entry level standards for English		
A. Develop/approve supporting policy		

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1. Clarify policy at board meeting
2. Develop policy for entry level standards
3. Board approves policy

B. Revise admission procedure

C. Informed all concerned: HIS community & potential families

II. Budget for more teaching

III. Create endowment in conjunction with 50th anniversary

Create description/purpose of endowment

Review legal work in US

Look into legal requirements in Japan

Identify donors and who is best to contact

Formulate donation system

How much

How to recognize

Invite professional fundraiser to consult with HIS

Find out how other International Schools handle Endow

IV. English language preference student admission policy

Scholarship

Dorm policies

V. Investigate Niseko feeder school

VI. Plan marketing improvements

Internationalize curriculum

Plan for second dorm

0

0

0

5

5

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4
4
3
5

5

0
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3
4

Board policy:
Track what we are doing
What we need
How to meet it

Board Goal #2
Investment Fund approval
Nothing more in '08-'09
Database Development

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Oct. Exec Brd propose policy
Create Dorm webpage
Draft plan* (see note)
Dev. Database, alumni publication, budget for printing
Locate boarding house
Exec Brd

Branson & Kaufman
Shalfeieff

Exec Brd
Exec Brd

Branson, Greenway Shalfeieff	
JPN parents	Draft Dec. '08
Apr. March '09	

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Oct. B of C

Ongoing

Draft Dec. '08

Appr. March '09

June '09

Ongoing

Strategic Goal 2:

In 10 years (2017), HIS faculty will be diverse in background and balanced in longevity as Sapporo residents, meaning:

- Teaching staff will be dynamic and inspired with ongoing professional growth
- Transient teachers will be high qualified
- HIS will always hire best qualified candidates
- HIS will look to diversify by nationality, gender and age
- HIS will look for married couples when appropriate

June 2008 Milestone

2010 Milestone

2012 Milestone

- Look for diversity and "non-North American" in hiring
- Plan funding for Married/Single Teacher Housing
- Initiate feasibility for Long-term Teacher Sabbatical & Corp sponsored Sabbatical
- Improve P.D. opportunities with diversified opportunities
- Clarify mandatory retirement policy

- Fund teacher sabbatical for one semester
- Fund Married and Single Teacher Housing
- Fully fund diversified P.D. opportunities

- Fund one year sabbatical or two sabbaticals for one-semester
- Fund Married and Single Teacher Housing

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Strategic Goal 2 – 2007-2008 Plan

In 10 years (2017), HIS faculty will be diverse in background and balanced in longevity as Sapporo residents:

Action Plan Steps	Status	
Next Step	Who	When
I. Clarify retirement policy		
A. Review policy		
1. Government clarification		
B. Revise/Not revise policy and procedures		
C. Approve policy		
II. Improve Professional Development Opportunities		
A. Feasibility study of program and cost		
B. Approval of plan		
C. Fund in short term		
III. Teacher Sabbatical		
A. Feasibility study of exchange, study program		
IV. Funding for Married and Single Teacher Housing		
A. Investigate funding projections and future costs		
V. Hiring cycle for 2008-2009		
A. Always hire the best		
B. Consider hiring diversity		
C. Look at hiring fair statistics		
D. Seek Teach For America or comparable programs in other countries		

5

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3

0

1 (move to Facilities)

2

Publish retirement policy

Develop professional growth policy

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Determine faculty interest in developing plan

Look at feasibility

Work toward program; develop statement of hiring beliefs; what will we look for in candidates

Headmaster

Curric. Com.

Curric. Com.

Building & Grounds Com.

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Headmaster

June '09

Dec. '08

June '09

-

Dec. '08

Strategic Goal 3:

In 10 years (2017), HIS facilities will be enlarged and technologically up to date, meaning:

- HIS will have an expanded educational facility
- HIS will have a second dormitory
- HIS will have an expansion/replacement of the teacher housing with apartments for married couples

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June 2008 Milestone

2010 Milestone

2012 Milestone

- Funding decided for educational expansion
- By June of '08 decision is made on how to upgrade school technology infrastructure and information

- Blue prints completed and contractor on board for expansion
- Feasibility study and space reserved for dormitory
- Feasibility study completed on options for teacherage housing for married & single teachers as well
- Wireless environment for all secondary (7-12) have laptops; all classrooms have projectors

- Expanded educational facility
- Blue print and space reserved for second dormitory
- Blue print and cost estimates for married couple and single person teacherage
- All students 7th – 9th grade have laptops with connectivity in school and dorm

Strategic Goal 3 – 2007-2008 Plan

In 10 years (2017), HIS facilities will be enlarged and technologically up to date:

Action Plan Steps

Status

Next Step

Who

When

I. Determine what expansion is required & desired

A. Input from staff, faculty and parents

B. Use headmaster search as template process

C. Consider cafeteria, music, art, 2nd gym, classroom, library, IT lab and space for 2nd dorm

II. Research costs

III. Determine source of funding

A. Consider consulting Harris Assoc

B. Consider borrowing against Cap Fund

IV. Create wishlist of upgrades and new IT and determine costs

0

Produce template

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1. Resolve land issue with city; include plan to purchase land/building in Niseko.
2. Produce & provide data to the city; request and receive data from the city.

Viljoen &
Kaufman

Dr. Toma and Exec Bro

Nov. '08

Ongoing

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Strategic Goal 4:

In 10 years (2017), HIS educational programs will be coherent and enriched, meaning:

- HIS will have an articulated and monitored curricular plan with ongoing curricular revision
- HIS will have a full schedule of IPC and AP programming
- HIS will have an articulated Japanese and third language program leading to AP coursework
- HIS will have integrated programs of enrichment leading to art and outdoor education

June 2008 Milestone

2010 Milestone

2012 Milestone

- Begin IPC self-review
 - Investigate IPC integration of language and math
 - Define HIS outdoor education
 - Investigate feasibility of HIS outdoor education
 - Begin curriculum development in environmental awareness
 - Complete 2007-2008 goals of curriculum review
 - Plan AP Japanese for 2008-2009, pass syllabus
 - Discuss third language option
-
- Completed cycle of IPC self-review
 - IPC integrated math and language
 - Professional development for classroom teachers in arts
 - Cycle for AP in math, science, language, English with AP teachers attending conference
 - All elementary teachers trained in IPC and established rotating cycle of content
 - Completed 2007-2010 curriculum review
 - Integration of outdoor education and environmental awareness curriculum
 - AP Japanese offered and third language commitment
-
- Begun ongoing revision process after 2006-2010 curriculum review
 - Complete cycle of AP social studies, math, English, art, music, language with AP trained teachers
 - IPC integration across all content for classroom use with complete resources
 - Continued cycle of IPC self-review
 - Increased arts scheduling, staffing and improved facility

Strategic Goal 4 – 2007-2008 Plan

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In 10 years (2017), HIS educational programs will be coherent and enriched:

Action Plan Steps

Status	
Next Step	Who
When	
I. Begin IPC self-review	
II. Investigate IPC integration of math and language	
III. Discuss third language option	
IV. Plan Japanese AP for 08-09	
A. Resolve scheduling and technology implications	
V. Outdoor education	
A. Define HIS program for elementary & secondary	
B. Feasibility of integrated outdoor education and environmental awareness curriculum	
C. Develop a plan for action	
VI. Complete 07-08 curriculum revision	
5	
5	
1	
5	
4	
2	
3	
5	

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Continue review

Continue review

Continue review

Completed

Publish program & promote

Discuss

Review and plan implementation

Complete '08-'09 tasks

IPC Coor.

IPC Coor.

Curric. Com.

Outdoor Ed

& Publications

Curric. Com.

Curric. Com. & Outdoor Ed

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Curric. Com.

Ongoing

Ongoing

Ongoing

March '09

Ongoing

March '09

Ongoing

Strategic Goal 5:

In 10 years (2017), spirit and support will be increasingly strong, meaning:

- HIS is known and has a clear image
- HIS has a strong sense of community
- HIS is a force in the Sapporo community

June 2008 Milestone

2010 Mileston

2012 Milestone

- Clear system for community credits
- Budget to pay for development staff
- Pay for one-time development plan
- Permanent name tags for HIS community
- Sense of community grows

- Development staff in place
- Traditions enabling various parent groups to mix

- 90% name recognition in Sapporo

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- Clear communication with information on the internet for students, staff, parents and alumni
- Student appear in the public eye through public service and events like Kitara

Strategic Goal 5 – 2007-2008 Plan

In 10 years (2017), spirit and support will be increasingly strong:

Action Plan Steps

Status

Next Ste

Who

When

I. Review guidelines for community service credit, approve appropriate changes

II. Investigate development staff costs and combine with 50th anniversary staff

A. Discovery: what other schools do

B. Ask about development at EARCOS conference

III. Determine feasibility of development plan

A. Attracting students who meet HIS target profile

B. Attracting funding from wide community

C. Marketing HIS brand in the community

D. Budget for 2008-2009

IV. Community building events and traditions

A. Permanent community name tags w/ 50th lanyard

B. Mixers are included in events

C. Internet contact

3

3

A. 3

B. 3

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3

Publish guidelines

Develop plan for new halftime position and for future development

III. Continue work from 50th

A. Budget for 2009-2010

B. Plan annual fundraising event

Conduct 50th celebration

Secondary Coordinator

Shalfeieff

Exec Brd

Exec Brd

Headmaster & Fundraising Com.

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50th Com.

June '09

May '09

Ongoing

May '09

April '09

Fall '08

Ongoing

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*Note for Goal #1, point V.

Draft Plan for Niseko – the plan includes how many students, cost; inform Niseko families that HIS has a draft plan; approve Mr. Gallagher for Board of Councilors; visit potential school sites. This work would be carried out by Ratzliff, Branson, Kaufman, Halvorsen and Niseko parents.