



November 7, 2017

Board of Directors Meeting
Matsukawa Place
November 7, 2017

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Attendance

1. Gerald May (TEAM)
2. Kenichi Shinagawa (Member at Large and Educator)
3. Johanna Leenders (Mieke Sasaski)(CRJM)
4. Jon Winter(SEND)
5. Jaine Yeong Yueh Chung (Jaine Loh) (World Venture)
6. Daniel Sexton (OMS)
7. Joel Peterson (Member at Large)
8. Anda Foxwell (Head of School)

Supervisor-auditors

1. Sobi Abraham
2. Carol Love

Proxies

Grant Buchholtz (ECC) gave his proxy to Gerald May.

SY 17-18: 33 Call to Order

The meeting was called to order at 8:43 am.

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SY 17-18: 34 Devotions: Anda Foxwell

Anda shared a short devotion about total dependence on God.

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SY 17-18: 35

Time of prayer for CAJ (B4.6.7)

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SY 17-18: 36 Approval of agenda (B 4.3.5.3)

MSC to approve the agenda as amended.

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SY 17-18: 37 Consent agenda (B 4.3.3)

MSC to approve the consent agenda as follows:

- Board Ends review: B 1.1 (students) (B 4.1.5, 4.3) -See Ends Review Sheet
- Question to answer: What does our ownership demand from this organization regarding students?
- Student Objectives
- Board policy review: B 3.2 and 3.3 (B 4.1.6) -See Policy Review Sheet
- September 19, 2017 Board of Directors minutes (B 4.2.9.5)
- October 2, 2017 Board of Directors minutes (B 4.2.9.5)

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SY 17-18: 38 Head of School monitoring report B 2.3, End – B 1.1 (students)(B 2.1.1, 2.5.1, 3.5.2.1)

- Monitoring Report for November 2017
- Discussion of the different points of the monitoring report

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SY 17-18: 39 Acceptance of monitoring report

MSC to approve the Monitoring report for November 2017.

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SY 17-18: 40 Head of School Report (B 2.1.5)

Anda Foxwell presented the Head of School report

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SY 17-18: 41 Governance and Policy Review Committee (B 4.8.1)

- October 25, 2017 Governance and Policy Review Committee minutes (B 4.7.6.3.2)

1. Discussion of the recommendation to remove 2.4.7 of our policy

Section 2.4: The head of school shall not fail to ensure that the programs and services provided by Christian Academy in Japan meet or exceed student objectives and accreditation standards and are consistent with the philosophy of Christian Academy in Japan.

Accordingly, the head of school shall not fail to:

2.4.7 Collect data on student academic performance in meeting student objectives

MSC as a first reading to remove B 2.4.7

2. Discussion of the supervisory audit role: Carol Love, Sobi Abraham and Gerald May will talk this over together.
3. Discussion regarding linking Sophie and Brenda to give board members broader access to school information.

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SY 17-18: 42 Finance and Audit Committee (B 4.8.2)

- October 31, 2017 Finance Committee minutes

Discussion of the costs and funding of the building project in its different phases.

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SY 17-18: 43 Building Project Steering Committee report – Joel Peterson

Discussion of the building committee report of Oct 18,2017

MSC to approve the building program project team moving forward with selecting three architects, initiating the competition for architectural bids and approve any initial spending to achieve this.

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SY 17-18: 44 Board housekeeping

- Board members' intent for SY 2018-20

- two members indicated that they may not be available to serve on the board of directors for the upcoming term, 2018 – 2020.

- Date of Board/Staff Christmas tea will be December 12, 2017 at 4-6pm

- Evaluation of the Head of School should be done.

-Mission representative meeting on January 23, 2018 at 9 am. Please let your mission know about the date so they can attend this meeting

- Our next meeting will be January 16, 2018.

- Discussion of the Cambodia meeting

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SY 17-18: 45 Core Value Discussion

God is the author of all truth (John 14:6) (John 8:32)

- God is Creator, Sustainer, Redeemer and Restorer of His world (Col 1:15-17)
- In Him is all knowledge (Colossians 2:3)
- God's unified truth in His Word (John 17:17) and in His world (Romans 1:19-20) is the lens through which we view education

God created humans in His image(Gen. 1:27)

- Each individual has intrinsic value and is worthy of respect (Acts 17:29; Deut. 6:5))
- Each individual has unique gifts needing to be developed (1 Cor. 12)

God created humans for community (Acts 2:42 - 47)

- Community reflects God's triune nature and is best expressed in a relationship with Him through Christ, and with others (Gen. 1: 26-28)(1John 4:9-12)

- Community requires service (1 Pet. 4:7-10)
- Community extends beyond our local boundaries (Is. 12:4; Matt. 28:19)
- Community resources require wise stewardship (Col. 3: 23-24; Matt. 25:21)

MSC to approve the above as a second reading.

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(Lunch)

SY 17-18: 46 Strategic Planning Discussion with David Bartlett (full afternoon session)

- Discussion of the changes made in the strategic plan by Joel Peterson.

Strategic Plan

Students - Effectively implement global competencies with a biblical perspective, preparing our students for lives of service.

- Continue to develop service-learning opportunities through all grade levels to further achieve our mission
- Train students and staff in global competencies
- Provide new appropriate and effective technology to support global competency learning

Program – Addressing the needs of a changing school environment through valuing individual and cultural differences, encouraging stronger unity and collaboration and balancing high expectations with meeting the needs of students.

- Document appropriate scope and sequence of all curricular components of the CAJ educational program
- Assess language and learning support to more effectively support students while exploring ways to both challenge and nurture students, including, but not limited to, a review of the AP program
- Explore opportunities in the area of online courses for current students and distance learning, particularly for our SSS families
- Train staff in best practice strategies for biblical integration in all CAJ curriculum

Culture – Continue to provide a safe, welcoming and nurturing community, that meets students intellectual, emotional, physical, spiritual, and social needs. Promote our culture to influence parents to select CAJ to be their Christian school of choice in the Kanto Plain.

- Foster a safe and nurturing environment for all students through effective staff, parent and student training in child protection and safety
- Seek to facilitate effective communication internally and externally (marketing) that contributes to a collaborative community environment
- Continue to raise awareness of the CAJ mission, both in our immediate community and beyond, and to provide opportunities for mission achievement
- Explore new ways to celebrate and appreciate cultural diversity in the CAJ community

Staff - Encourage staff to use innovative approaches to enhance student learning through professional and leadership development, recognizing that all staff members contribute to achieving the mission of CAJ.

- Develop an effective staff recruitment plan
- Strengthen the Leadership Team's focus on policy, problem-solving strategies, and internal communication
- Have a clear performance evaluation and feedback system for all staff that leads to professional development
- Support and facilitate teaching and support staff engaging in professional development
- Actively identify and provide opportunities for staff leadership skill development
- Provide appropriate technology to maximize staff effectiveness in their roles

Governance – Regularly assess board effectiveness and update policies and structures as needed to ensure healthy governance.

- Review and validate, update or change governance framework once every 5 years.
- Strengthen clarity of and links between board policy and management policy
- Seek individuals with diverse skill sets and backgrounds for the Board of Directors, who are passionate about CAJ and understand educational issues
- Provide training specific to CAJ board needs
- Effectively communicate with moral owners of CAJ

Finance - Maintain a budget that provides sustainable financial support for the school's short-term and long-term needs.

- Maintain a 3-year projected budget
- Create alternative revenue streams to support capital projects and operating expenses
- Ensure the Tuition Assistance Program is adequately funded and maintained in order to support families with the greatest needs while ensuring affordable tuition fees
- Develop and maintain an effective marketing and fund-raising strategy involving the wider CAJ community as loyal supporters

Facilities - Create a master plan for the future development of the campus facilities and grounds, targeting a maximum student population of up to 550.

- Develop and implement a multi-phased construction plan to meet the space and educational needs of a growing student population
- Continue to maintain campus facilities to maximize community, efficiency and effectiveness

Review plan:

Strategic Plan will be reviewed and evaluated every three years.

Action Plan will be reviewed and evaluated annually.

MSC to approve as a first reading the Strategic Plan (black bold points)

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SY 17-18: 47 Monthly review of board process: Written Response (B 4.1.7)

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SY 17-18: 48 Closing prayer

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SY 17-18: 49 Adjournment

MSC to adjourn at 4:13pm

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Sign and seal (hanko) on meeting minutes by Board of Directors (B 4.2.9.5)

Respectfully submitted,

_____(seal)
Johanna Leenders
Board Secretary

_____(seal)
Gerald May
Board Chair

_____(seal)
Kenichi Shinagawa
Board Vice Chair

_____(seal)
Daniel Sexton
Vice Chair of Finance

_____(seal)
Jon Winter
Board Member

_____(seal)
Joel Peterson
Board Member

_____(seal)
Jaine Yeong Yueh Chung (Janie Loh)
Board Member

_____(seal)
Anda Foxwell
Head of School, Board Member