



## February 13, 2018

Christian Academy in Japan  
Board of Directors Meeting  
Matsukawa Place  
January 16, 2018

### Contents

- 1 Attendance
  - 1.1 Supervisor-auditors:
- 2 SY 17-18:58 Call to order
- 3 SY 17-18:59 Opening prayer and Devotions: Jon Winter
- 4 SY 17-18:60 Time of sharing and prayer for CAJ (B4.6.7)
- 5 SY 17-18:61 Approval of agenda (B 4.3.5.3)
- 6 SY 17-18:62 Consent agenda (B 4.3.3)
- 7 SY 17-18:63 Head of School monitoring reports presented by Anda Foxwell B 2.4, End – B 1.2 (program)
- 8 SY 17-18:64 Staff member interaction: Damon Ealey, Curriculum Coordinator
- 9 SY 17-18:65 Acceptance of monitoring report
- 10 SY 17-18:66 Head of School Report by Anda Foxwell (B 2.1.5)
- 11 SY 17-18:67 Finance and Audit Committee report(B 4.8.2)
- 12 SY 17-18:68 Governance and Policy Review Committee report(B 4.8.1)
- 13 SY 17-18:69 Report from Building Project Committee (Joel Peterson)
- 14 SY 17-18:70 General discussion related to Cambodia Policy Governance Conference
- 15 SY 17-18:71 Board housekeeping:
- 16 SY 17-18:72 Closing prayer by Carol Love
- 17 SY 17-18:73 Adjournment

### Attendance

1. Gerald May (TEAM)
2. Kennichi Shinagawa (Member at Large and Educator)
3. Johanna Leenders (Mieke Sasaki)(CRJM)
4. John Winter (SEND)
5. Jaine Yeong Yueh Chung (Jaine Loh) (World Venture)
6. Daniel Sexton (OMS)
7. Joel Peterson (Member at Large)
8. Anda Foxwell (Interim Head of School)
9. Grant Buchholtz (ECC)

### Supervisor-auditors:

1. Sobi Abraham
2. Carol Love

### SY 17-18:58 Call to order

Meeting called to order at 8:45 am.

[back to top](#)

### SY 17-18:59 Opening prayer and Devotions: Jon Winter

[back to top](#)

### SY 17-18:60 Time of sharing and prayer for CAJ (B4.6.7)

[back to top](#)

### SY 17-18:61 Approval of agenda (B 4.3.5.3)

**MSC** to approve agenda as amended

[back to top](#)

### SY 17-18:62 Consent agenda (B 4.3.3)

Board Ends review: B 1.2

- program is built around the core values.

Board policy review: B 3.1 (B 4.1.6)

Board policy compliance: B 3.2; 3.3 (B 4.2.2.4)

- November 7, 2017 Board of Directors minutes (B 4.2.9.5)
- December 12, 2017 Board of Directors minutes (B 4.2.9.5)
- January 9, 2018 Finance and Audit Committee minutes(B 4.7.6.3.2)(Financial Statements as received)

**MSC**to approve consent agenda

[back to top](#)

### SY 17-18:63 Head of School monitoring reports presented by Anda Foxwell B 2.4, End – B 1.2 (program)

- Monitoring report January 2018

- 2.4.1.1: to be discussed by the Governance and Policy Review Committee.

[back to top](#)

## SY 17-18:64 Staff member interaction: Damon Ealey, Curriculum

### Coordinator

- overview of the upcoming WASC report
- school wide action plan
- Prayer needed for the right people to be on the WASC accreditation committee

[back to top](#)

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## SY 17-18:65 Acceptance of monitoring report

MSC to approve the monitoring report

[back to top](#)

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## SY 17-18:66 Head of School Report by Anda Foxwell (B 2.1.5)

- hiring of new staff in process
- staff technology training project
- switch to block schedule preparation
- teaching for transformation: tools for Biblical Perspective teaching in our classes
- Stephanie Ban: marketing plan in place; new school brochure
- facilities up keep

[back to top](#)

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## SY 17-18:67 Finance and Audit Committee report(B 4.8.2)

- presented by Daniel Sexton

MSC to approve the Finance and Audit Committee report

[back to top](#)

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## SY 17-18:68 Governance and Policy Review Committee report(B 4.8.1)

- Kenichi Shinagawa gave a verbal report on committee activities
- report about what will be happening in the next few weeks
- seeking recommendation of names for possible new board members
- discussion regarding alternating terms of service of board members so as to maintain an ongoing presence of experienced members

[back to top](#)

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## SY 17-18:69 Report from Building Project Committee (Joel Peterson)

- two architects came in December. A proposal for a plan by the end of February.
- proposal of financial plans
- future action plans of the building project

[back to top](#)

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## SY 17-18:70 General discussion related to Cambodia Policy Governance Conference

- discussion about Cambodia's conference pros and contras
- discussion of recommendations given to us by David Bartlett

### David Bartlett report - Key categories summarized

1. Communication and IT
  - a. Sorting SOPHIE into policies and general information to make it simpler to maintain and search...comprehensive simplification of the data base.
  - b. Staff handbook compiling the "need to know" items; consolidation of parent and student handbooks to make information easier to find
  - c. Communications policy, including email guidelines
  - d. IT Masterplan
  - e. Simplification of resources to make them less dependent on 1 person
2. Development
  - a. use of market planner (already in development)
3. Leadership Team
  - a. Develop standard format for policy writing
  - b. Role clarification for reporting and accountability relationships
  - c. Explore use of Trello for clearly articulated meeting outcomes
  - d. Clarified LT portfolios
  - e. 2 executive groups formed to meet fortnightly: Education and Operations
  - f. Clarified communications protocol internally and externally
  - g. Keep a student centric focus (rather than staff centric or parent centric) for CAJ
4. LT and Board
  - a. Meet together once or twice a year to better understand ends, core values, vision for the school
  - b. Have clear leadership transition plans for both LT and Board
5. Board
  - a. More streamlined approach to meetings
6. HR/Business/Board
  - a. Continue systematic approaches to staff pro-D, discipline, welfare, work regulations, benefits, and salaries
7. Business Manager/Business Office
  - a. Improved budget processes to allow for an annual and 3-year budget planning process
  - b. Consider budget categories that include broader, K-12 approaches
  - c. KPIs for setting staff levels for the future to have a better balance with staffing needs and financial constraints
  - d. Review Resolve

- e. Consider using Fee Management Solution pack (provided with report)
  - f. Appoint new Business Manager with accounting strengths, with suggestions given for placement ads
  - g. Segregation of duties and internal accounting controls be reviewed and established
  - h. Overhaul purchasing, payables, petty cash, payroll, debtors, and financial reporting
8. SSS
- a. Consider enfolding SSS into the overall educational program of CAJ (we are talking about this already -- the timing seems right)
9. School improvement
- a. Continue developing improvement plans that are linked with strategic plan, facilities plan, staff development plan, communications plan, marketing plan and financial plan (3-year budget).

[back to top](#)

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## **SY 17-18:71 Board housekeeping:**

February 13: meeting at Mitaka Team Center from 9am-4pm

[back to top](#)

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## **SY 17-18:72 Closing prayer by Carol Love**

[back to top](#)

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## **SY 17-18:73 Adjournment**

**MSC** to adjourn at 14:30pm

[back to top](#)

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

(KPI = key performance indicators)

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)

John Winter  
Board Member

\_\_\_\_\_ (seal)

Joel Peterson  
Board Member

\_\_\_\_\_ (seal)

Grant Buchholtz  
Board Member

\_\_\_\_\_ (seal)

Jaine Yeong Yueh Chung (Janie Loh)  
Board Member

\_\_\_\_\_ (seal)

Anda Foxwell  
Head of School , Board member