

Minutes of the 2018-2019 HIS Executive Board Meeting #5

2019 May 20 (Monday) 18:30 @ HIS

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

Members absent: none

Guests present: Neil Cooke (Principal), Barry Mernin (Niseko-Skype)

Quorum: Can have meeting without a quorum but cannot vote on anything. Email voting must be

sent and signed before the meeting starts to be counted as present. A quorum consists of 2/3 or 6 members.

1. Call the meeting to order

Nickel called the meeting to order at 18:34. We have a quorum for this meeting.

2. Approve agenda:

New topics added to the Agenda: Kitara tickets and flyers; EB Liaison

The agenda was approved.

3. Approve and sign minutes of 2019 March 4th Meeting and E-Votes Packet

Minutes approved and signed. (Absent members will need to sign the minutes at the next meeting, or go to the office, have the minutes pulled out of the files and then sign at a day and time of their convenience.)

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

Email votes signed and will be put up on the web site.

4. Chairperson's Report: Verbal

Apologizes for the lateness of the EB packet.

5. Head of School's Report

Head of School Report for the Board of Councilors 05 / 22 / 2019

Executive Board 05 / 20 / 2019

Enrollment: HIS current enrollment: 180 // Niseko Enrollment 30 Note on the HoS Report: [notes]

Section A: Organization for Student Learning:

A1. School Purpose

• School wide Statements of Purpose - At the EARCOS Conference, while working with Dr. Martin Skelton (developer of the IPC & IMYC) I realized our school statements were not aligned. I took this work back to the Curriculum Committee to revisit and revise Mission / Vision statements that would better align to the Huskies and our curriculum. The statements adopted by the EB are as follows:

HIS Vision:

Mindful leadership and learning through **academic pursuit, character development and global engagement.**

Mission & Learning: At HIS we believe in:

- global engagement
- growth for all
- repeated positive struggle
- the need for lasting connections between knowledge, skills and understandings
- experiential learning
- learning-centred experiences
- character development

Much time — including part of a PD day with all teachers — was spent on the statement and the proposed statement was reviewed again by all staff. The Board review it and passed it.

A2 Governance

- Board Training -The visit of International School Services' David Randall provided for governance PD for the Executive Board. (March)
- School Community Understanding - The EB held a General Meeting to report on the school's progress to the community. (May)

A3 School Leadership

- Handbooks - My thanks to the Holywells and Beattys (our dorm parents) and to Mr. Cooke for fully updating and revising to our dorm and community handbooks. (Oct.)
- Child Protection Safety Leader - Until resources are realized to meet the goal (resulting from our WASC visit) of employing a school counselor, Ms. Manjyoume will serve as the Lead Safeguard at the school. A counselor would take over this role and lead the Child Protection Team once in place. (Nov. updated May)
- Clarity on Governance Structure - Passage of the updated Articles of Incorporation puts to rest a two-year

process to bring the Articles to align them to expected practice and to resolve issues raised by the school's attorney that were raised in 2017. The new Articles definitively clarify the role of the two boards. (May)

A3 School Leadership

- Child Protection / Internet Security - At our last meeting in January, I sought the EB's input on proposed Computer Network Regulations. IT Coordinator, Katayama, has proposed these and they were reviewed by the Child Protection Team and all staff (2019-03-04_19_CampusNetwork_Regulations.pdf) - The regulations were passed by the EB. (updated March)

•A4 Staff

- Child Protection Training - Documents completed / in-house Japanese staff and volunteer training conducted for all. (Oct.)
- Child Protection Documents - In the fall, administration had all child protection policy and code of conduct documents translated into Japanese. These were used at trainings conducted for Japanese volunteers and staff. (Oct.)
- Organizational Chart / Leadership Team - In response to our WASC Accreditation, I 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. The structure and purpose of a Leadership Team was similarly introduced, leaders were selected and used throughout the school year. (Oct.)
- Staff Accountability in Instruction - Principal Cooke, myself and Instructional Coach, Justin Gambino, have begun formal observations for incoming instructional staff. Each observation involves peer observers and reflective conversations. (Oct.)
- Qualified Staff - Andrew Wanner will be joining our staff in Niseko where he will teach MP3. He is an experienced international educator, coming from North Jakarta Intercultural School. At HIS, Ms. Rory Pickett will be stepping into the MP2 position. (May) Outgoing teachers are Ms. Liz Kennedy, who will take a leadership position at a school in Thailand, and Ms. Sherrie Oda who will retire at HIS. Ms. Oda was acknowledged for her 24 years of service at HIS at the 60th Anniversary Time Capsule Ceremony held on May 2. (May)
- New IT Regulations - The Child Protection Team reviewed a draft of the Campus Network, Personal Device, and PC Use Regulations, which were researched by IT Coordinator Katayama and translated by the school. The document was shared with staff for comment, followed by the Executive Board, the Leadership Team and was finally sent to the EB for approval. The regulations are included here in this packet. (updated May).
- Professional Development - HIS made a commitment to bring PD training to the teachers in our EY, Reggio-Emilia Program. At the end of January, HIS will brought Dr. Junko Cancemi, Japan's preeminent Reggio expert (and former EY Coordinator at YIS). Dr. Junko spent two days (1 in Niseko and 1 in Sapporo) working directly with out EY teachers.

- Mr. Seth Beatty attended - child protection training on behalf of HIS at ASIJ.
- Three teachers drew on annually allotted PD funds to attend the annual EARCOS teacher's conference in Bangkok.
- Teachers continue to rely upon their Lesson Study / PLC Groups for in-house PD. Finances have, however, curtailed extensive PD work this year.
- In response to accreditation recommendations, the Child Protection Team explored online child protection training options, ultimately selecting modules of study through EduCare, a UK-based organization with international-school-specific training options. Over the Winter Break, the HoS worked through a six-hour certificate course, an annual refresher course and dormitory training as a tester on behalf of the committee. All incoming staff will be required to take the initial certificate course and all returning teachers will annually be required to take the refresher course (30 min ~ 1hr), in keeping with current school practices on child protection. (updated for May).
- Faculty Policies and Handbooks - Since it start this year, the school's Leadership Team met to finalize decisions relevant to the daily operations of the school. These included:
 - developed a stance of not permitting teachers to seek addition pay for tuition of school students
 - discussion and approval of the school's proposed Vision & Mission Statement
 - discussions on guidelines for PPLD use before/after longer holidays
- annual student surveys (draft survey & process)
- [Note] - With the assistance of the Curriculum Committee and Leadership Team, a draft Professional Development Handbook and PD Application and Approval Form / System was drafted to finally shift PD approval-making to a more transparent committee process. (March)
- [Note] - At the suggestion of the school's Safety Office (Hirotake Tawaraya), administration and Mr. Tawaraya developed a DISASTER RESPONSE OUTSIDE OF WORKING HOURS protocol that follows practices used by Japan's Self Defense Forces. The Emergency Handbook was updated and the changes published to staff in the Daily Updates. (March)

A5 School Improvement Process Criterion

- Accreditation Follow-up - The school continues to follow up on actions planned as a result of our WASC Accreditation visit. Particularly in the areas of school leadership team work, a curriculum review process and development of a strategic plan (which began with redeveloping the school's statements). (May)

A6 Resource Criterion

- Dormitory Upgrade Needs - 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. (Oct.)
- Note - The school contracted with Oshojihonpo to extend cleaning to the new dormitory. The cost is ¥84,000 per month.

A7 School Improvement

- Marketing - HIS committed itself to greater marketing this year. HIS was represented at the WEBA student recruitment fair in Beijing on Oct. 7/8; at the Mie International School fair in May and through a visit to current and potential families working and residing in Yuzhno-Sakhalinsk through international oil companies. The EB also established the Alletta Seltzer Memorial Scholarship for Young Women Leaders and published it in the Tokyo-based Chamber of Commerce magazines. The advertisements are designed to promote the school's expanded dorm program. (May)
- 60th Anniversary Film - The screening of our promotional film, completed as part of our 60th anniversary, was well attended on December 13. Additional screenings will be advertised here at HIS for the community at large and in Niseko. Arrangements will be made this week with Niseko when I am there for a routine visit.

Curriculum, Instruction and Assessment

B1 What Students Learn

- Curriculum & WASC Follow-Up - 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.
- Follow Up Studies - A continued area of need for HIS is to establish a Husky Alumni Association which can support us in our efforts to conduct follow-up studies. (Oct.)
- Instructional Strategies - The Curriculum Committee is currently reviewing school wide instructional strategies with a view to improve reading levels and balance teacher ~ student talk time. (Oct.)

B2 How Students Learn

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

B3. How Assessment is Used Criterion

- Assessment - 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. A thanks for Mr. Tomasine and ELL teachers for its implementation. (Oct.)

B4. How Assessment is Used Criterion - Classroom Assessment Strategies

- Assessment Analysis - My personal thanks to Mr. Cooke for overseeing the APs, PSAT and SATs again this year. These could be one of the dashboard data indicators that the Boards might consider collecting into the future. Mr. Cooke will also be presenting on data this evening.

Support for Student Personal and Academic Growth

C1 Student Connectedness — Personal and Academic

- Student Growth / Development Opportunities - HIS students again be participated in the Japan- America Society-sponsored, International Youth Forum, which was held in November. (Oct. updated)
- Student Growth / Development Opportunities- 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. (Oct.)

- College Advising - The work of our two college advisors has been highly valued and I thank both for their dedication to supporting students as they prepare for college and careers. This year's graduating class will have a higher %age of students taking a gap year. Next year's students look to be more pervasively headed to university.
- Student Surveys - Annual student surveys should be one of the indicators the board develops to monitor the progress of the school into the future. The Leadership Team has met to discuss and revised older survey documents and a process for proposal that would better ensure future implementation. The Secondary School will next review the surveys to discuss and complete the process for implementation in 2019 ~ 2020.

Resource Management and Development

D1 Resources Criterion

- School Environment - 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. (Oct.)

D2 Parent/Community Involvement Criterion

- School Events - Spring Bazaar came together successfully with the critical support of our parent and teaching communities. We appreciate the efforts put in across the year.
- 60th Anniversary Events - School classes, the Board and PTA came together to support the Student Council plans to bury a time capsule as part of our 60th anniversary events.
- Parent Support of the Library - Our thanks to Mr. Holywell for continuing the work of previous librarians and organizing a highly effective team of volunteers staff to help manage the library and its growing collection.

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: The boarding program embraces the school's vision, mission, and supports student achievement of the school wide learner outcomes (the HUSKIES)

- 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. The EB reviewed and adopted the new handbook (Oct.)

- Note - Administration and boarding staff are currently working to bolster current procedures, systems and expectations. Peer-on-Peer Abuse Protection awareness and guidelines will be developed through PD sessions that Mr. Beatty will attend. He will inform and work with the Child Protection Team to establish training, protocols and procedures for this for both the dormitory and school context. (Jan)

- Indicator: The staff members of the boarding program are qualified for their roles and responsibilities with the maturity, character, skills, knowledge, and experience appropriate to the age and needs of the boarders to ensure a safe, healthy, and nurturing environment.

- My thanks to the work of both sets of boarding parents, the Holywells and Beattys. Both have previous boarding (and parenting) experience. The professionalism has brought the management of the dorm forward for HIS.

- Indicator: There is an ongoing supervision, evaluation, and professional learning process for all boarding staff.

- Currently there is no evaluation process for the boarding staff and this remains an area of growth for the program. Administration is currently testing out online training/induction courses through EduCare. If adopted, these will provide for ongoing professional learning / training for boarding staff and allow us to create criteria for an evaluation process. (Jan)

- Indicator: There is support of the needs of all staff members of the boarding staff to ensure they can address the goals of the program.

- Note - Please see above. Also, as a former board program parent, the dormitory staff regularly meet with the head of school to address concerns and need

- 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. (Oct.)

- Indicator: There is a well-planned program of academic and personal support that is integral to the program for the day students and overall supports the school's mission, vision, and schoolwide learner outcomes. This includes the boarding staff's responsibility to communicate with teachers and to provide emotional support through counselling and/ or advocate support.

- Note - Use of EduCare and other online and PD opportunities will help us to better meet the needs of staff who can in turn meet the needs of students. While resources remain limited in our context, we are more better able to provide for emotional support needs through options in Sapporo from individuals who have professional training and education overseas. Currently, the HoS and two of the dorm's four parents have complete online training for dorm supervision. (Jan/ May)
- Indicator: There is a process for ongoing evaluation of all aspects of the boarding program in relation to the school's purpose; this evaluation supports staff implementation of a well-developed short- and long-range plan.
- Note - Developing an evaluation process is an ongoing need of our dormitory program.
- Indicator: The functioning boarding facilities are regularly assessed based on the school's purpose, specifically in the following areas: the ratio of staff to students; the number of students per adequate individual living quarters; and the basic services such as medical support, laundry, meals, transport, technology etc.
- Note - Construction of our new building wing allowed us to consider ratios and to add two staff members to support the dormitory program. It is clear there is a need to redevelop the dormitory kitchen, dining and main lounge in the main dormitory.

Head of School Goals for 2018-19

(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 schoolwide 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
- Publish the school-wide organizational chart to the school community - by Opening Ceremony 2018
- Schedule ongoing meetings with mid-level and administrative leaders in the school to ensure consistent flow of information - By end of Orientation Week, 2018.
- 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 August, 2018.

. (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. - July & August 2018
- Advertise and select candidates for CPT Leader - End August 2018
- Collaborate with Child Protection Team Leader and membership to conduct a safety audit of the dormitory and school building and grounds. - by end September, 2018.
- Collaborate with Child Protection Team Leader and membership to complete and share a written report to staff and faculty for input. - by end October, 2018.
- 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 - August 2018
- Review strategic plan examples - September 2018
- Through surveys, interviews and data points (staffing, student numbers etc.) audit the school's resource needs across the school. - November ~ December 2018
- Draft a Strategic Plan for presentation to the EB and staff - January ~ 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

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

- In conjunction with the committee, create a structure and constitution for the Alumni Association - 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:

6. Principal's Report (2019-05-20_6_Sapporo4BoC.pdf)

- for BoC meeting

7. Niseko Report (2019-05-20_7_Niseko.pdf)

8. Finance Report Verbal (Treasurer Alan)

- May need to replace accountant Nakagawa-sensei due to his illness.

10. Head Search Committee Update (David Wakabayashi)

- 12 names submitted so far, committee will work on that and get back to the board, after interviews.

11. Nakagawa Accounting Discussion/Decision

12. Staff/Teachers Insurance Plan: Private School Insurance plan (Japanese government requirement now) for all teachers; difficult then to bring in new teachers (over seas teachers) from outside of Japan. Other

international schools are having to do the same system. Will be rolled out over the next couple of years. No decision has been finalized.

13. Budgets for the 2019-2020 (Sapporo, Niseko and Dorm)

- Sapporo Budget (2019-05-20_13.1_Sapporo_Budget.pdf)
- Kaufman motions, and Bossaer seconds the motion to pass the Budget for the Sapporo campus for the 2019-2020 school year.
- All in favor
- Sapporo Dorm Budget: (2019-05-20_13.2_Dorm.pdf)
- Ratzliff motions, and Kaufman seconds the motion to pass the Dorm Budget for the 2019-2020 school year.
- All in favor
- Niseko Budget
- Wakabayashi motions, and Pickett seconds that the Niseko Budget be passed with the provision that the budget be set at 35 students for the 2019-2020 school year.
- All in favor

14. HIS BBBF Name: change name next year

15. New Board Chair:

16. Surveys: Staff and Parents and EB self-evaluation, results sent to EB secretary. Results back the beginning of June. Will discuss results at last meeting.

17. EB Goals

18. Future Meeting Schedule: **June 12th 6:30pm.**

19. Time and Place of the first meeting for the 2019-2020 school year:

Board of Councilors Meeting:

May 22, 2019 BoC mtg.

20. Adjourn Meeting

❖ Paul Nikel moved to adjourn the meeting at 8:15pm. The motion was approved.

