

Minutes of the 2018-2019 HIS Executive Board Meeting #2

2018 October 17 (Wednesday) 18:30 @ HIS

Members present: Alan Bossaer, Karen Katayama, Phred Kaufman, Teiji Midorikawa, Paul Nickel, Robert Pickett, Barry Ratzliff, David Wakabayashi, Shoji Mitarai (auditor) and Kathleen Riggins (auditor)

Members absent: Craig Meikle (in New Zealand until November)

Guests present: Neil Cooke (Principal), Barry Mernin (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 18:35. We have a quorum.

2. Approve agenda (2018-10-17_HIS_Executive_Board_Agenda.pdf)

The agenda was approved.

3. Approve and sign minutes of 2018 August 18 Meeting

Minutes approved and signed.

Check that all previous minutes have been signed by those members who were present.

4. Chairperson's Report

File: (no file, verbal)

- Earcos in Nov. with Barry, Head hunting for new HoS, will report back to board.
- Change accountant in April: Nakagama san to Ishimaru san. Speaks English.

5. Head of School's Report

- File: (2018-10-17_5_Head.pdf)

Head of School Report to the Executive Board 10 / 17 / 2017

Enrollment: HIS current enrollment: 170 // Niseko Enrollment 25

Note on the HoS Report: As per usual, my reports are a series of notes recorded under the relevant criteria of the WASC accreditation protocol. I have also included a document for review from Attorney Hiroshi Tanaka.

Organization for Student Learning: A1. School Purpose

- [Area widely covered in the 2017 ~ 18 WASC Self-Study Year]

A2 Governance

• WASC Indicator: Board Appointments - There are clear policies and procedures with regard to the selection, composition, and specific duties of the governing authority.

• Note / Discussion - It may be timely for the EB to review it's appointment and retention process as part of a larger conversation.

- WASC Indicator: Relationship to Professional Staff - There is clear understanding about the relationship between the governing authority and the responsibilities of the professional staff. The governing authority limits its actions to policy making and strategic planning — authorizing the administration to implement its decisions.

- Note - **November 14 has been established as the meeting between the EB & Staff**

- WASC Indicator: Professional Development of Governing Authority/Ownership - Governing authority/ownership will participate in professional development that will enhance their knowledge and skills essential to effective international school governance. The governing authority/ownership uses a variety of strategies to remain current in research-based knowledge about effective schools.

- Note - I appreciate Paul's participation in board training at this year's upcoming EARCOS Conference. It will be critical ahead of the next HoS search.

- WASC Indicator: School Community Understanding - The school community understands the governing authority's role.

- Note - The EB should continue to review and communicate its role to the school community, highlighting the defined role of the EB in the Articles of Incorporation, as well as those established by the school's Principles and Practices document and those historic practices adopted to align it to independent/international school expectations and accreditation requirements.

- WASC Indicator: Board's Evaluation/Monitoring Procedures - There is clarity of the evaluation and monitoring procedures carried out by the governing board, including the review of student performance, overall school programs and operations, and the fiscal health of the school.

- Note / Discussion - Future generative conversations would benefit from the EB's consideration of the 'dashboard' data indicators that will be routinely collected in order to evaluate and monitor school progress.

A3 School Leadership

- WASC Indicator: Defined Responsibilities, Practices, etc. - The school has administrator and faculty written policies, charts, and handbooks that define responsibilities, operational practices, decision-making processes, and relationships of leadership and staff.

- Note / Decision - My thanks to the Holywells and Beattys (our dorm parents) and to Neil for the updates to our dorm and community handbooks. I've included the updated Dorm Handbook for review and passage.

- WASC Indicator: Involvement of Staff - The school leadership has processes and procedures for involving staff in shared responsibility, collaborative structures and actions, and accountability to focus ongoing improvement on student learning and teaching in a global environment.

- WASC Indicator: Evaluation of Existing Processes - The school leadership regularly reviews the existing processes to determine the degree to which actions of the leadership and staff focus on successful student learning and teaching towards the idea of students global citizenships.

- Note - As strategic planning moves forward, all of the teaching staff will be involved at some level in the strategic planning process, a process with an ultimate aim of improving student achievement.

A4 Staff

- WASC Indicator: Child Protection I - The school has recruitment policies and executes rigorous recruitment procedures that ensure all employees and volunteers are of sound moral character and suitable people to work with children and young adults. These procedures may include criminal records/background checks, training, and/or other such means as may be suitable.

- Note - HIS is reviewing it's training programs for incoming staff. School administration, with the Child Protection Team, is conduct research on international training providers with the intent of adopting a new training program for annual child protection.

- WASC Indicator: Child Protection II: The school has developed and adopted a code of conduct and written guidelines for appropriate behavior of adults towards children and children towards other children. All faculty, staff, volunteers and contractors agree to abide by this code of conduct.

- Note - Documents completed / Japanese staff and volunteer training being scheduled.
- WASC Indicator: Child Protection III: The school provides training for all faculty and staff in the implementation of child protection policies.
- Note - In the fall, administration had all child protection policy and code of conduct documents translated into Japanese. These will be used at a separate training to be conducted for Japanese volunteers and staff.
- WASC Indicator: Defining and Understanding Practices/Relationships - The school has clear administrator and faculty written policies, charts, and handbooks that define responsibilities, operational practices, decision-making processes, and relationships of leadership and staff.
- Note / Discussion / Decision - In response to our WASC Accreditation, I have presented, received input on and revised a draft organizational chart for Hokkaido International School, a chart that was originally proposed by the in-house WASC Leadership Team. I have also announced the structure of a Leadership Team and have sent announcements asking interested teachers to apply.
- WASC Indicator: Staff Actions/Accountability to Support Learning - The school evaluates the effectiveness of the process and procedures for involving staff in shared responsibility, actions, and accountability to support student learning throughout all programs. This includes an evaluation of the collegial strategies used to implement innovations and encourage improvement such as shadowing, coaching, observation, mentoring, and group presentations.
- Note - Principal Cooke, myself and Instructional Coach, Justin Gambino, have begun formal observations for incoming instructional staff. Each observation involves peer observers and reflective conversations.
- WASC Indicator: Supervision and Evaluation - The school implements effective supervision and evaluation procedures in order to promote professional growth of staff in 21st century skills and thinking. Teachers regularly reflect on their approaches to develop global competencies in the students.
- Note - See note above.

A5 School Improvement Process Criterion • [Non report area for this report]

A6 Resource Criterion

- WASC Indicator: Allocation Decisions - There is a relationship between the decisions about resource allocations, the school's vision, mission, and student achievement of the HUSKIES. The school leadership and staff are involved in the resource allocation decisions.
- Note - Given our fall student enrollment, it will be important for HIS to carefully consider the advice of the Finance Committee as it plans for the remainder of the school year. This may need to include a budget revision.
- Note - The Finance Committee met on October 15 and have decided to wait on disbursements from the CIDF for the repayment of land and Niseko support. The FC approved the transfer of ¥3,000,000 from the #Back Yard" account to HIS Niseko to cover the @ayroll for the month of October.
- Note / Decision - The EB will need to vote to release funds from the CIDF for land repayment and HIS Niseko support. The Finance Committee will report final figures after their meeting on October 15.
- WASC Indicator: Facilities - The school facilities are adequate, safe, functional, and well- maintained and support the school's mission, desired learner goals, and educational program.
- Note - A water pipe in the basement of the old dorm ruptured in the 9/06 earthquake and will need repairing during Fall Break, along with repairs to the gym basketball hoop mechanism. Wind damage from 9/05 typhoon will also be repaired at that time.
- Note - Major facilities repairs (water pipe replacement) must be considered for next summer.

- Note / Discussion - I propose that the Board provide general input on and consider a timeline and funding for a full redesign the main floor of the dormitory that would address: (1) kitchen upgrade needs (2) dining room needs and (3) a reconfigured lounge spaces that would accommodate a larger dormitory population.
- Note / Decision - The school would like to contract with Oshojihonpo to extend cleaning to the new dormitory. The cost is ¥84,000 per month.

- WASC Indicator: Well-Qualified Staff - Resources are available to enable the hiring, nurturing, and ongoing professional development of a well-qualified staff for all programs such as an online instruction and college/ career.

- Note - Intent Forms have been handed out to all staff so we can consider our hiring needs for next school year.

A7 School Improvement

- WASC Indicator: Long-range Resource Plan - The school has developed and implemented a long-range resource plan. The governing authority and the school have a process for regular examination of this plan to ensure the continual availability of appropriate resources that support the school's vision, mission, and student learning of the HUSKIES.

- Note - The Facilities plan (Long-Range Maintenance Plan) should be reviewed along with the Facilities suggestions above. See attached.

- WASC Indicator: Use of Research and Information - The governing authority and the school use research and information to form the master resource plan.

- Note - Will be incorporated as a component of strategic planning.

- WASC Indicator: Involvement of Stakeholders - The stakeholders are involved in the future planning.

- Note - Will be incorporated as a component of strategic planning.

- WASC Indicator: Marketing Strategies - The school has marketing strategies to support the implementation of the developmental program.

- Note - I will give a verbal report of my trip to the WEBA Student and Agents (student recruitment) fair that was held in Beijing on 10/7 & 10/8

Curriculum, Instruction and Assessment

B1 What Students Learn

- WASC Indicator: Current Educational Research and Thinking - The comprehensive and sequential documented international curriculum is modified as needed to address current educational research; other relevant community, national, and international issues; and the needs of all students.

- Note - See next indicator and comment.

- WASC Indicator: Academic Standards for Each Area - The school provides a comprehensive and sequential documented international curriculum that is articulated within and across grade levels for the improvement of programs, learning and teaching.

- Note - In the wake of the WASC visit, the Curriculum Committee continues conversations on how best to 'house' and align the school's curriculum in a way that makes it accessible and comprehensible to all instructional staff.

- WASC Indicator: Articulation and Follow-up Studies - The school conducts student follow-up studies that provide insight to the effectiveness of the instruction to prepare students for pursuing further education, entering the work force, or meeting their personal goals.

- Note - A continued area of need at HIS. The 60th anniversary provides HIS an opportunity to establish a Husky Alumni Association which can support us in our efforts to conduct follow- up studies.

B2 How Students Learn

- WASC Indicator: Challenging and Varied Instructional Strategies - The teachers strengthen student understanding and achievement of the HUSKIES, including targeted global competencies, through the use of

a variety of instructional strategies that are selected on the basis of the learning purpose(s) and effectively engage students at a high level of learning. This includes the integration of multimedia and technology as appropriate and the linking of students' experiences to the world.

- Note - The Curriculum Committee is currently reviewing school wide instructional strategies with a view to improve reading levels and balance teacher ~ student talk time.

B3. How Assessment is Used Criterion

- WASC Indicator: Professionally Acceptable Assessment Process - The school leadership and instructional staff use effective assessment processes to collect, disaggregate, analyze, and report school performance data to appropriate stakeholders.

- Note - The WIDA assessments, adopted into HIS and this year fully implemented across the school, are proving valuable to parents, teachers and administration. The WIDA assessment is also of particular help during the application process to determine readiness for an all-english program of study.

B4. How Assessment is Used Criterion - Classroom Assessment Strategies

- WASC Indicator: Demonstration of Student Achievement - A range of examples of student work and other assessments demonstrate student achievement of the academic standards and the HUSKIES, including those with special needs.

- Note - My personal thanks to Mr. Cooke for overseeing the PSAT and SATs again this year. These could be one of the dashboard data indicators that the EB might consider collecting into the future.

Support for Student Personal and Academic Growth

C1 Student Connectedness — Personal and Academic

- WASC Indicator: Strategies Used for Student Growth/Development - Strategies are used by the school leadership and staff to develop personalized approaches to learning and alternative instructional options which allow access to and progress in the rigorous standards-based curriculum. (Level of teacher involvement with students, a curriculum that promotes inclusion, processes for regular review of student and school wide profiles, and processes and procedures for interventions that address retention and redirection).

- Note - HIS students will again be participating in the Japan-America Society-sponsored, International Youth Forum, which will be held in November.

- WASC Indicator: Support Services and Learning - The school leadership and staff ensure that the support services and related activities have a direct relationship to student involvement in learning, e.g., within and outside the classroom, for all students.

- Note - Fourteen student volunteers will support the Terry Fox Run this coming Sunday (Oct. 14). I appreciate the efforts made and hope for a tangible learning experience.

- WASC Indicator: Co-Curricular Activities - School leadership and staff link curricular and co-curricular activities to the academic standards and school wide learner outcomes, i.e., global competencies. Students have the opportunity to communicate with diverse audiences locally and worldwide. Students contribute to local and/or global actions and service opportunities.

- Note - See following indicator.

- WASC Indicator: Student Involvement in Curricular/Co-Curricular Activities - The school has an effective process for regularly evaluating the level of student involvement in curricular/co-curricular activities and student use of support services. This includes students involved in projects on global issues, joining networks, and exchanges.

Resource Management and Development

D1 Resources Criterion

- WASC Indicator: Safe, Clean and Orderly Environment - The school has existing policies, regulations and uses its resources to ensure a safe, clean, and orderly place that nurtures learning, including internet safety.

• Note - In September, the Child Protection Team toured both dormitories and noted recommendations to make to both the dorm parents, and administration. These were reported at our last full faculty. A similar tour will be conducted in the school building as part of the work of the CPT this year.

• WASC Indicator: Child Protection II - The school has specific child protection policies, practices and faculty and staff training programs to ensure the safety and welfare of all students within boarding facilities, homestay and residential arrangements and on excursions, trips and student exchanges. These policies and practices are reviewed regularly.

• Note - See related note above in section A.

• WASC Indicator: Child Protection III - The school has a scheduled program of regular, systematic professional training for volunteers, contractors, faculty and staff on student safeguarding, child abuse prevention, recognition, intervention and reporting.

• Note - See related note above in section A.

• WASC Indicator: Child Protection IV - The school has in place formal learning programs through the school experience related to child protection.

• Note - See note in hiring in section A.

D2 Parent/Community Involvement Criterion

• WASC Indicator: Regular Parent Involvement - The school implements strategies and processes for the regular involvement of parents and the community, including being active partners in the learning/teaching process for all programs. The school involves non-English speaking parents and/or only parents.

• Note - I propose that the EB consider this indicator at our 10/17 meeting. Boarding Program

F1. School Boarding Program

The school's boarding program embraces the school's purpose, complements the school's program, and enhances the personal and academic growth of the students.

• Indicator: There is a body that holds the boarding program accountable to goals, policies, and procedures that are well-documented and aligned with the school's mission, vision, and the HUSKIES. There is a well-established appears process related to decisions made related to students in the boarding program.

• Note - I appreciate efforts made by the dorm parents (Holywell and Beatty) who spent considerable time updating and aligning the Dormitory Handbook and improving rules and practices to ensure greater consistency and safety for all residents.

• Indicator: There is evidence of full support and understanding by the governing authority, leadership, teachers, staff, students, parents, guardians, and community of the expectations of the boarding program.

• Note / Discussion / Decision - I recommend that the EB review and discuss the handbook to ensure understanding of the school's dormitory program.

• Indicator: The staff of the boarding program works closely and communicates regularly with the parents and/or guardians regarding all aspects to support the students who are boarding. This includes clear expectations and monitoring for those under guardianship or legal authority of the school.

• Note - My thanks to Kate Holywell who has maintained the tradition of sending out a Dorm Doings letter to all parents of dormitory residence on a twice-monthly basis.

Head of School Goals for 2018-2019

(1) Governance -The Head of an International School,in partnership with the governing body,develops a culture of responsibility and accountability for the accomplishment of the mission for learning.

- In collaboration with the Executive Board, receive input on and approval for a School-wide Leadership Team to which school wide proposals and decision-making can be reviewed and processed for final decision. - June 2018 (Completed)

- Research and develop a school-wide organizational chart, by Orientation Week 2018 (delayed by Sept. Collective Bargaining, seeking input and passage for Oct 17, 2018).

- Publish the school-wide organizational chart to the school community, by Opening Ceremony 2018 (delayed)

- Schedule ongoing meetings with mid-level and administrative leaders in the school to ensure consistent flow of information, by end of Orientation Week, 2018 (Completed and ongoing).

- Publish the role description for LT membership, advertise for and with fellow administrators, meet candidates and make final selections on the teacher positions on the LT, by end of August, 2018. (delayed by CB - introduced at Sept. FF).

(2) Human and Organizational Development-The Head of School ensures a safe, secure and supportive environment that is strategically resourced to achieve the mission and vision.

- In follow up to the WASC Action Plan, establish the guidelines, job description and compensation for an interim Child Protection Team leader, by July & August 2018 (delayed by finances)

- Advertise and select candidates for CPT Leader, by the end of August 2018 (delayed by finances)

- Collaborate with Child Protection Team Leader and membership to conduct a safety audit of the dormitory and school building and grounds. by end of September, 2018. (Dorm audit complete; building audit completed 10/10).

- Collaborate with Child Protection Team Leader and membership to complete and share a written report to staff and faculty for input, by end of October, 2018. (incomplete)

- Reconvene Child Protection Committee to review input and finalize recommendations for the school - End Semester 1, 2018. (Recommendations to be prepared as 'ground work' for a 'Child Protection Manual' to be created by the school's mid-cycle WASC visit of 2021.

(3) Operations and Resource Management-The Head of an International School ensures a safe, secure and supportive environment that is strategically resourced to achieve the mission and vision. Through the Strategic Planning Committee of the EB, lead the school in developing a strategic plan:

- Research and professional reading - Summer 2018

- School Improvement: Revitalize Your School with Strategic Planning - Tracy

- The Strategic School - Miles & Frank

- Strategic Planning for Schools - Collins

- Work with the EB to commission a Strategic Planning Committee - Delay to Nov 2018

- Review strategic plan examples - Delay to Nov 2018

- Through surveys, interviews and data points (staffing, student numbers etc.) audit the school's resource needs across the school. - November ~ Delay to January 2019

- Draft a Strategic Plan for presentation to the EB and staff - ~ February 2019

- Presentation of Strategic Plan for presentation and feedback from the BoC, May 2019

- Passage of Strategic Plan - June 2019

(4) School-Home-Community Partnerships -The Head of an International School cultivates positive relationships with families and the community to achieve partnerships that will benefit student outcomes. Work with the 60th Anniversary Committee and with key community members to establish a functioning Alumni Structure that would create connections across the school.

- In connection with the committee seek a potential Alumni Association Leader to join the committee from local alumni — August 2018 (seeking local alumni).

- Through monthly meetings, complete the process of building contact lists of past alumni - Ongoing - August ~ June 2019.

- In conjunction with the committee, create a structure and constitution for the Alumni Association - to Adopt by June 2019.

- In conjunction with the committee, establish ongoing outreach mechanisms that maintain contact with past alumni.

- Consider and launch a fundraising project to connect and motivate alumni to contribute to the future of HIS - End 2019.

(5) Operations and Resource Management-The Head of an International School ensures a safe, secure and supportive environment that is strategically resourced to achieve the mission and vision.

With local and overseas agencies, promote the dormitory program through visits to key cities:

- Contact WEBA World to learn more about their student recruitment and agent fairs to learn about costs and participation options — June/July 2018 (Contacted Mr. Affoler of WEBA to seek information on fairs to attend) - October WEBA Beijing Student Recruitment Fair attended October 7 & 8.

- Make inquiries to advertise the school in The Expats Guide to Japan and the Metropolis Guide - June 2018 (Initial contact made - financial timing being considered).

- Connect with and seek an invitation to Sakhalin International School to promote the dormitory program to oil industry families in need of a grade 8 ~ 12 program. Aim to arrange for a mid-November visit. Initial contact by start Sept., 2018. Follow up email sent.

- Plan three major recruiting trips for Beijing, Hong Kong and Sakhalin, by end of February, 2019 (Beijing Complete).

6. Principal Report

File: (no file, verbal)

- Will send file
- Meeting EB with PTA before winter break
- Map. PSAT, and SAT tests.

7. Niseko Report

File: (2018-10-17_5.7_NisekoReport.pdf)

- 30 kids in school by Feb. 2019

8. Building Grounds Report / Strategic

File: (2018-10-17_8_LongRange MaintPlan.pdf)

9. Finance Report - Alan Bossear Treasurer

File: (no file. verbal)

- will send digital file / hardcopy shared to all members
- Need budget revision because of student numbers; the budget was based on a student number of 202, however this year we have 169 students.
- Dashboard-style report on a monthly basis
- Change accountant from Nakagawa-san to Ishimaru-san. Do something for Nakagawaw who has been our accountant for 30 years. Keep Nakagawa-san on as retainer to help with certain situations.

10. 60th Anniversary Report

File: (2018-10-17_10_60_Anniversary Planning.pdf)

11. Revised Dorm Handbook

File: (2018-10-17_5.1_Dorm Handbook2018-19.pdf)

- Nikel motions, Bossaer seconds the motion to adopt the Dorm Handbook as presented by the school.
- Motion passes, unanimously.
- Alan found spelling mistakes, will fix those.

12. Organizational Chart

File: (2018-10-17_5.2_HIS_Org_Chart.pdf)

- Midorikawa motions, Wakabayashi seconds that the motion to approve the Organizational Chart.
- the motion passed unanimously

13. Osojihonpo Cleaning Contract

- Pickett motions, Nikel seconds the motion to accept an expansion to the Osojihonpo cleaning contract for dormitory 2.
- the motion passed unanimously

14. Cannot strike an F grade from a student's transcripts, this is not in the EB realm.

It is Operational so that is up to the Head of School.

15. Executive Session

16. Junior Service Trip Cost: need to use more money ¥400,000, which will be returned when students pay their part.

- Nikel motions, Katayama seconds the motion that administration be given permission to draw up to ¥400,000 to cover initial payment for the Junior Service Trip.

- motion passed unanimously

17. New Head of School search discussion: head search committee made up of EB, Teachers, etc...

- This can be discussed in our future Generative meeting.

18. EB Goals:

- to be discussed at the Generative meeting

19. Dorm 1st floor redesign Input: ¥10,000,000 estimate cost

- Generative meeting have a tour of the new dorm

20. Bus Fees

- In comparison to other schools our price is low.
- We have not raised bus fees in 12 years.
- Eri will work on the numbers

21. EB Meeting Schedule:

Regular Meetings

January 18, 2019 @ HIS 6:30pm

March 4, 2019 @ HIS 6:30pm

May 17, 2019 @HIS 6:30pm

Board of Councilors Meetings

Nov 08, 2018 BoC mtg.

May 22, 2019 BoC mtg.

Generative Meetings

December 3, 2018 @ HIS 6:30pm

February 6, 2019 @ HIS 6:30pm

April 12, 2019 @ HIS 6:30

EB and Faculty Meeting

November 14, 2018 @ HIS 6:30

22. Time and Place of Next Meeting

EB and Faculty Meeting: November 14, 2018 @ HIS 6:30

23. Adjourn Meeting

- ❖ Nikel moved to adjourn the meeting at 21:04. The motion was approved.