



ワシントン日本語継承センター

**Washington Japanese Heritage Center**

**Keisho Center  
Staff, Core Group, and Board Members Handbook Supplement**

**School Year 2017-2018**

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**Washington Japanese Heritage Center**

**Keisho Center**  
**Staff, Core Group, and Board Members**  
**Handbook Supplement**

**Forward**

This manual is intended to be used by Core Group, Education Team, and Board Directors to supplement the *Student and Family Handbook*. Information in this Supplement is not confidential and may be shown to Keisho Center families and others.

Some information about Keisho Center's policies and procedures that appear in the *Student and Family Handbook* is elaborated here. This Supplement also contains additional items that are not in the other volume, including detailed job descriptions and Core Group responsibilities.

This manual is updated periodically by the General Manager and others. Your suggestions on how to improve it are always welcome.

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**BOARD OF DIRECTORS**

The Board of Directors creates the policies that further Keisho Center’s mission as a heritage language program. The Board approves the annual budget; makes major programmatic decisions; enforces enrollment and employment standards; conducts an annual audit, and elects Officers of the Corporation. Members of the board are known as Board Directors. The Board is governed by its [by laws](#) and Code of Ethics.

**OFFICERS OF THE CORPORATION**

**President and Chairman of the Board**

In addition to the duties outlined in Keisho’s by-laws, the President handles payroll, verification of employment eligibility, and is authorized to sign for expense reimbursements. He/She works closely with the General Manager and Treasurer to write and present the annual budget to the board. He/She assists General Manager in preparing the agenda for board meetings and works in partnership with the General Manager to make sure board resolutions are carried out. He/She acts as a spokesperson for the organization. The President and Chairman of the Board is a Board Director and an uncompensated Officer of the Corporation.

**Board Secretary**

In addition to the duties outlined in Keisho’s by-laws, the Secretary ensures the safety and accuracy of all board records. The Board Secretary is a Board Director and an uncompensated Officer of the Corporation.

**Chief Executive Officer (CEO) / General Manager (“GM”)**

In addition to the duties outlined in Keisho’s by-laws, the Chief Executive Officer (CEO) / General Manager (“GM”) is responsible for the day-to-day operations of Keisho Center. The GM oversees operations to make sure that Keisho Center runs smoothly, and to provide the safe and productive educational environment for our students, teachers, staff, and families. The GM relays board decisions to the Education Team and is the board’s point of contact for queries from the Education Team specifically relating to official board decisions. The GM is a compensated Officer of the Corporation and is invited to participate in board meetings, but is not a Board Director and thus not a voting member of the board. See the Appendix for the General Manager’s job description including duties and responsibilities.

**Treasurer / Bookkeeper**

In addition to the duties outlined in Keisho’s by-laws, the Treasurer / Bookkeeper is responsible for Keisho’s accounting including issuing tuition invoices, collecting tuition

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and payments, paying bills, issuing checks on behalf of Keisho, and helping to develop the annual budget. He/She works with the President and General Manager to ensure that appropriate financial reports are made available to the board on a timely basis and manages the board's review of and action related to its financial responsibilities. He/She oversees an annual audit and answers board member's questions about the audit. The Treasurer is a compensated Officer of the Corporation and is invited to participate in Board meetings, but is not a Board Director and thus not a voting member of the board. See the Appendix for the Treasurer / Bookkeeper's job description.

**BOARD MEETINGS**

In addition to its required annual meeting, Board meetings are held several times throughout the year as necessary. The General Manager will use Doodle to schedule the meetings and circulate a draft agenda prior to each meeting.

**BOARD DOCUMENTS**

Board meeting minutes and other documents are kept in Keisho's Dropbox account under "Board Documents." All Board members have access to the Dropbox account. Within one week after a board meeting, the Secretary will circulate the minutes for approval. When approved, he/she will store the minutes in our Dropbox account. Meeting minutes are the official record of the Board's proceedings and should not be altered in any way once they have been approved and stored in Dropbox.

**EDUCATION TEAM**

The Education Team consists of all paid classroom teachers, teacher assistants, and the Curriculum Coordinator. Education Team members perform those duties typically performed by classroom teachers including teaching lessons, creating assessments, monitoring student learning, and communicating with families. Teacher assistants support teachers in various classrooms as assigned by the Curriculum Coordinator. The Education Team reviews teacher candidates based on the *Expected Attributes of Keisho Teachers*. A member of the Education Team may be occasionally invited to present information related to curriculum and instructional issues during a board meeting but will not be present during any voting process. As compensated employees of Keisho Center, a member of the Education Team cannot be a board member nor shall a Board Director take a compensated instructional position on a permanent basis, but may do so uncompensated only as an interim measure. See the Appendix for teacher, teacher assistant, and Curriculum Coordinator job descriptions.

**OTHER PAID STAFF**

**IT/Webmaster**

The IT/Webmaster designs and maintains the Keisho website and Keisho Center Family Account page. He/she confirms that the websites' contents are accurate and collaborates

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with Keisho staff to continually update the sites. As needed, the IT Coordinator troubleshoots tech issues for Keisho staff and teachers. See the Appendix for the IT/Webmaster's job description.

**Admissions Assistant**

The Admissions Assistant helps answer family email inquiries in Japanese; communicates with the Curriculum Coordinator, GM, and teachers about classroom tours; schedules and conducts Keisho tours for prospective parents; confirms that all visitors sign and date the *Observation Waiver of Liability* form; and stores the signed forms in the file cabinet in the Keisho library room.

**CORE GROUP**

Core Group is responsible for the non-curricular operations of Keisho Center such as Family Responsibilities, communications, and registration, as well as annual events such as *undokai* or *mochitsuki*. Core Group consists of paid staff, volunteer coordinators, and other volunteers. Members include family members of current and former students, interested community members, and all members of the Education Team. Core Group members participate in monthly planning meetings, coordinate major events, and complete the many non-curricular tasks that make Keisho Center run smoothly. Coordinators are encouraged to recruit a co-coordinator so that an additional person will be familiar with the job and be able to step in should the coordinator be absent.

**CORE GROUP MEETINGS**

Core Group meetings are held at least once per month. The General Manager will contact all Core members about the meeting time and place and circulate a draft agenda at least one week prior to each meeting.

**CORE GROUP DOCUMENTS**

Core Group meeting minutes and other documents are kept in Keisho's Dropbox account under "CoreShare." All Core Group members have access to the Dropbox account. Within one week after a Core Group meeting, the GM will circulate the minutes for approval. When approved, he/she will store the minutes in our Dropbox account. Meeting minutes are the official record of Core Group's proceedings and should not be altered in any way once they have been approved and stored in Dropbox.

**VOLUNTEER COORDINATORS RESPONSIBILITIES**

**Communications Director**

The Communications Director coordinates communication between Keisho staff and families. In consultation with the GM, he/she translates email from English to Japanese and sends the messages to the entire Keisho community.

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**Family Responsibilities Coordinator(s)**

The Family Responsibilities Coordinator(s) creates and monitors a sign-up schedule for Family Responsibilities (common room, library, and hallway duties) at the beginning of each school year on SignUpGenius. Also, he/she helps the GM monitor the common room, library, and hallway to confirm that parents show up for and complete their assigned shifts. See the Appendix for the detailed Volunteer Coordinator job description.

**Fundraising Coordinator**

The Fundraising Coordinator coordinates grant applications and actively solicits new fundraising opportunities from outside organizations and individuals. He/She also helps monitor accountability procedures of grant funds.

**Library Coordinator**

The Library Coordinator supports the parents performing Library Team duty. He/She also maintains the orderliness of the library room and collaborates with the Curriculum Coordinator to procure new library materials.

**Mochitsuki Coordinators**

The Mochitsuki Coordinators plan and implement the *mochitsuki* celebration in January of each year. The Coordinators recruit volunteers to the *mochitsuki* committee; secure resources such as *mochi*-making machines; distribute rice at the December potluck; designate roles; update the *mochitsuki* manual; and reflect on the event to improve it next year.

**Photography Coordinator**

The Photography Coordinator ensures there is at least one member of the photography team at every Keisho event and coordinates storing photos on the keisho.photos@gmail.com account.

**Potluck Coordinators**

The Potluck Coordinators plan and implement one potluck in December and one potluck in June of each year. The Coordinators recruit volunteers to the potluck committee; collaborate with the Family Responsibilities Coordinator to create a sign-up on SignUpGenius; purchase supplies (dessert, plates, chopsticks, etc.); designate roles; and reflect on the event to improve it next year.

**Registration and Student Records Coordinator (Registrar)**

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The Registration and Student Records Coordinator (Registrar) coordinates student registration and maintains up-to-date email lists of groups including Core, Board, and families. In addition, the Registrar confirms that families sign release forms at the beginning of each school year. He/She also collaborates with the Family Responsibilities Coordinator to confirm the accuracy of SignUpGenius lists.

**Sakura Matsuri Tent Coordinators**

The Sakura Matsuri Tent Coordinators plan and implement the Sakura Matsuri Tent at the Cherry Blossom Festival in April of each year. The Coordinators recruit volunteers to the Sakura Matsuri Tent committee; liaison with festival organizers to complete the tent application; coordinate with Seitokai and teachers to plan activities; secure resources such as origami and games and invite parents to help create materials; collaborate with the Family Responsibilities Coordinator to create two sign-ups (one for parents and one for students) on SignUpGenius; and reflect on the event to improve it next year.

**Sakura Stage Coordinator**

The Sakura Stage Coordinator works with the Music Director and Curriculum Coordinator to coordinate the Sakura Stage program for and at the annual Cherry Blossom Festival in April. Duties include: submit Sakura Stage application and liaison with festival organizers (performance time, number of participants, stage and audio settings); submit Proof of Insurance; communicate with families about logistics and program; and secure resources with Core Group members (accompanist recordings, lyric sheets, performers' tickets, boombox, and Keisho banners).

**T-Shirt Coordinator**

The T-shirt Coordinator organizes the purchase, distribution, and payment of Keisho t-shirts each year. Duties include: collaborate with Core members on t-shirt design and sizes; order appropriate number of t-shirts; keep inventory records of t-shirts; maintain list of new students that will receive/have received t-shirts; schedule three t-shirt distribution days per year; deposit monies from t-shirt sales with the Treasurer; transport/store t-shirts at Keisho's storage unit.

**Undokai Coordinators**

The Undokai Coordinators plan and implement the *undokai* in November of each year. The Coordinators recruit volunteers to the *undokai* committee; work with Seitokai (Student Council) and the Curriculum Coordinator to select events and design the program; secure resources for games; designate roles during the event; update the *undokai* manual; and reflect on the event to improve it next year.

**Yearbook Coordinator**

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The Yearbook Coordinator facilitates the creation, payment, and distribution of the Keisho yearbook each year.

**Staff Changes**

The Board hires the General Manager (“GM”). The GM and the Education Team recommend new members of the Education Team to the Board. The GM and selected Core Group and/or Education Team members, as appropriate, recommend the hiring of other new staff. Paid staff must meet all legal requirements for employment in the United States. New regular staff, whether paid or volunteer, are engaged with the approval of a majority of the board. Temporary volunteer staff may be enlisted (e.g., as a substitute) by any board member.

**Staff Contracts and Code of Ethics**

Teachers and other paid staff are asked to sign contracts and the *Employees and Unpaid Classroom Volunteers Code of Ethics*. The contracts are approved annually by the Board of Directors. Electronic copies are saved in the “Board Documents” section of Dropbox.

**Staff Pay Scale and Years of Service**

The General Manager, the President, and the Bookkeeper will develop the staff pay scale each year. After three full years of service (or the equivalent number of months), a paid staff member will move up one step in the pay scale. If a staff member resigns and later returns to Keisho, she/he will resume accruing months of service upon her/his return. Substitute teaching during periods while not under contract will not count towards years of service. The pay scale is approved annually by the Board of Directors. Electronic copies are saved in the “Board Documents” section of Dropbox. **Need to add to table of contents.**

**Background Checks**

All staff and volunteers who work with minors on a regular basis as well as all those with financial responsibilities are required to complete forms for a background check. The forms will be provided upon hire or beginning volunteer work. Updates may be required periodically. Refusal to complete the forms or to complete them fully and correctly or the discovery of certain information in the individual’s background may result in the individual being prohibited from certain activities and/or locations during Keisho activities. Individuals have the right to see any information provided about them and may have other rights under Maryland and federal laws. Volunteers that work alongside teachers in classrooms and are not left alone with students are not required to complete a background check.

**Staff Severance**

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When staff must leave Keisho Center employment, we request that they give as much notice as possible so that we can begin the search for a replacement. Teachers and others should inform the President and/or General Manager who will notify the other board members.

**Staff Attendance and Substitute Policy**

**KEISHO HOURS**

Full-time instructional staff are generally expected to be at the school from 8:45 a.m. - 12:45 p.m.; part-time staff hours may vary. Classes are held Saturdays, 9:00 a.m. - 12:30 p.m. Students assemble in the Common Room and teachers lead their classes upstairs to the classrooms at 9:00 a.m.; the Common Room may be entered around 8:45 a.m. Hours for special events may vary.

When teachers are absent, they need to contact the Curriculum Coordinator (or General Manager if the Curriculum Coordinator is unavailable), notify the other teachers, and tell the President who is responsible for payroll. If a substitute is available, the absent teacher should send a copy of his/her class list(s) and lesson plans to that individual and/or the Curriculum Coordinator. If a substitute is not available, a Core Group member may be asked to substitute and/or the students may be placed in other classes. Core Group members who are not contracted to be on the Education Team are NOT paid for substitute teaching unless approved by the Board. If possible, all other teachers should be notified by email in advance so that they can prepare to assist whoever is substituting. The Core Group should be notified via email of all arrangements as soon as they are confirmed.

When using a substitute, the teacher should prepare a lesson and provide written and/or oral instructions to the substitute. In most cases, it will be best if the lesson follows the teacher's regular routine so as to provide consistency to the students. However, it is recognized that the substitute teacher will do things a little differently.

**PLANNED ABSENCE**

If possible and time permits, the teacher who will be absent should:

1. Contact the Curriculum Coordinator who will assist in identifying a substitute or making other plans. The Curriculum Coordinator will maintain a list of approved substitutes.
2. If the Curriculum Coordinator is unavailable, contact the President or General Manager who will assist.
3. Contact the substitute and give him/her the lesson plan for the day.
4. If time permits, email is generally a good means of contact, if the teacher knows s/he will be absent prior to the Thursday before class. Otherwise, the teacher should telephone if contacting on the Thursday or Friday before class.
5. The individual who makes the arrangements with the substitute tells the President so that s/he can adjust the payroll.

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6. Inform the Core Group via a group email of the arrangements so that all are aware and can assist as necessary.

**LAST MINUTE ABSENCE**

In the case of last minute “emergency” absences, the teacher should:

1. Text/call, in this order:
  - a. The Keisho Center phone,
  - b. The General Manager,
  - c. The Curriculum Coordinator,
  - d. The President.
2. The General Manager, the President, and/or Curriculum Coordinator will notify the other teachers and either find a substitute, get a Core Group member to substitute, put the students with other teachers, or will substitute for the absent teacher.
3. The individual who makes the arrangements in #2 above tells the President so that s/he can adjust the payroll.

**LATE ARRIVAL**

1. Text/call, in this order:
  - a. The Keisho Center phone,
  - b. The General Manager,
  - c. The Curriculum Coordinator,
  - d. The President.
2. Inform whomever answers of your expected arrival time and suggestions for starting/teaching the class.
3. Whoever receives the notification will either get one of the Core Group members to start the class or start the class him/herself. If the teacher will be out the entire day, the individual receiving the call will make the necessary arrangements. If necessary, one or more Core Group members will teach the entire class.
4. The individual who makes the arrangements in #3 above tells the President so that s/he can adjust the payroll.

Core Group members and parents who temporarily take over a class at the last minute are generally volunteers and are not be paid for substituting.

**Student Behavior Issues**

Most behavior problems can be addressed by the classroom teacher(s). If a condition persists or needs further intervention, the teacher should have a discussion with the parents and jointly develop a plan to address the behavior in question. Teachers are advised to keep notes or records of behavior issues, even minor ones. All conversations with parents, whether oral or in writing, must be documented by the teacher. These records could be helpful should the condition persist or reoccur.

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If the behavior persists and the student is disrupting the instructional time, or when a student is a danger to him/herself or others, the Curriculum Coordinator and/or the General Manager should be notified as soon as possible. The Curriculum Coordinator and/or the General Manager will begin to monitor and observe the student in class as soon as possible. They will keep an electronic log of their observations and discuss them on a periodic basis. The parents will also be contacted as soon as possible and an ongoing discussion begun. As a team, the teacher(s), Curriculum Coordinator, General Manager, and parents will look for patterns to the behavior and try to identify effective interventions. In the case where the student is a danger to him/herself or others, the Curriculum Coordinator, General Manager, and/or other Core Group member may remove the student from the situation. In such a situation, parental supervision of the student while participating in Keisho Center classes and activities may be required.

**Pick-up Policy and Procedures**

Parents/legal guardians are generally expected to pick up their children at 12:30. A Core Group member and/or the child's teacher will remain with any children not picked up at 12:30 of a regularly scheduled class or at the end of a Keisho Center event. Before leaving the building, the last Core Group member should check all classrooms, restrooms, common rooms, and outside the front and lower level doors or other pickup area if a Keisho event was held in a different part of the Norwood School Building, to assure that all children have been picked up.

If a child has not been picked up by 12:45 and the parents/legal guardians have not called or texted the Keisho Center phone, a Core Group member or teacher should try to contact the parents/legal guardians. If the parents/legal guardians cannot be contacted, a Core Group member will try to contact the emergency contacts and then the Additional Designated Adults listed. A complete listing of all students' contact information is located in the binder kept in the locked file cabinet located in the library room (keys are kept by the GM and Curriculum Coordinator). Children will not be sent home with another family unless directed by the parents/legal guardians. If the child has not been picked up by one o'clock or a half hour following a Keisho Center activity, notify the police.

- In Montgomery County, Maryland, call 301-279-8000 (this is where Norwood School is located and will generally be the first number called)
- In the District of Columbia, call 911 which is for both non-emergency as well as emergency situations
- In Fairfax County, Virginia, call 703-691-2131
- In Arlington County, Virginia, call 703-558-2222

In other areas the telephone numbers may vary. If in doubt, dial 0 (zero) for the operator and request to be connected to the police non-emergency line for your location.

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After the police have been notified, call the General Manager, Curriculum Coordinator, or President. The General Manager, Curriculum Coordinator, or President will notify all board members as soon as possible.

Remain with the child until the local police take custody of the child.

### **Fieldtrips**

Any teacher that would like to take students on a field trip should propose a plan to the Curriculum Coordinator and General Manager and consult with the Board and Core Group. It is suggested that parents provide transportation. This lessens the cost of the trip, simplifies making arrangements, and reduces Keisho Center liability. It also helps ensure an adequate number of chaperones are present.

Fieldtrips are considered class time. They should contribute to the mission of the school and support the curriculum. Students should be prepared for the experience in advance of the trip. During the fieldtrip, teachers should guide the students and chaperones through the experience. In general, it is a good idea for students to have a worksheet or other assignment to complete during a fieldtrip. After the fieldtrip, students should be given a writing or drawing assignment as follow-up. Upon return to the class, the fieldtrip and assignments should be discussed and the students aided in applying what they have learned.

A [sample permission form](#) is kept in the online CoreShare folder.

### **Purchasing and reimbursement**

In general, larger purchases (\$50.00 or more) should be preapproved by the Board. Smaller purchases should be preapproved by the General Manager or President. Items that are fully returnable may also be purchased for later approval (or return).

### **Reimbursement procedure**

1. Fill out [reimbursement form](#) and attach receipt.
2. Obtain approval from General Manager or President.  
(The General Manager and President cannot approve reimbursement of their own expenses or the expenses of their family members.)
3. Submit to Treasurer for monetary reimbursement.

### **Inclement weather and emergency procedures**

#### REASONS FOR CLOSURES

Keisho Center will close when:

- The host facility is closed and we do not have access to the building.

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- Weather or other conditions make travel to and from the school hazardous.
- Power outage or other circumstances make it difficult or hazardous to conduct classes.

DECISION PROCESS

If the decision to close is made on a Saturday morning or just prior to a Keisho Center activity, parents, students and teachers should be notified not later than 7:00 a.m. or at least two hours prior to the start of the activity.

One or more Core Group members will be designated as the central points of contact for the host facility or activity site. For Norwood School, the central point of contact is the GM (currently Sean Kinnard), or if he is unavailable, Jeff Schwartz. The central contact will either be contacted by the host facility or will contact the host facility when weather or other emergency might force the building or activity site to close. If the host facility or activity site is closed, the central contact will call the President, or if he is unavailable, the General Manager. The President/GM will start the notification procedures.

When weather or other circumstances are a factor and the host facility is open, Keisho Center will make its own decision to open or close. The President, General Manager, Curriculum Coordinator, and Core Group members who live in different parts of the Washington metropolitan area will consult via telephone. They will review the travel conditions in their areas and decide as a group whether to open or cancel school for that day.

In the event of adverse weather or other condition necessitating canceling classes or other Keisho Center activities:

1. The General Manager or Curriculum Coordinator will place an announcement on the Keisho Center web site via Twitter and by mass e-mail sent by the Communications Director.
2. The General Manager or Curriculum Coordinator will either place an announcement on the Keisho Center phone or call whoever has the Keisho Center cell phone and request that s/he place an announcement on the outgoing message.
3. The Keisho Center cell phone should be kept turned off in order for incoming callers to receive the announcement. Whoever has the phone should check for messages from another line every 15 minutes or so between 7:00 a.m. and 9:30 a.m.
4. If the General Manager, Curriculum Coordinator or other individual feels that a telephone tree is needed, the General Manager or Curriculum Coordinator will call the teachers, the teachers will call the room parents, and the room parents will disseminate the announcement via the phone tree. The General Manager will notify the other Core Group members.

All announcements will contain the current date and time **and** the date and time of the class or activity being cancelled.

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If a class or other activity must be canceled, teachers are not paid for that day.

**During school emergency procedures**

While we cannot anticipate every emergency that might arise, we can keep everyone safer by preparing for those that we can anticipate. Following any emergency, where neither the General Manager, President nor Curriculum Coordinator is present, a Core Group member(s) need to complete an incident report and file it in the appropriate folder on the CoreShare Drop Box account so that we have documentation should it be needed. The Core Group member should send an email summary of the emergency to the General Manager as soon as possible after the incident. The General Manager, in consultation with other staff members, will decide whether to send an email summary of the emergency to all Keisho families. The email should be shared with the Board prior to sending.

Following are three types of emergencies and responses Keisho Center prepares for:

	Situation	Response
1	Urgent in school emergencies (e.g., fire)	Evacuate the building immediately.
2	Urgent outside emergencies (e.g., sudden snowstorm, terrorist attack)	Go into a lockdown mode, remaining in the classrooms with the doors locked.
3	General disruptions (e.g., power failure)	Gather in the hallway; then, if it is not safe to remain in the hallway, go to another common area such as a large room or the building foyer; call parents to arrange for students to be taken home and dismiss early.

In addition to the general procedures below, all Core Group members are encouraged to read the [\*Norwood School Emergency Preparedness Manual\*](#) kept in the CoreShare folder on Dropbox.

**EVACUATION**

Each building location should have at least two escape routes. There is also a designated meeting location outside the building – in the front of the school by the playground equipment. If you need to evacuate to the rear of the building, remain there until other Core Group members establish that it is safe to walk around to the front of the building. Keep in contact with other Core Group members with the radio from your classroom.

Once outside the building, use a personal cell phone to call 911 and request the appropriate response (e.g., fire truck). Do not assume that someone else has done so unless you observe them do it or they tell you they have made the call. One adult should be designated to stand in the service road on the Norwood property to direct the

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emergency responders to the appropriate building. Another adult should be designated to stand as near the building as is safe to direct the responders to the best building entrance to use. Vehicles already in the driveway should be instructed to move if they are able to safely; non-emergency vehicles entering the service road should be directed away from the emergency area.

LOCKDOWN

Should there be a violent intruder or other dangerous situation in or near the building, teachers will need to keep their students in the classroom with the doors locked until told by a Core Group member, Norwood School staff member, or emergency personnel that it is safe to open the doors. Should you hear a loud noise or otherwise suspect that something is wrong, do **NOT** send students to investigate. Use the radio in your classroom to notify the GM or parent volunteer on Common Room duty who will investigate. If needed and safe to do so, teachers may combine two or more classes. Parents and visitors already in the building may be asked to move into one or more of the classrooms or other area. Ask any visitors to refrain from talking about the incident so as not to overly alarm the students. The teacher should continue teaching the regular lesson. Enlist any visitors to assist with the lesson (e.g., have them work with students one-on-one or in small groups). Try to keep the students from becoming alarmed. It is best that nobody stands or sits directly in front of the door, and it may be necessary or advisable to move away from windows. Please note that anyone not already in the building may not be able to enter as the doors will be locked.

GATHERING IN COMMON AREA

In the event of a power failure or other condition making one or more classrooms unusable, proceed with your students and any parents or other visitors to the hallway. If your classroom is the only one affected, you should notify the GM of parent volunteer on hallway monitor duty who will notify the Norwood School staff. The GM and Curriculum Coordinator will find space for the teacher to continue the lesson in another part of the building. If all classrooms are affected, the Curriculum Coordinator and/or General Manager will provide direction.

EARLY DISMISSAL

Keisho Center will consider early dismissal under the following conditions: when there is a power failure, when weather is making travel conditions hazardous, or when other conditions make the building either unusable or travel conditions dangerous. The GM, President, Curriculum Coordinator, teachers, and any Core Group members present will decide whether to close or not. If the decision is made to cancel the class or activity, the General Manager or Curriculum Coordinator will tweet the announcement and send an email to all families informing them of the decision. Teachers, any Core Group members present, and parent volunteers will be asked to call any parents that are not present to pick up their child(ren). If a parent cannot be reached, a Core Group member should either stay at the host facility with the child(ren) or, if conditions warrant, take the child(ren)

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with him/her and leave a note securely affixed to the exterior door leading directly into the Common Room instructing the parents on how to locate their child(ren). A laminated note with the Keisho phone number is in the file cabinet in the library room. Continue trying to reach the parents or emergency contacts and inform both the General Manager and Curriculum Coordinator. Children will not be sent home with another family unless directed by the parents or the child regularly car pools to school with that family.

In the event of early dismissal, teachers will be paid for the entire day.

**Keisho Communications**

KEISHO CENTER PHONE: 703-868-3241

The Keisho Center phone (703-868-3241) is for the convenience of parents and others who wish to contact us and leave a message or text. Generally, the phone is kept turned off Sunday through Friday. The holder of the phone (usually the GM) will turn the phone on the morning of class or prior to any activity. S/he will check for messages and pass those messages on to the appropriate people. Keisho Center uses a very economical phone service with limited available minutes. If you need to make a long telephone call or several calls, please use your own phone or ask to borrow the phone of one of the other Core Group members.

KEISHO CENTER EMAIL

**[ACCOUNTING@KEISHO.ORG](mailto:ACCOUNTING@KEISHO.ORG)** This email is used for bookkeeping and billing purposes. Keisho invoices are sent electronically from this address. Any questions about payments, invoices, and related matters should be sent to this email address. Our Treasurer (Yoko Arrington) monitors this email address.

**[CORE@KEISHO.ORG](mailto:CORE@KEISHO.ORG)** The “core” email address is for Core Group members, including teachers, only. This email address should not be given to parents for others. Email sent to the core address is seen by all Core Group members and teachers.

**[INFO@KEISHO.ORG](mailto:INFO@KEISHO.ORG)** The “info” e-mail address is listed on Keisho Center’s website and business cards and is how the general public as well as most non-Core Group members will contact Keisho Center. This email address should be given to all who ask for an e-mail contact for Keisho Center. This e-mail address is checked several times a week by Core Group members (currently Toshiko “Riko” Saidel and Sean Kinnard). Also, this email address is used to send out longer detailed announcements to all Keisho families via the mail group [parents@keisho.org](mailto:parents@keisho.org). In principle, messages sent to the parents mail group from this email address should focus on issues directly related Keisho Center.

**[REGISTRAR@KEISHO.ORG](mailto:REGISTRAR@KEISHO.ORG)** The “registrar” e-mail address is how the Keisho Center Registrar will contact families currently enrolled or in the process of enrolling at Keisho Center. This email address is checked regularly by the Keisho Center Registrar

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(currently Mitsue Steiner). This is also the email address used to send out information specific to registration.

[SIGNUPGENIUS@KEISHO.ORG](mailto:SIGNUPGENIUS@KEISHO.ORG) Keisho Center uses SignUpGenius to create and maintain Family Responsibilities, volunteer, and other lists, including food sign-up for potlucks. This account is monitored by the Volunteer Coordinator (currently Yuhi Schaffran).

**EMAIL, TWITTER, AND FACEBOOK PROTOCOL**

If a staff member would like to send an email message to the entire Keisho community, compose a tweet, or post to Facebook the communication protocol is:

1. Compose a draft email/tweet/Facebook post and send it to the General Manager for review. If you would like the email/tweet/post to be completed before Saturday morning, the deadline to submit the draft to the GM is 6:00 p.m. on the prior Wednesday.
2. The General Manager will review the message/tweet/post within 24 hours and consult with other Core Group and Board members about it.
3. The General Manager will send the finished email to the Communication Director, who will translate it and send it to the entire Keisho community. For a tweet or Facebook post, the GM will compose the message and post to Twitter or Facebook.

This protocol only applies to mass emails from [info@keisho.org](mailto:info@keisho.org), tweets from @KeishoCenter, or posts to the Keisho Center Facebook page. It does not pertain to messages to subcommittee members or individuals about regular Keisho business.

**KEISHO CENTER WEB SITE: KEISHO.ORG**

The web site (<http://www.keisho.org>) provides the Keisho twitter feed, an overview of our program, a school year calendar, PDF handbooks and forms, and a link to the Family Account page. The IT/Webmaster (currently Jimmy Steiner) maintains and updates the site.

**KEISHO CENTER FAMILY ACCOUNT PAGE: KEISHO.ORG/PARENTS**

The [Keisho Center Family Account page](#) provides online payments, electronic release forms, and an online directory of teacher, student, and parent/guardian contact information. The IT/Webmaster maintains and updates the site. Parents not wishing to have their contact information published are asked to indicate this on the Consent and Release section of the Family Account page. If at any time a parent wishes to no longer have a child or children appear in this directory, simply sign in, visit the Account tab, and modify your directory preferences.

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KEISHO CENTER TWITTER ACCOUNT: @KeishoCenter

The Twitter account (follow us at @KeishoCenter or at <http://twitter.com/keishocenter>) provides brief news, reminders, and emergency announcements specifically related to Keisho Center. The GM will tweet according to the communication protocol outlined above. The GM will keep the Twitter feed up-to-date by tweeting at least once per week. Tweets from @KeishoCenter appear in real-time on the website's Welcome! page.

KEISHO CENTER FACEBOOK PAGE

The Facebook page (<https://www.facebook.com/keishocenter/>) is used for sharing photos, news items, and/or announcements. A Facebook post is the best way to post information about events not directly sponsored by Keisho Center. The General Manager will maintain the Facebook page according to the communication protocol outlined above. The GM will keep the Facebook page up-to-date by posting at least once every two weeks.

PO BOX

The official Keisho Center mailing address is:

PO Box 142  
Cabin John, MD 20818-8142

The address is used for all official correspondence. Currently, Yoko Arrington and Sean Kinnard have keys to the mail box. The box is checked weekly.

STUDENT FOLDERS

Each student is given a two-pocket folder for homework and messages from the teachers and Keisho Center. Parents are asked to sign the class schedule on the front of the folder each week after reviewing their child's homework and any notes. The left pocket contains information or assignments that are to be reviewed and removed from the folder. The right pocket contains items that are to be signed by the parent and/or completed by the student and returned to Keisho Center. These folders are also an excellent way to send notes to teachers.

Teachers should check the folders at the beginning of each homeroom class and remove any assignments and notes from parents. Teachers are responsible for giving any notes to the proper individual, usually a member of the Core Group or Board. Teachers may be asked to place copies of Keisho Center announcements in student's folders.

**Conflict of Interest**

All board members and any other staff members with financial responsibilities are required by our bylaws to sign a [Certification Regarding Conflicts of Interest](#) annually.

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Each staff member requiring the Certification is asked to print and sign a copy and return it to the Secretary or General Manager as soon as possible. The Secretary will scan the signed statements, save them on Dropbox, and deliver the hard copies to General Manager for storage in the file cabinet in the Keisho library room.

**Data Security and Student Confidentiality**

Keisho Center collects information on all of its students and teachers. This information is very confidential and is not to be shared with anyone outside of Keisho Center except emergency personnel during a health or other emergency. Inside of Keisho Center, only those who need to know the information should have access to it. All information, including but not limited to names, addresses, telephone numbers, health information, and social security numbers should be kept in a secure and discrete location where others will not see it by accident. Health and other personal information should not be discussed where others might overhear it, including other teachers or Core Group members. Only those who need to know the information should have access to it.

Board and Core Group members may be given access to our online systems so that they can perform various tasks. They must guard their passwords, keeping them secure, and be cautious when accessing the system. In general, it is NOT secure to access this information using a public connection such as a WiFi hot spot at a coffee shop.

A copy of the US Department of Labor [Guidance on the Handling and Protection of Personally Identifiable Information \(PII\)](#) has been placed on the Keisho Center online shared storage. All Core Group members are suggested to be familiar with the general procedures. Do not share or send PII via regular email, use either secure (i.e., encrypted) email or fax. If PII is put on a computer or digital storage medium, the file should be encrypted and password protected and the device itself kept secure. If any data is lost, notify the President and/or General Manager as soon as possible. The President and/or General Manager will notify the rest of the board and will determine when and how the individuals (or their parents/guardians) will be notified.

Up-to-date hard copies of important documents are stored in a locked and secured file cabinet in the Keisho Center library room. One set of keys to the file cabinet will be kept by the GM and another by the Curriculum Coordinator. Hard copies of important documents should be kept for one year. After one year, the GM will consult with other Core Group members as to which documents should be kept, distributed, or destroyed. Those documents that need to be kept will be scanned by the GM and stored in Dropbox.

As student, payroll, financial data, and other information is collected and periodically updated throughout the year, electronic copies should be made and, as appropriate, saved in Dropbox. The GM will make hardcopies as needed and place them in the file cabinet in the Keisho Center library room.

Keisho Center may occasionally publish pictures of students, student work, and their names on our website, Facebook page, and in other publications. Unless taken in a public

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place, Keisho Center only publishes for public distribution the pictures, work, and/or names of those students/participants whose parents have electronically signed the Release and Consent form on the Keisho Parents page or have a signed hardcopy Release form on file. Teachers and other staff are responsible for checking with the Registrar and/or GM as to whether parents/participants have agreed to release information and/or images. If it not possible to obtain written release, staff should contact parents/participants directly to ask permission to publish. Other items (e.g., a yearbook) for distribution within Keisho Center will be monitored for compliance with this policy.

**STUDENT CONTACT AND HEALTH INFORMATION BINDER**

A hard copy of student contact and health information is kept in a binder. The binder is kept in the locked file cabinet in the Keisho Center library room. Each week the GM or Curriculum Coordinator will unlock the file cabinet so that the binder is accessible in case of emergency. Teachers are provided a complete set of information for their students and should take that information with them on all activities (e.g., field trips), fire drills, and emergencies. All student contact and health information will be kept electronically by the Registrar.

**Student Health, Safety, and Security**

Teachers should always have a copy of their students' information with them in the school, on field trips, and at other activities. Student information includes regular and emergency contacts, allergy information, and health insurance information. Teachers need to be aware which of their students have allergies, take medication, and have health problems. Should a student have a health emergency, call 911 and request an ambulance. If administering first aid, direct someone else to call 911 and have them confirm that the call was completed. Do not assume that someone else has called 911 unless you observe them do it or they tell you they have made the call. When in doubt, err on the side of safety and call 911.

If the Core Group members present are not already aware, they should be notified immediately. Once an ambulance has been called, one adult should be designated to stand in the service road on the Norwood property to direct the emergency responders to the appropriate building. Another adult should be designated to stand near the building to direct the responders to the best building entrance to use. Vehicles already in the driveway or otherwise potentially blocking access should be instructed to move if they are able to safely; non-emergency vehicles entering the service road should be directed away from the emergency area.

A third adult or older student should be designated to stand near the entrance to open the door immediately upon arrival of the emergency responders and as needed. If door stops are not available to prop open the door, two individuals may be needed to hold the doors open so as to allow easy access without delay for a stretcher and other equipment.

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A pathway in the building from the door to the person(s) needing assistance should be identified, cleared of obstructions (including people), and kept clear. It may be necessary to instruct teachers to keep their classes in their rooms or move them to another room.

If the parents are not available, the General Manager or other available Core Group member should accompany the student in the ambulance while the teacher remains with the other students. The person who accompanies the student should take the emergency information with him/her. The teacher or a Core Group member should try to make contact with a parent or emergency contact and brief them on the situation.

Following any emergency, a Core Group member(s) need to complete an incident report and file it in the CoreShare Dropbox folder so that we have documentation should it be needed. Ideally the report will be completed by individuals with firsthand knowledge of the emergency and the response. At times this may be a collective effort; this could require a Core Group member asking others for details of what happened. It will generally be advisable to briefly explain the emergency to all students and adults present as well as informing adults as they arrive to pick up their students. A brief email summary of the emergency and follow up (e.g., status of the individual) may need to be sent to all Keisho families. The email should **not** include the individual's name(s) or any confidential information and should be shared with/reviewed by the Core Group **prior** to sending.

Should any Core Group member suspect that a child is being abused either at Keisho or in another setting, they should notify the President, Curriculum Coordinator, and/or General Manager as soon as possible. Should none of those individuals be available, the Core Group member should inform the appropriate authorities for the location where the abuse occurred. Unless the abuse is suspected or could be occurring in the home, the Core Group member may also want to notify the parents/guardians as well. Individuals cannot be held liable for making false reports of suspected abuse when made in good faith. The Virginia Commonwealth University developed an online training course, [\*Child Abuse and Neglect: Recognizing, Reporting, and Responding for Educators\*](#), that is approved by the Virginia Departments of Social Services and Education. All Core Group members are encouraged to take this course.

Teachers and staff are NOT to organize or encourage any sports or organized physical games. We have neither the space nor the time and our insurance does not cover such activities. Students are asked not to bring any sports or athletic equipment to Keisho Center. However, if a student must bring sports or athletic equipment to Keisho Center for after school use, it should be kept in a bag in the classroom or Common Room and not used.

The use of skates and shoes with wheels (e.g., Heelys) is not permitted in Keisho Center or during any Keisho Center fieldtrip or other Keisho Center-sponsored activity. If students wear such shoes to Keisho Center or a Keisho Center-sponsored activity, they must remove the wheels.

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**CPR/FIRST AID/AED CERTIFICATION**

All Education Team members will be provided with CPR/First Aid/AED training as needed by a certified trainer. The cost of the training will be paid by Keisho Center. Core Group members or any other Keisho community member may also take the training at their own expense on a space available basis. The General Manager and Curriculum Coordinator will be responsible for confirming all teachers have current CPR/First Aid/AED certification.

**ELECTRONIC DEVICES / PHONES**

Students are encouraged not to bring music players, cell phones, and other electronic items to class. Such items are easily lost and neither Keisho Center nor our host facility (e.g., Norwood School) is responsible for lost, misplaced, stolen, or broken items. Students will be provided with laptop or tablet computers for use in class when needed. To create and maintain an environment that facilitates learning, Keisho Center has adopted the following policy regarding electronic devices:

- Students must power off all cell phones and other devices (e.g., smart phones, tablets, and games such as DS) during the school hours including breaks. Students must request permission to use a specific application/app or to show other students something on a personal device.
- Cell phones can be turned on at 12:30 p.m., after the dismissal.
- If parents or others need to contact a student during class time for any reason, they should call the Keisho Center phone (703-868-3241) and the information will be relayed to the student.
- If students use electronic devices during school hours, a teacher or Core Group member may take those items away from the student and will return them directly to the parent/guardian.
- This policy applies to all areas, including in the Common Room, hallways, and playground.

We ask that all staff and Core Group members kindly but firmly enforce this policy. If you do not feel comfortable addressing this issue with a student directly, please consult with the General Manager or Curriculum Coordinator.

**Protocol and Procedures for Classroom Visitors and Observers**

The entire Keisho community needs to be aware of any guests in advance of a visit. Communicating about visitors allows the whole team to better coordinate our time and improve the guests' experience. Therefore, Keisho has adopted the following protocol and procedures regarding visitors:

1. **Current Families** are requested to send an email to the classroom teachers and [info@keisho.org](mailto:info@keisho.org) at least 3 days prior to any observation. Please note that teachers may request their class not be observed at particular times if the teacher feels it would be disruptive or interfere with their lesson (e.g. administering a test).

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2. **Prospective Families** are instructed to send an email to [info@keisho.org](mailto:info@keisho.org). The Admissions Assistant, in consultation with the Curriculum Coordinator, GM, and teachers will determine the best date for the classroom observation. The Admissions Assistant will contact the prospective family to arrange the visit. Parents of prospective students must sign a *Waiver of Liability for Classroom Observation* form prior to prospective students observing or participating in the classroom.
3. **Prospective Classroom Volunteers, University Students, Academics, Embassy Personnel and Staff from other organizations** are instructed to send an email to [info@keisho.org](mailto:info@keisho.org) and the General Manager and the Education Team will determine the best date for the classroom observation. Either the General Manager or a member of the Education Team will contact the prospective visitor to arrange the visit. Current Education Team members, Core Group members, and Board members who wish to host a visitor should first notify the General Manager at least one week in advance of the visit. The General Manager will work with the Education Team to identify the best time and classrooms to visit. The General Manager will send an email in advance to [core@keisho.org](mailto:core@keisho.org) to inform Core Members and the Common Room Team about the visit.
4. **Guest Lecturers and Performers** will be proposed to the General Manager. The General Manager and Education Team will determine whether the guest lecturer or performer works with one or more classes or the entire school. The General Manager will inform the Keisho Board of the Guest Lecturer or Performer's visit and email an announcement to the Communication Director who will translate it and send it to the Keisho community.
5. **Classroom Specific Lecturers or Performers** will be proposed by the teacher to the General Manager at least 3 days prior to the visit. Upon approval, the General Manager will send an email in advance to [core@keisho.org](mailto:core@keisho.org) to inform Core Members and the Common Room Team about the visit.
6. **Official Classroom Observations** will be arranged to observe part or all of the Keisho Center operations and will be coordinated by the Keisho Board and GM. The General Manager will send an email in advance to [core@keisho.org](mailto:core@keisho.org) to inform Core Members and the Common Room Team about the visit.

**Off-Site Storage Unit**

Keisho Center leases an off-site storage unit at Security Public Storage located at 5223 River Road, Bethesda, MD 20816. The General Manager and Curriculum Coordinator each hold a gate pass and know the lock combination to the storage unit. The storage unit is used to hold supplies and materials used during Keisho's annual events such as *undokai*, *mochitsuki*, and *Sakura Matsuri*. The GM maintains the storage unit inventory which is available in the CoreShare folder on Dropbox.

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**Financial Aid Policy and Procedures**

So that all who wish may participate in Keisho Center classes and other activities, Keisho makes available a limited amount of financial assistance each year. The amount provided is determined by the available amount in the budget. When Keisho Center receives donations for the purpose of providing financial assistance, those funds are set aside in the budget and reserved for that purpose alone and are accounted for separately.

Keisho Center has established three times the [federal poverty guideline](#) along with other criteria or extenuating circumstances pertinent to the particular situation (e.g., the number of children enrolled, extraordinary medical or other expense), as the requirement for a reduction in tuition; other forms of assistance (e.g., monthly payment plan) are also available. Each request and the circumstances of the requesting family is considered individually.

The general process is:

- The availability of financial assistance is included on the Keisho Center website where the tuition is listed, on invoices, in brochures, and other marketing and informational pieces.
- Those requesting assistance are invited to inquire of or submit a request to the Keisho General Manager, Treasurer, or any other member of the Board.
- The Keisho board member receiving the request will present the current guideline to the family and will invite them to tell us about other circumstances in writing (email is fine). The request should include:
  - Annual family income as reported on previous year's taxes.
  - A copy of the family's prior year tax return
  - Number of children enrolled in Keisho.
  - Other pertinent circumstances such as:
    - Expenses
    - Assets (home equity, real estate, savings, etc.)
    - Indebtedness
    - Family size
    - Number of children attending tuition-charging schools or in full-time day care
- The Board member who receives the request will complete the Financial Aid Application Form.
- The final decision will be made by a vote of the Board and the family name/identity is kept confidential.
- The Board member that received the initial request then informs the family of the decision and makes arrangements to verify income documents and/or other items with at least one other Board member. Once verified, all documentation is either returned to the family or, at their request, destroyed to protect their privacy.
- Decisions will be made in as timely a fashion as possible.

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- Decisions are based on each family's finances and other circumstances as well as Keisho's financial standing at the time and as projected in the near future.
- Reports may be made to the Core Group, donors, and to any who request such information about the number of families and/or students requesting and receiving financial assistance, the type(s) of assistance provided, and the dollar value (i.e., cost to Keisho) of that assistance. Reasons or justification for providing or not providing assistance will be made available only if they do not identify the family or student. At no time will the names of those receiving financial assistance be made public or given to anyone not on the Keisho Board without the expressed written permission of one or more adults (e.g., parent or guardian) in the receiving household other than an auditor that may be asked to review and verify Keisho Center accounts.

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**Appendix**

This Appendix contains important documents pertaining to Keisho Center's operations. They are included here for easy reference and to facilitate printing. These documents are also stored in their respective folders in Keisho's Dropbox account.

Duties and Responsibilities of those jobs performed as part of Family Duties (Common Room Team, Library Team, Hallway Monitor) are listed in the Appendix of the *Student and Family Handbook*.

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**Reimbursement Procedure**

1. Fill out reimbursement form below with receipt attachment
2. Obtain approval from General Manager or President
3. Submit the lower portion to bookkeeper for monetary reimbursement
4. Retain the upper portion for your own record

Date:

Reason for Reimbursement & amount:

- - - - - cut here - - - - -

**ワシントン日本語継承センター**  
**WASHINGTON JAPANESE HERITAGE CENTER**

**Reimbursement Form**

<b>Name:</b>		<b>Date:</b>
<b>Reason for Reimbursement:</b>		
<b>Description:</b>		<b>Amount:</b>
1.		\$
2.		\$
3.		\$
4.		\$
5.		\$
6.		\$
7.		\$
8.		\$
9.		\$
10.		\$
		<b>Subtotal: \$</b>
<b>Exchange Rate Used (if applicable):</b>		
<b>Total Amount Requested in US \$-</b>		

<b>For Office Use Only</b>		
<b>Approval:</b>	<b>Check #:</b>	<b>Date Issued:</b>

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**WAIVER OF LIABILITY FOR CLASS OBSERVATION OF  
WASHINGTON JAPANESE HERITAGE CENTER (KEISHO)**

I/We, \_\_\_\_\_ (Print Name(s) of Parents or Legal Guardian(s)) do hereby state that I am/we are the parent(s)/guardian(s) having legal custody of

\_\_\_\_\_  
(Print Name(s) of Child/Children) who resides with me/us at \_\_\_\_\_  
(Print City and State), give permission for my child/children to observe and participate in all classroom activities and events held by Washington Japanese Heritage Center (Keisho Center) during the regular scheduled class held on this \_\_\_\_ day of \_\_\_\_\_ 201\_\_\_\_ (Print Today's Date/Month/Year).

I/we understand that this is not a class placement and that my child/children must be evaluated by the Keisho Education Team prior to acceptance and enrollment.

I/We, do hereby release and forever discharge and hold harmless Washington Japanese Heritage Center (also known as *Keisho Center*) and The Norwood School, Inc. and their officers, directors, ministers, administrators, principal, and other persons in the capacity of teachers, supporting teachers, managers, staff or volunteers and heirs or successors and assigns of any of these parties (hereinafter individually and collectively "WJHC parties") from any and all liability, claims, and demands of whatever kind or nature, either in law or in equity, which arise or may hereafter arise from my/our or our child/children's participation in classes or other events, which WJHC holds.

I/we also understand that WJHC and The Norwood School do not assume any responsibility for or obligation to provide financial assistance or other assistance, including but not limited to medical, health, or disability insurance in the event of injury or illness.

**Waiver of Claim for Injury Clause**

I/we agree to waive and relinquish all claims that I/we may have for injuries or damages, as a result of my/our or our child/children's participating in the program or using the facilities or equipment against WJHC and The Norwood School and its officers, agents, servants, employees, other volunteers, and affiliates.

**Release from Liability Clause**

I/we do hereby release and discharge WJHC and The Norwood School and its officers, agents, servants, employees, volunteers and affiliates from any and all claims for injuries, including death, damages, property damage, or loss which may have or may in future accrue to me/us or our child/children in account of participating in or volunteering for WJHC.  
Initial(s) \_\_\_\_\_ / \_\_\_\_\_

**Indemnity and Defense Clause**

I/we further agree to indemnify and hold harmless and pay defense costs and defend WJHC and The Norwood School and its agents, servants, employees, other volunteers, and affiliates, from any and all claims resulting from injuries, including death, damages, property damage, or loss sustained by me/us or our child/children and arising out of, connected with, or in any way associated the activities of the program of the use of facilities or equipment

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**Medical Treatment**

I/we do hereby release and forever discharge WJHC and The Norwood School from any claim whatsoever which arises or may hereafter arise on account of any first aid, treatment, or service rendered in connection with my/our and our child/children's participation in classes or other events which WJHC holds.

**Insurance**

I/we understand that, except as otherwise agreed to by WJHC or The Norwood School in writing, WJHC and The Norwood School do not carry or maintain health, medical, or disability insurance for me/us or our child/children.

Signature(s) of Parent(s) and Legal Guardian(s):

\_\_\_\_\_

Signature

\_\_\_\_\_

Print Name

\_\_\_\_\_

Signature

\_\_\_\_\_

Print Name

\_\_\_\_\_

Signature

\_\_\_\_\_

Print Name

Date: \_\_\_\_/\_\_\_\_/ 201\_\_\_\_

\_\_\_\_\_  
Primary email address for follow up communications (please print clearly)

(\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_  
Primary phone number for follow up communications (please print clearly)

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**Keisho Grievance Procedure**

**Purpose**

The aim of this Grievance Procedure is to settle grievances or complaints fairly and quickly in a neutral, unbiased, and credible fashion. This Grievance Procedure will be published in the Appendix to the Keisho Staff Handbook and all new employees/volunteers will be informed of its location.

**Open Door Policy**

Keisho has an open door policy regarding grievances. This open door policy encourages employees/volunteers who have a concern to first approach the General Manager (GM) for an informal discussion and attempt at resolution. The GM is the point-of-contact between employees/volunteers and the Keisho Board of Directors. The GM has the responsibility to attempt to resolve conflicts amicably.

If the parties are unable to resolve the dispute informally, the aggrieved employee/volunteer is required to follow the grievance procedure steps outlined below.

**Confidentiality**

It is important that confidentiality be maintained throughout the grievance procedure. All parties involved in grievance procedures should refrain from discussing the content of particular grievances with uninvolved persons. In the event the employee/volunteer decides to appeal, the President will create an Appeal Panel composed of individuals that are neutral, unbiased, and credible. Discretion will aid the formation of such a group.

**Prohibition of Retaliation**

Any retaliation against an employee/volunteer who brings a complaint is prohibited and will subject the retaliator to discipline up to and including discharge.

**Grievance Procedure Steps**

**Step 1: Raise the grievance in writing**

The employee/volunteer should bring the grievance to the attention of the GM in writing without unreasonable delay, normally within one month of the incident (or final incident) which gives rise to the complaint. If the problem is between the employee/volunteer and the GM or if the employee/volunteer believes the GM may have a conflict of interest in the case, then the matter should be brought to the attention of the President in writing. Should both the GM and the President either not be available or if the employee/volunteer prefers, the individual may submit the written complaint to any member of Keisho's Board of Directors.

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In the written grievance, the employee/volunteer must detail the circumstances of the grievance with dates, times, witnesses, etc.; describe facts and observable behaviors; and avoid insulting or abusive language. In order for the GM to be fully informed, the employee/volunteer should also attach any supporting documents that support their case. Where employees/volunteers have difficulty expressing themselves because of language or other difficulties, they may seek the help of colleagues to assist in preparing or translating the written grievance.

**Step 2: Invitation to a grievance meeting**

The GM will invite the employee/volunteer to attend a meeting without unavoidable delay (usually within seven days of receiving the written grievance) to discuss the matter. The GM will state in the meeting invitation that if the employee/volunteer sought the assistance of a colleague to prepare the grievance, the employee/volunteer is entitled to be accompanied by that colleague. It is understood that the colleague is present to ensure that the employee's/volunteer's written grievance is interpreted and addressed by the GM according to these steps, but that the colleague may not speak on behalf of the employee/volunteer and cannot answer questions put directly to the employee/volunteer. The colleague may facilitate the meeting as employee/volunteer's translator, if needed. The GM may ask for further supporting documents before the grievance meeting.

**Step 3: Grievance Meetings**

When possible, a note-taker, who must be uninvolved in the case, will take down a record of the proceedings. The GM will introduce the meeting, read out the grounds of the grievance, ask if the grievance is correct, and require the employee/volunteer to provide clarification regarding details of the grievance if unclear.

The employee/volunteer will be given the opportunity to put forward her/his case and say how they would like to see it resolved. The employee may call witnesses and refer to any documents previously provided to the GM.

The GM may question the employee/volunteer and any witnesses. The employee/volunteer will be given the opportunity to sum up their grievance but may not introduce any new complaints.

The meeting may be adjourned by the GM if it is considered necessary to undertake further investigation. Any necessary investigations will be carried out to establish the facts of the case.

The GM may investigate the complaint by inviting the individual named in the grievance to a meeting. The individual named in the grievance may also feel aggrieved and may write a counter-grievance. In such cases, the individual should follow the procedures outlined in step 1.

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In the meeting with the individual named in the grievance, the GM will introduce the meeting, read out the grounds of the grievance, and provide the opportunity for the individual to respond to the complaints made against them and say how they would like to see it resolved. The individual may call witnesses and refer to any documents previously provided to the GM. The GM may question the individual and any witnesses.

The GM will adjourn the meetings before a decision is taken to allow time for reflection and proper consideration.

**Step 4: Decision by the General Manager**

Having considered the grievance and responses, the GM will give her/his decision regarding the case in writing to the employee/volunteer and the subject of the grievance within seven days of the final meeting. If appropriate, the decision will describe what action the GM intends to take to resolve the grievance or if the grievance is not upheld, will explain the reasons. The GM will include notification to the employee/volunteer of her/his right of appeal and describe the appeal procedure.

**Step 5: Appeal**

If the employee/volunteer wishes to appeal the grievance decision of the GM, she or he must do so by writing to the President, or if the President has already been involved in an earlier stage of the procedure, to the Secretary of the Board. The appeal must be made in writing within seven days of receiving the written grievance decision from the GM. The appeal must state the reasons for the appeal and any documents submitted in support of the appeal must be attached.

Arrangements for the appeal meeting will be made by the President (or Secretary of the Board if appropriate). The President will form an Appeal Panel constituting the President and two additional Keisho board members. The board members hearing the appeal should have had neither direct involvement nor conflict of interest in the case. The President may solicit all previous meeting notes from the GM and other documents related to the case. The employee/volunteer is entitled to a companion at the appeal meeting.

The appeal meeting should be held without unavoidable delay. The President will ensure that a note-taker is present. The President will introduce the meeting, read out the appeal, ask if the appeal is correct, and require the employee/volunteer to provide clarification regarding details of the appeal if unclear.

The appeal meeting may be adjourned by the Appeal Panel if it is considered necessary to undertake further investigation. The meeting will be reconvened as soon as possible.

Having considered the grievance and responses, the Appeal Panel will give their decision regarding the case in writing to the employee/volunteer and the subject of the grievance within seven days of the appeal meeting. If appropriate, the decision will describe what

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action the GM must to take to resolve the grievance or if the grievance is not upheld, will explain the reasons. The decision of the Appeal Panel shall be final.

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**Keisho Hiring Procedure**

**Purpose**

The aim of this Hiring Procedure is to find qualified individuals, attract them to Keisho Center, employ them strategically in the organization, and keep them for the long haul.

The hiring process involves multiple steps including resume review, interviews, demonstration classes (for teacher candidates), reference and background checks, employment offers, and employment contracts.

This Hiring Procedure will be published in the Appendix to the Keisho Staff Handbook which is available on the Keisho Center website.

**Hiring Process and Procedures**

Requests to hire new personnel may be made by any current Keisho Board or Core member to the General Manager. The General Manager, in consultation with Core Group, will consider the hiring request and if appropriate, present a personnel requisition to the Board.

The personnel requisition shall include the following:

- Position title
- Position hours
- Position rationale
- Essential job functions and qualifications (or a current job description, if available)
- Any special recruitment advertising considerations

The board will consider the personnel requisition and vote to adopt or deny it.

**Recruitment Advertising**

If the board approves a personnel requisition for an education team position, a job announcement will be written by the General Manager in consultation with the Curriculum Coordinator and the Core Group.

If the board approves a personnel requisition for an administrative position, a job announcement will be written by the General Manager in consultation with the President and the Core Group.

The job announcement will be posted on Keisho's website on the "Welcome" page, or in the case of a teacher opening, on the Japanese "Welcome" page, as well as on Keisho's

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social media sites including LinkedIn and Facebook and on Kaigailink. The job announcement will remain on these sites until the position is filled.

**Keisho Community Candidates**

Keisho recognizes that Keisho community members are often excellent candidates for open positions. A Keisho community member that applies for a position must follow the same hiring procedures as any other candidate. All applicants for a posted vacancy will be considered on the basis of their qualifications and ability to perform the job successfully.

**Interview Process**

**Candidates for Non-Education Team/Administrative Positions**

The General Manager and President will screen resumes prior to scheduling interviews. Initial interviews of potential candidates, if necessary, will be conducted by the General Manager and/or the President by phone or in person.

When the General Manager and/or President have identified a suitable candidate, the General Manager will inform the board and forward the applicant's resume to the board for review. The General Manager and/or President will schedule an interview by the interview team.

The interview team will be led by the General Manager and/or President and include any interested member of the board.

For some non-teacher positions, the General Manager will forward an applicant's resume to the board with a recommendation to hire the candidate. Any board member may ask for more information about a candidate. The board will vote on whether to hire the candidate for a non-teacher position within a reasonable amount of time, usually one week.

**Candidates for Education Team Positions**

The General Manager and Curriculum Coordinator will screen resumes prior to scheduling interviews and/or demo lessons. Initial interviews of potential candidates, if necessary, will be conducted by the General Manager and/or the Curriculum Coordinator by phone or in person.

**Teacher Candidates**

When the General Manager and/or Curriculum Coordinator have identified a suitable teacher candidate, the General Manager will inform the board and forward the applicant's resume to the board for review. The Curriculum Coordinator will schedule a demo lesson for the teacher candidate to be followed by an interview by the interview team.

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The interview team will be led by the Curriculum Coordinator and include any interested member of the board, any interested Education Team member, and the General Manager. Interview questions will be written in advance by the Curriculum Coordinator in consultation with the rest of the interview team.

After the interview team observes the demo lesson and completes the candidate interview, the interview team will meet to discuss the candidate's performance and qualifications. The Curriculum Coordinator will also solicit each team member's recommendation in writing within three days of the demonstration class.

The Curriculum Coordinator will compile the recommendations of the interview team and forward them to the General Manager. The Curriculum Coordinator and General Manager will send a recommendation to the board to hire or not hire the teacher candidate along with the documentation from the interview team.

### **Reference Checks and Criminal Background Checks**

After a decision has been made by the board to hire a particular candidate, an offer will be made to that individual contingent on satisfactory completion of reference checks and criminal background checks. If the board decides not to hire a candidate, the General Manager will inform the applicant in writing within one week of the board's decision.

The President and/or General Manager will check references for all non-education team/administrative candidates and the Curriculum Coordinator and/or General Manager will check references for all education team candidates. The General Manager will conduct background checks.

### **Job Offers**

Upon satisfactory results from the reference checks and criminal background checks, the General Manager will notify the candidate to confirm the job offer. The General Manager, in consultation with the President and Curriculum Coordinator, will draft and ask the new hire sign a contract for the current school year.

### **Follow-Through**

If a candidate chooses to accept a job offer from Keisho Center, he or she shall begin as soon as possible, usually on the next day that Keisho holds classes. As soon as possible, the GM will meet with the new hire to go through the onboarding steps (described in the General Manager job description).

If a candidate chooses not to accept a job offer from Keisho Center, the General Manager will follow up with the candidate to inquire as to the reasons why he or she chose not to accept the offer. The General Manager will share that information with the board.

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**Keisho General Manager Job Description**

**JOB TITLE**

General Manager

**SUMMARY DESCRIPTION**

The General Manager (GM) is responsible for the day-to-day operations of Keisho Center and providing a safe and productive educational environment for students, teachers, staff, and families. The GM collaborates with all Keisho stakeholders to provide enriching Japanese heritage language and culture classes, activities, and events throughout the school year. The GM reports to the Keisho Board of Directors.

**DUTIES AND RESPONSIBILITIES**

**Daily / Weekly**

**Communication**

- Actively communicate and coordinate with and among families, Core Group, Education Team, and Board of Directors about Keisho topics
- Monitor Keisho email and respond to / forward all correspondence
- Draft, circulate for comments, and send school-wide email notices to Keisho families
- Act as main point of contact with Norwood School; communicate with Norwood staff about Keisho's needs and/or changes in routine
- Charge and bring Keisho phone; respond to voicemails
- Create posts on Keisho Facebook and Twitter accounts about Keisho activities
- Communicate with Chairman and Curriculum Coordinator about inclement weather and make determination of emergency closing/early dismissals

**Logistics**

- Collaborate with Curriculum Coordinator to make sure all classes are covered and subs are arranged
- Collaborate with Admissions Assistant to schedule tours
- Monitor SignUp Genius to make sure all Family Responsibilities are filled; work with Volunteer Coordinator(s) to fill empty slots
- Confirm that classroom, storage, and outside doors are open
- Help set up Common Room and library
- Unlock file cabinet with student emergency information binder
- Monitor and approve expense reimbursements for teachers and Core members

**Support**

- Make sure teachers have necessary resources for instruction (eg laptops)
- Monitor student behavior and intervene / mediate if conflicts arise
- Assist / coach teachers on instruction if needed

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**Monthly**

**Planning**

- Facilitate Core Group meeting at least once per month to plan and coordinate Keisho activities
- Support committee chairs to facilitate event planning meetings (undokai, potlucks, mochitsuki, Sakura Matsuri performance, etc.)
- Participate in monthly Education Team meetings

**Coordination**

Coordinate with:

- Bookkeeper to keep track of budget, make sure expenses are reasonable and not duplicative
- Registrar to maintain accurate email and SignUpGenius lists
- Webmaster to update Keisho website and parent page
- Volunteer Coordinator to buy coffee/tea supplies for Common Room
- Curriculum Coordinator and Core members to bring/drop off materials to/from the storage unit on River Rd.; maintain storage inventory doc

**Ongoing**

**Policy development**

- Collaborate with Board Directors to develop long-term Keisho policies and priorities
- Schedule 2-3 board meetings per year (use Doodle to find the best time for board meetings)
- Vote on annual budget (May/June)

**Procedures development**

- Collaborate with Core Group and Education Team to develop and monitor effective Keisho procedures

**Staff recruitment**

- Recruit, interview, and arrange demo lessons for prospective teachers; use social networks (eg LinkedIn) to find candidates
- Recruit and interview prospective teacher assistants
- Make requisition requests and hiring recommendations to the Board

**Onboarding new staff**

- Conduct background checks of new hires
- Coordinate payroll and employment verification docs with Chairman
- Make sure contracts and code of ethics are signed
- Communicate with new hires about:
  - Contracts (signed)
  - Code of Ethics (signed)
  - Keisho staff handbook (esp. Board and Core structure)
  - Dates and work hours
  - Communication protocols
  - Grievance procedure

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- CPR certification
- Substitutes
- Visitor policy
- Reimbursement form

**Documentation**

- Create / update / edit documents including:
  - Keisho Handbooks
  - Job postings
  - Job descriptions
  - Brochures
  - Guest waiver of liability
  - Others as needed
- Store hard copies in file cabinet and scan/save on DropBox:
  - Signed teacher and staff contracts
  - Signed code of ethics (all paid staff and Board members)
  - Signed conflict of interest forms (Board members only)
  - Facility use agreements
  - Insurance docs (for Norwood and Sakura Matsuri stage)
  - Signed guest waivers of liability

**Monitoring students**

- Monitor student behavior and students with special needs
- Work with Education Team to identify special needs, including behavior issues, and ways to accommodate in the classroom
- Communicate with parents about student issues

**Outreach**

- Establish and maintain contacts with other groups and individuals in the Japanese, Japanese-American, and heritage language communities
- Pursue opportunities to enrich Keisho's program:
  - Invite and arrange visits of guest speakers and performers
  - Write thank you letters to guests and donors
  - Seek new outreach opportunities (eg concerts, booths, etc.)

**Fundraising**

- Research and apply for relevant foundation grants

**Feedback**

- Conduct online surveys to solicit comments and suggestions:
  - After each Keisho event to improve logistics
  - Twice annually about learning activities to improve instruction

**Special projects**

- Work with Keisho stakeholders to research, plan, and propose innovative projects (eg virtual classrooms, new software and hardware, new activities)

**Yearly**

**Registration**

- Collaborate with Registrar to confirm all waivers are signed on parent page (September)

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**Early Registration and Tuition**

- Collaborate with Bookkeeper to confirm early registration (May) and tuition payment (September)

**Lease**

- Negotiate and sign lease with Norwood facilities manager (April)

**Insurance**

- Review policy, brief board, approve payment by accountant (March); submit claims as needed

**Contracts**

- Develop and have all paid staff sign contracts (August and as needed during the school year)

**Feedback**

- Conduct a conference with each staff member to solicit suggestions for continuous improvement (May/June)

**Drills**

- Hold two fire drills and one lockdown drill per year

**Budget**

- Work with Chairman and Treasurer to develop annual budget (February)

**Calendar**

- Develop initial Keisho calendar; scan local school calendars for holidays and confirm with Norwood about any conflicts (February)

**Board letter**

- Write, circulate, edit, translate annual letter from the board

**Strategic Planning**

- Collaborate with Keisho stakeholders to create, review, and revise Keisho's vision, mission, and strategic plan (July/August)

**QUALIFICATIONS**

1. Excellent communication skills in English.
2. Working proficiency in Japanese.
3. 3-5 years experience working with children/youth groups in an education setting.
4. 1-2 years leadership experience in an educational and/or nonprofit organization.
5. BA or MA degree in appropriate subject preferred.

**TERMS OF EMPLOYMENT**

**School year:** The GM is expected to be present at Keisho during all on-site and off-site activities throughout the school year and to meet several other times per year (student interviews in August, job interviews during the summer, one teacher meeting per month after class). The GM should be available by email 12 months of the year.

**Compensation:** \$30 per hour

**Hours:** 8:30 a.m. - 1:00 p.m. each Saturday

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CURRICULUM COORDINATOR DUTIES & RESPONSIBILITIES

**Weekly Duties:**

- Actively participate in communication and coordination with the GM, Core Group, and Education Team about Keisho classes, activities, and events
- Support teachers in planning and delivering lessons
- Confirm that all classroom teachers are present each day and arrange for a substitute should he or she be late or absent
- Observe classroom instruction to confirm that Keisho policies and instructional philosophy are followed
- Communicate with families regarding instructional, curricular, and scheduling issues as needed in Japanese
- Assist the GM in editing emails to Keisho families
- Bring key card and second set of keys to Norwood school weekly

**Monthly Duties:**

- Facilitate monthly Education Team meetings: call meetings, create draft agenda, take notes, circulate and save meeting Minutes

**Irregular Duties:**

- Follow the *Keisho Hiring Procedure* to recruit and evaluate new staff and volunteers
- Create/update/edit various documents as needs arise including lesson materials, curriculum guides, and family surveys
- Monitor student behavior and students with special needs - work with the GM and teachers to identify special needs, including behavior issues, and ways to accommodate in the classroom
- Outreach/liaison to other groups and individuals - establish and maintain contacts with various other groups and individuals in the Japanese and Japanese-American community

**Yearly Duties:**

- Brief the Board of Directors on instructional and curricular issues upon request
- Remain abreast of current trends in heritage language education and support teachers to implement new instructional techniques consistent with research
- Assist the GM in updating and revising policy manuals annually and as needed throughout the year
- Assist the GM in developing the Keisho calendar

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CLASSROOM TEACHER DUTIES & RESPONSIBILITIES

**Weekly Duties:**

- Plan and teach Japanese heritage language lessons to Keisho students
- Maintain a positive and inviting learning environment for students and families
- Actively participate in communication and coordination with Curriculum Coordinator, GM, and other Education Team members about Keisho classes, activities, and events
- Monitor student progress and communicate with classroom families regarding students' learning, behavior expectations, and upcoming activities
- Set up and clean the classroom prior to and after lessons

**Monthly Duties:**

- Attend monthly Education Team meetings

**Irregular Duties:**

- Participate in hiring committee duties
- Chaperone field trips
- Conduct language assessments
- Organize student records/progress reports
- Communicate with the Board of Directors on instructional issues upon request
- Take part in professional development opportunities including classroom observations, attending conferences and lectures, and taking classes on heritage language education

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**IT/WEBMASTER DUTIES & RESPONSIBILITIES**

**Weekly Duties:**

- Maintain the Keisho website
- Maintain Keisho Family Account pages
- Provide training and assistance to Core and Board members and families during Keisho hours

**Monthly Duties:**

- Communicate with GM, Education Team, Core Group, and Board about tech issues
- Attend monthly Core meeting as much as possible

**Irregular Duties:**

- Upload the most up-to-date documents and photos to website when available
- Maintain an up-to-date IT/Webmaster manual on Keisho's DropBox account

**Yearly Duties:**

- Keep records of and periodically update passwords for Keisho email, Facebook, and Twitter accounts
- Brief the Board of Directors on tech issues upon request
- Remain abreast of current trends in technology and incorporate new innovations into Keisho systems
- Assist the GM in updating and revising policy manuals annually and as needed throughout the year

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**TREASURER/BOOKEEPER DUTIES & RESPONSIBILITIES**

- Issue and/or send out checks when requested and with President's/GM's approval
- Check the PO Box located at Cabin John Post Office (PO Box 142 Cabin John, MD 20818-8142)
- Deposit checks to Keisho bank account(s)
- Monitor Keisho bank account to ensure a positive balance
- Pay rent to facility and other expenses as needed
- Prepare monthly income/expense summary charts based on bank statements
- Manage Paypal account
- Attend monthly Core meeting as much as possible
- Prepare tuition invoices as needed
- Collect tuition and other payments from Keisho families
- Organize financial files
- Communicate with the Board of Directors on financial/budget issues upon request
- Send out thank you letters to donors
- Maintain up-to-date Treasurer/Bookkeeper manual
- Develop Keisho budget with Core and board members
- Prepare accounting summary (Jan.-Dec.) for taxes
- Prepare/arrange Keisho income taxes
- Submit accounting summary (Sep.-June) to board meeting
- Collect Early Registration and Yearbook forms
- Arrange annual greeting cards
- Assist the GM in updating and revising policy manuals annually and as needed throughout the year

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FAMILY RESPONSIBILITIES COORDINATOR(S)  
DUTIES & RESPONSIBILITIES

- At the start of each school year, collaborate with the General Manager and Curriculum Coordinator to create a “Family Responsibilities” sign-up on SignUpGenius.
  - The sign-up should include common room, library, and hallway shifts (refer to the Keisho calendar for all dates).
  - Collaborate with the Keisho Registrar (currently Mitsue Steiner) to create an up-to-date “group” of Keisho parents’ email addresses.
  - Name the group “Keisho Family Responsibilities 201\_-1\_.”
  - Invite all group members to the sign-up.
  - Collaborate with GM to write an email to all families reminding them to sign up (and that Core members and teachers are excused from duties).
- Monitor the SignUpGenius account weekly to ensure all shifts are covered.
- Recruit parents to sign up for open shifts.
- Assist the GM to monitor the common room, library, and hallway to confirm that parents show up and complete their assigned shifts each week.
- In the event a Keisho family member does not show up for a scheduled shift, work with the GM to recruit another Keisho member to cover that shift.
- If all shifts have not been filled by November 1, assign shifts to the remaining families (use the Registrar’s parent list for cross-reference with SignUpGenius).
- In November, March, and May: assist the Potluck Coordinators and the Sakura Tent Coordinator to create sign-ups for those events.