



AFNORTH International School

Ferd. Bolstraat 1 – 6445 EE Brunssum – The Netherlands – www.afnorth-is.com

Board of Governors Meeting Discussion Summary Tuesday 17 November 2023	
1	Welcome & Agenda The Director welcomes the BOG members and thanks everyone for making the considerable effort to be able to be at the school. A special acknowledgement of support and partnership was extended to the JFC Base commander.
2	APPROVAL and Signing of 23 May 2023 Discussion Summary dated 2023.05.16 The draft minutes have been shared by email June 26, 2023 and approved for publication on the website A motion was made by the US governor and seconded by the CDN Governor to approve the minutes of the BOG meeting held on 16 May 2023, Final copy is dated 2023.05.16 All Members Agreed.
3	Calendar SY 2024/2025 – V2 dated 2023.10.04 Following the conversation on Monday, actions are required from 2 persons. <ul style="list-style-type: none">- In order to determine the date for any central re-examinations in the German section, taking into account the start of the holidays in the AIS calendar SY 24/25, the German Governor will subsequently coordinate with the GE principal and the examination chairman in NRW. The follow up dates of the central examinations for SY25/26 and SY26/27 – if already known – will be discussed in the May BOG meeting “calendar AIS”.- The US governor is making some inquiries through DoDEA to see the potential of starting the US school a few days later and finishing a few days later. Acknowledging the fact that would place the US section within the AIS school system further out of kilter currently.- The US governor will communicate the - blue circle - PD days for the US section.- Fire drills are not part of the school calendar and need to be internally communicated. To simplify the calendar for parents. Calendar sy2024/2025 will be shared for approval by the BOG after receiving the information from BOG members.
4	Proposed changes Policies and Procedures
4.1	2020.004 Pro- Tuition Fee -the SOP for the International Sports Fee has been added to this document. A motion was made by the US governor and seconded by the UK governor to approve the addition to the Pro 2020 Tuition Fee. All members agreed.
4.2	4030.002- Pro - Admission The description has been updated to reflect the current work procedures.



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	<p>A motion was made by the US governor and seconded by the GE Governor to approve the amendments. All members agreed.</p> <p>The Finance Manager proposed to add the regulation of a maximum: 5% commercial students at AIS to maintain the VAT exemption for AIS to the procedure.</p>
4.3	<p>4070.008- Pro - Transportation</p> <p>A change to the draft is suggested: Messages for day-to-day or weekly changes will be handled by the National school sections.</p> <p>A motion was made by the US governor and seconded by the CDN Governor to approve the adjusted amendments. All members agreed.</p>
4.4	<p>SOP International Sport Fees</p> <p>This SOP describes the procedures for the participation of international students in US sports activities. The updated SOP with recommended amendments was sent to the Financial Advisors on 31 October and approved. The SOP will be shared with the US and CDN MHS principal.</p> <p>A motion was made by the US governor and seconded by the CDN Governor to approve the SOP International Sports Fees. All members agreed.</p> <p>The US governor – “It’s the first year and we’re exploring where there may be potential problems and where it’s working appropriately. There may need to be some modification down the road depending upon it. If there is a balance at the end of the school year, what happens to the funding that’s been collected by the Directorate.?” The Finance Manager will keep an overview of contributions received and purchases spent on the sports activities. The BOG will review the SOP and decide on any outstanding balance at the May 2024 meeting.</p>
5	<p>LWR Report and update</p> <p>The Assistant Director gave an update on the current positions and the changes within the LWR staff. Approximately two additional ladies work on that red floor so that the expected tasks can be met. A solution has been found for the attendance of the international nurse. The IT support technician position is functioning excellently. AIS needs to find out what tasks of the KEMBIT POC can be taken over so that AIS can adjust/stop the KEMBIT contract, December 2024. A new full-time position in the business office - Management Support - The function description is written. An external organization will weigh/assess the function in accordance with the FuWaDev standards (NL MOD) and then determine the scale. Based on that AIS can start advertising.</p> <p>LWR labor agreement - J1 intends to work on creating a new document, to replace the version dated 9 November 2010 which is currently still being used. Once the LWR portal is fully in use the latest version will be placed on this portal.</p>



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	The BSG Commander JFC HQ brought to the attention that because of the negotiations between defense and the unions, the negotiation result will be submitted to the members of the union for a vote on December 12, 2023. Starting from 1 January 2024. Ms. Bulkens is requested to look at the impact on current budget and on budget SY24/25
6	BOG ITEMS
	Polish School The AIS supports a cooperation with the Polish school, the premises can continue to be used. The Polish school must adhere to the existing usage space requirements of the DA AIS in order to be able to continue the cooperation.
7	DIRECTOR'S ITEMS
7.1	<p>Internationalism at AIS</p> <p>Based on an internal survey a committee will draft a proposal to the BOG. How should AIS proceed to promote internationalism in the school among all sections and staff. What is it? What is it like? The committee which would work on this would have a goal and objectives. There's interest out there. How we exactly put it together into a program that's going to be beneficial is where we are right now.</p> <p>The UK governor confirmed that the BOG still stands with the previously made statement focused on the 6C's, all BOG members agreed.</p> <p><i>The AFNORTH Board of Governors formally state these expectations:</i></p> <p><i>AFNORTH International School is a Dutch Foundation. The Director with the principals and their staff are together responsible for fostering the international ethos of the school and for respecting the educational requirements of each nation. This responsibility includes the mandate, as agreed by all four nations, to attempt insofar as possible to develop a mutual understanding of a shared school culture and norms, common courses, promote language learning, and facilitate intercultural exchanges. To re-energize our collective efforts in achieving these expectations, the Board of Governors direct the AIS Director to develop a collaborative plan to reach these goals stated above, and for that plan to be presented to the Board of Governors at our November 2018 meeting. All principals and staff are directed to proactively, intentionally, and positively seek meaningful, regular and sustained opportunities to develop internationalism. This will be supported by the additional dedicated release time for staff to contribute to the strategic plan. Before the Board meets in November, it was agreed by Board of Governors, that the Director in consultation with the Principal's, identify two further Early Release Days for this purpose.</i></p>
7.2	<p>Tuition Fees</p> <p>Information was shared: the difference in tuition fees between the German section and the other sections within AIS. Request to consider mirroring at least the commercial tuition fees. A trend for increased applications from commercial students to register for the German section, the reasons being small classes,</p>



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	<p>good education and very cheap. This is a trend that should be monitored given the school's VAT-free status. The German section is aware and will take this into account when accepting students. The discussion about adjusting tuition fees lies with the German ministry.</p> <p>Main goal to support the mission of NATO. The BSG Commander is approached almost daily by parents struggling to find access to quality education, the affordability of education and language issues. In a lot of cases the parents fall back to the Netherlands public education system. Different nations offer different compensations to their serving members. He is supportive of every decision as long as the decision remains accessible education for as many students possible provides.</p> <p>It was asked if the policy/practice of a family of 3 or more children spread across the UK and CDN section be entitled to a 10% discount can be reviewed. In cases where a parent still wishes to claim this, this can be raised on a case-by-case basis with the members of the BOG.</p>
7.3	<p>International fifth Wing</p> <p>The request for access to education and the affordability of education has increased because of NATO's mission changes. At the last SNR meeting, AIS focused on the enrollment eligibility question for families so that there would be a better understanding of what to expect when families moved here. Families who expected to be placed in the school find there was no room for them. Right now, we have four countries that seem quite interested in creating a 5th international wing. The starting point is a feasibility study. AIS expertise on what it takes to run the school, what it takes to run the section is needed. These needs then are translated to their respective countries. What consequences will the countries face?</p> <p>This feasibility study and probably a future international 5th wing are supported by the board of Governors.</p>
7.4	<p>School Emergency Management Training - SEMT</p> <p>AIS has taken over the organization from DoDEA for their SEMT training as the safety protocols within AIS are unique, ending the 2-day meeting with a tabletop exercise. The meeting will take place at the JFC HQ base. AIS has 4 different nations under one roof, but in the event of an emergency, the emergency services of the Netherlands will take over authority. It is indicated that the BoG members are not aware of the current emergency protocols. All emergency procedures can be found on the AIS portals.</p>
7.5	<p>Bus contract Jacobs</p> <p>Negotiations between AIS and a bus company. AIS is assisted by Legad JFC HQ.</p>
7.6	<p>Energy contract</p> <p>A new 3-year energy contract - regarding electricity & gas consumption - has been approved & signed for the calendar years 2025-2026-2027. The financial board recommends – FA meeting 2023.10.17 -going for a 3-year contract with the lowest energy price, so that the National sections know the fixed price and can manage the budget. Due to the need to sign the offered day prices for electricity and gas AIS requested already an email approval from the BoG – Annex C</p>



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8	Major Projects
8.1	<p>Library - Information Centre</p> <p>We showed the presentation, the most important thing shown are the adjustments to the infrastructure. The suspended ceilings are removed for an open industrial look and a new flooring. The rear will be fitted with a glass wall for more natural light. By placing panels creating air circulation in the high school section and in the middle part. There is space for IT, smartboards and sound reducing closed areas for testing and online work/meetings. The furniture AIS was able to obtain through the American side is incorporated in the plan.</p> <p>The logistical plan for the library's move, possible use of another space after the 2024 summer holidays so students still have access to the library resources and the renovation itself has yet to be set up.</p> <p>A motion was made by the UK Governor and seconded by the US Governor to adopt the architect plans of the library project excluding the costs for the fixed fixtures. These costs will be reassessed in the meeting in May, either executed within this budget year or forward to the next budget year. All members agreed</p>
8.2	<p>Renovation of Roof SY 2020-2025</p> <p>Ongoing project, Phase 2 roof renovation red wing was finalized summer 2023. Phase 3 -the rest of the building- will take place SY26-27. Process continues as planned.</p>
8.3	<p>Renovation Science Wing</p> <p>Phase 4, B2.20 & B2.15, are finalized over the summer 2023, Phase 5 & 6, are included in the 10-year maintenance plan.</p> <p>The approach for financing the renovation phase 4 was discussed in view of the additional unforeseen costs for personnel and pensions that AIS will incur this year. The next step is to refine the project and come up with the real pricing to compare to projected to the estimates in the 10-year plan for the next Fa meeting. Money is already allocated to the renovation of the science rooms B2.14 and B2.20</p> <p>A motion was made by the UK Governor and seconded by the US Governor to concur with the deviation to continue with the same companies for the next phases of the project. All members agreed.</p>
8.4	<p>Security Camera Update -CCTV</p> <p>AIS can mention now that we have confirmation that we are part in the JFC HQ security update program. To try in with the base can take up to one and a half years.</p> <p>In the meantime, AIS installed new cameras to keep the security situation up to standard.</p>
8.5	<p>Ongoing maintenance – Track</p> <p>The research conducted together with DVD (Dienst Vastgoed Defensie) shows that the real problems are related to the groundwater levels and the activities taking place on the Heide. AIS is trying to find out whether it makes sense to submit a claim to the municipality or province.</p>
8.7	<p>Barriers</p> <p>Project was put on hold. Discussion with engineers JFC HQ has taken place, waiting for feedback/advice. JFC HQ is also looking at replacing their fences and hydraulic entrance systems. discussed how to approach both projects in the same way. For now, the project remains on hold, to be discussed again BoG May.</p>
	<p>Handrails flat roof</p> <p>BSG Commander brought to the attention that of the 1 January a new host Nation rule comes into effect: breast high handrails need to be installed at every flat roof building for the safety of any workers. He suggests that our specialists have a look into the new host nation law, talk to the real estate team to see which</p>



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implementation timeline is required. The Assistant Director only has external companies that need access to the roof for maintenance of ventilation systems, etc. These companies will work in accordance with the law. There may be some exceptions for our own staff. AIS had installed the previous hook-on safety measures. He will look into this further.

9 Financial Matters

9.1

The Chair of the Financial Board provides the BoG with an overview or anything particular from the Draft Minutes of Financial Advisers Meeting 2023, dated 17 October 2023.

Update on the following decisions arising from the FAM in October 2023.

- 3.1 DRAFT 2020.004 PRO – Tuition Fee

The FA' approved the addition to the procedure to include the collection of sports fees starting SY 23/24.

- 3.2 DRAFT 4030.002 PRO – Admission

The FA' approved the updates of the admission process, which now reflects the current workflow.

- 4.1 Status Pension premiums back payment

When discussing the issue of pension indexation and what statistics are needed to use to calculate the cost per nation, the finance manager suggested using the statistics from the last financial year – students' enrolment statistics YS 2022-2023 September to June.

Canada 24.845%, Germany 9.151%, UK 13.505% and US 52.499%.

The FA' approved applying the students' enrollment statistics SY2022-2023 September to June for the calculations on the invoice for the pension indexation.

- 5.6 Budget line switch bank account

The finance manager proposed to switch the fluctuation rate bank account with the contingency funds bank account, because the school receives interest on fluctuation rate bank account and not on the contingency funds bank account.

The FA' approved this proposal. All FA' agreed.

9.2

End of Year Report SY 2022/2023 July dated 26.09.2023.

The Finance Manager presents the end of year report.

Recommendations of the IBAN have been followed up, the funding the roof replacement, the contingency fund and the capital reserve fund have been booked as reservations.

From the result of the EoY SY23/24-Budget the CF could be replenished and the finance for security cameras have been booked as a reservation (agreed BOG May 2023).

Upgrading/maintaining technology budget line 721734 that includes the cost the maintenance cost Kemit, point of contact, Microsoft agreements. And small cost like website names etc.

Fixed classroom equipment is budget line 721738.



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	<p>AIS is looking into the contract, ending the position of the POC as where the AIS IT support can take over other tasks.</p> <p>The clarity of the document and the comments by the Finance Manager are really appreciated by the BoG.</p> <p>A motion was made by the UK Governor and seconded by the CDN Governor to approve the end of year report SY 2022/2023 All members agreed.</p>
9.3	<p>Budget Execution Statement SY2023-2024 September</p> <p>The Finance Manager presents the report that reflects the first 2 months SY23/24.</p> <p>AIS is on track and there are no special points that need to be highlighted.</p> <p>Some reservations in the LWR posting account because of the possible investments.</p> <p>The amount forwarded miscellaneous income from the Polish School has been used to fund the transportation of students and staff to the Invictus games in September, as these costs had not been budgeted.</p>
9.3.1	<p>-Invoices paid by AIS on behalf of Nations are included in the CFF.</p>
9.3.2	<p>- Update Call for funds status per 30 September 2023:</p> <p>The return of the GE- uncommitted funds SY20/21 and SY21/22, normally offset against the 2nd CFF, has been offset against the 1st GE-CFF SY23/24 - at their request.</p> <p>All Nations with the exception of the US had paid. By now we also have received the US special Call for Funds SY2023/2024- Security</p>
9.3.3	<p>- Tuition payments to Nations</p>
9.4	<p>Smart boards - replacement SY24/25 - SY26/27 –</p> <p>AIS has the smart boards in our maintenance plan for the first replacement school year 24/25. AIS has over 127 smart boards. The first batch was acquired in 2018, last batch was acquired in 2021 for the German section. The older models are out of warranty and are starting to show some problems and need to be replaced.</p> <p>The proposal is to stick with the same supplier. They are the main supplier for this brand. Because of the built-in smart software and the recovery images of the Canadian, American, and business office sections. The data is used from the same brand of work in different schools and additional licenses have been purchased for them. The company installed the SMART board after purchasing, the quality of their service is great, warranty issues are handled by poc.</p> <p>A motion was made by the GE Governor and seconded by the US Governor to approve the deviation from the AIS procedure and the safe source contract and to remain with the same supplier to purchase the smart boards to maintain continuity of smartboard replacement service. All members agreed.</p>
10.1	<p>10-year Maintenance Plan version dated 2023.10.12</p> <p>The Finance Manager presents the added projects to the 10-year maintenance plan.</p> <p>M-24 Smart boards replacement 1st batch budgeted for SY24/25- Deviation has been requested and agreed by the BOG to stay with the current supplier.</p> <p>M-32 Renovation walls & floor Gym funded by the US and therefore not included in the budgeted total, only for history records.</p>



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	<p>M-33 Chrome books -in anticipation of the library renovation project.</p> <p>M-34 Renovation Tech rooms - postponed till finalizing the science and library projects.</p> <p>M-35 Replacement/Renovation barriers - on hold</p> <p>M-36 Digitalizing overview infrastructure of electric - AIS has a lot of electric overviews, however on paper. Which are not directly available for suppliers/emergency services in an urgent situation They will have to come In and would first have to investigate where the electricity network is going and where it has to shut down. The facility manager recommends digitalizing everything, to have quick and clear access to the drawings.</p> <p>M-37 - Replacement electronic locks – this year 6270 funded from the surplus budget line 751111-S10 MOD guards.</p> <p>Looking at the maintenance plan the Finance Manager added another sheet called the IT infrastructure. AIS invested in IT infrastructure, servers, hardware, access switches etc. and that should also be reviewed in our long-term planning. The Finance manager consulted with the IT-support and Kemit for expertise. The BOG is very happy to see it on the maintenance plan otherwise they would have missed a great cost.</p> <p>Suggested to look at the upgrading AIS systems, network and storage capacity, what are the needs? Is AIS protected against cyber security, is insurance in place? AIS through Kemit has a good firewall and is correctly protected.</p> <p>Does AIS have the ambition to develop a more sustainable school? These often involve large, far-reaching projects that must be planned well in advance. AIS has looked into installing solar panels, unfortunately this is not possible/feasible. The grid cannot handle the large return flow of electricity and the AIS could not recoup the investment</p>
10.2	<p>Budget lines Summary and Guidelines dated 2022.10.13.</p> <p>No changes have been made, shared for information</p>
11	<p>Any Other Business</p> <p>The Kiss & Ride zone which came to the BOG through the National leadership was discussed. Request to the Director to establish a simple complain policy, have a clearly documented process so that people can be informed about the outcome and that further similar complaints are not continued. The BOG is happy to support the formulation.</p> <p>The US Governor addressed the sport event calendar and the overnight stays at AIS, the regional fire brigade no longer allows overnight stays at the AIS gym. At JFC HQ through host nation support a lot is possible but an allowance needs to be taken into account and adults sleeping over who can take action in case of an emergency.</p> <p>Fieldtrip Sop will be revised. For the already planned cyclo-cross races, the costs of the German children in the Canadian department will be refunded.</p> <p>Student registration system inventory is taken place, no update on cost what will be needed. Next phase what cost will be needed to build the system. SRS will be added to the SY2024/2025 expenditure forecast as a new project.</p>



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	The Director thanks the BOG members, the Financial Advisors and the AIS Directorate for their support, it is really appreciated.
12	DATE AND VENUE OF THE NEXT MEETING Online meeting 23 Jan 2024 - 14.00hrs 13&14 May 2024 – 18&19 November 2024