

GOVERNANCE MANUAL



GOVERNANCE MANUAL TABLE OF CONTENTS

SECTION 1: COLLEGE OF TEACHERS

MISSION AND MEMBERSHIP.....1
 CENTRAL AREAS OF RESPONSIBILITY AND MEETING AGENDA..... 2
 COLLEGE CHAIR AND INTERRELATIONSHIPS.....3
 MANDATE GROUPS AND NOMINAL ROLES.....4
 COLLEGE STEERING MANDATE GROUP.....5
 DEVELOPMENT AND OUTREACH MANDATE GROUP.....6
 CURRICULUM AND PROGRAM MANDATE GROUP AND TEACHER DEVELOPMENT MANDATE GROUP.....7
 HIGH SCHOOL STEERING MANDATE GROUP.....8

SECTION 2: BOARD OF TRUSTEES

MISSION AND MEMBERSHIP..... 9
 CENTRAL AREAS OF RESPONSIBILITY.....10
 MEETINGS.....11
 BOARD CHAIR AND BOARD VICE-CHAIR.....14
 SECRETARY AND INTERRELATIONSHIPS..... 15
 MANDATE GROUPS AND BUDGET MANDATE GROUPS..... 16
 FINANCE MANDATE GROUP..... 17
 DEVELOPMENT AND OUTREACH MANDATE GROUP..... 19
 ADVISORY BOARD.....20
 STRATEGIC PLANNING MANDATE GROUP..... 22

SECTION 3: ADMINISTRATION

MISSION AND MEMBERSHIP.....23
 CENTRAL AREAS OF RESPONSIBILITY..... 24
 STAFF MEETING AGENDA..... 25
 INTERRELATIONSHIPS.....26
 COMMITTEES..... 27

SECTION 4: PARENT ASSOCIATION

MISSION, MEMBERSHIP AND CENTRAL AREAS OF RESPONSIBILITY.....28
 MEETING STRUCTURE.....29

College of Teachers

MISSION

It is the mission of the body that is called “College of Teachers” to provide leadership to fulfill the mission of the school. This involves oversight of teacher development and curriculum program to deepen the pedagogical work of the faculty, and joint efforts with the Board of Trustees and Administration to steward our resources and model effectively the desire to work together to bring energy and actively to the life-bearing vision that is our school.

MEMBERSHIP

Current College members invite qualified faculty members onto the College. Criteria for selection include:

- Experience in Waldorf education
- A minimum of six months employment at the Waldorf School of Orange County, may be waived if it is in the best interest of the school
- Commitment to the school
- Commitment to the pedagogy
- Commitment to inner development
- Willingness to accept the responsibilities of a College member, particularly the ability to hold matters being considered in confidentiality.
- Primary responsibilities of the teaching position are being met satisfactorily

Additional criteria on administrative staff (1 person) on College: College may invite a member of the administrative staff on the College if s/he meets criteria for a College member.

The number of College members will fluctuate in response to the needs of the school and the strengths of individual faculty members.

College membership is an expression of an ongoing commitment and as such the concept of a limited “term” is inapplicable, with the determining factors of continued involvement being the willingness and ability to participate in creating the vessel that seeks and receives guidance on how to promote the healthiness of the school, from the seen and unseen world.

- College member may request to take leave
- College may ask a member to step down if this is in the best interest of the school.
- When a college member gives notice that s/he will not return the following year, s/he will have a four week transition period to phase out of the College. The College may make exceptions. Somebody who is no longer employed cannot be on the College.

CENTRAL AREAS OF RESPONSIBILITY

As a collegial group, the College guides vision and mission and forms policy in each of the areas of responsibility shown below.

PEDAGOGICAL

1. Vision for the school
2. Curriculum and program development and oversight
3. Enrollment decisions
4. Pedagogical policy
5. Mentoring, teacher development and evaluation
6. Pedagogical study based on Anthroposophy
7. Parent education

HIRING AND RELEASE OF TEACHERS

1. Creating and definition of faculty positions
2. Teacher search and hiring
3. Release of teachers

BOARD AND COLLEGE JOINT WORK

1. Oversee administration
2. Hiring of Administrative Directors
3. Salary and benefits
4. Sabbatical policy
5. Parent relations
6. Conflict resolutions
7. Release of teachers, as stated in the Board of Trustees section
8. Development and Outreach, including land acquisition and use
9. Community communications, including website and publications

COLLEGE AND ADMINISTRATION JOINT WORK

1. Parent relations
2. Daycare
3. Development and Outreach, including land acquisition and use
4. Community communications, including website and publications

MEETING AGENDA

Currently the College of Teachers meets weekly on Thursdays. The agenda is prepared in advance by an agenda setting committee and is distributed at least one day in advance. One member of the agenda setting committee is also a member of the steering group, which channels upcoming agenda items in the whole school to the correct group.

The College of Teachers is striving to work by consensus.

Agenda items should be submitted to the College Chair using a form available in the office.

COLLEGE CHAIR

1. The College Chair represents the College of Teachers and the school at large and is receptive to the requests and needs from the other parts of the school and the community.
2. The Chair is nominated and chosen through consensus by the College of Teachers.
3. The Chair of the College of Teachers is selected or reconfirmed at the end of each school year.

The tasks are:

- Provide the agenda
- Call and prepare extra meetings
- S/he is a member of the steering group
- May facilitate/chair meetings
- Receive communications
- Represent the College

INTERRELATIONSHIPS

SERVICES PROVIDED TO:	SERVICES NEEDED FROM:
FACULTY	
<ul style="list-style-type: none"> • Support professional development <ul style="list-style-type: none"> ○ Mentoring ○ Evaluations ○ Conferences and workshops • Work on areas of mutual responsibility • Guidance toward applying school's mission • Communicate and support achieving program standards 	<ul style="list-style-type: none"> • Responsible stewardship of their programs and classes • Active participation • Support • Trust
BOARD OF TRUSTEES	
<ul style="list-style-type: none"> • Recommendations for program changes and expenditures • Collaborate on development and outreach mission • Trust • Professional conduct and confidentiality 	<ul style="list-style-type: none"> • Financial health • Legal advice • Support and partnership • Support with hiring and release of teachers • Trust • Professional conduct and confidentiality
PARENT ASSOCIATION	
<ul style="list-style-type: none"> • Parent education • Guidelines • Receive input from parents 	<ul style="list-style-type: none"> • Community building • Coordinate room representatives and parent support of community events • Trust
ADMINISTRATIVE STAFF	
<ul style="list-style-type: none"> • Guidelines • Clear policies • Pedagogical understanding • Professional conduct 	<ul style="list-style-type: none"> • Support services, including secretarial, bookkeeping, records, communication with parents and care of facilities • Community outreach • Development • Professional conduct

MANDATE GROUPS AND NOMINAL ROLES	
MANDATE GROUPS	PRIMARY PURPOSE
CURRICULUM AND PROGRAM	
<ul style="list-style-type: none"> • Curriculum and program • Oversee learning expectations and assessments 	<ul style="list-style-type: none"> • Develop and recommend new programs or improvements in current curriculum or programs to faculty and College • Collaborate with faculty and oversee implementation of learning expectations
TEACHER DEVELOPMENT	
<ul style="list-style-type: none"> • Mentoring • Evaluations • Conferences and workshops 	<ul style="list-style-type: none"> • Arranges for in-house and outside mentors • Arranges self, peer, class visit and curriculum review evaluations • Allocates funding for conferences
DEVELOPMENT AND OUTREACH	
<ul style="list-style-type: none"> • Fundraising program • School publications • Outreach • Site 	<ul style="list-style-type: none"> • Insures integrity in promoting our message • Resource for ideas and accuracy in our promotional materials • Resource for ideas for community involvement in service projects and other venues • Resource for envisioning land acquisition and use
COLLEGE STEERING GROUP	
<ul style="list-style-type: none"> • Meeting agenda • Routine or small business items 	<ul style="list-style-type: none"> • Establishes priorities and supports effective use of meeting time • Makes decisions on behalf of the College on routine or minor business items
NOMINAL ROLES	
<ul style="list-style-type: none"> • Teacher Search & Student Practicum Coordinator • Board of Trustees (2-3 representatives) • Accreditation • Parent Association & Representative Liasion • Newsletter • High School Steering Group • Finance Mandate Group • Care Group • College Chair (includes Steering Group) • Letter Writing • Steering Group • College "Office Hour" Coordinator • Admissions • AWSNA Delegates • Budget Mandate Group Representative • Strategic Planning Mandate Group Rep. • Title 22 • Foundation Year 	<ul style="list-style-type: none"> • Attend and represent College to these other committees or tasks and report back.

COLLEGE STEERING MANDATE GROUP

MISSION

The purpose of this mandate group is to enhance the effective use of resources such as time and energy at the weekly meetings of the College of Teachers.

MAIN TASKS

- This committee receives Agenda Submission Forms for the College of Teachers and tracks holdover, continuing and future items for the College to take up. The group formulates the agenda, taking into consideration priority, time needed, flow and breathing of a meeting and availability of visitors and College members.
- The group considers requests about routine or minor business items, and channels business to other mandate groups or nominal role holders as appropriate.
- The group produces the agenda and necessary documents, duplicates and distributes them to the members of the College of Teachers.

ACCOUNTABILITY AND COMMUNICATIONS

- The Agenda Setting Mandate Group is accountable to the College of Teachers.
- The mandate group seeks input from experts in the areas being deliberated as necessary for fact gathering and to allow for full consideration of the issues involved.

GROUP MEMBERSHIP

- Members must be on the College of Teachers. The group should have three members including the College Chair.

It would be helpful for the members to serve for one school year, starting August 1 and going through July 31.

MEETING STRUCTURE

- The group will meet once a week, preferably two days prior to the College meeting in order to plan and distribute meeting material to College members more than 24 hours prior to the meeting.

DECISION-MAKING AUTHORITY

- The group is mandated to make decisions about routine or minor business items, which are communicated to the College of Teachers. These decisions must be unanimously agreed upon or the item returns to the full College agenda.

DEVELOPMENT AND OUTREACH MANDATE GROUP

MISSION OR PURPOSE

The Development and Outreach Mandate Group defines and directs the school's community outreach, public relations and marketing, and fundraising endeavors.

MAIN TASKS

- Ensure our public relations and marketing messages are consistent with our mission and what our faculty strive to provide.
- Approve all promotional materials (brochures, website copy, admissions, advertising, etc.) prior to their release to the public.
- Determine realistic fundraising goals through budgeting and expenditure oversight.
- Guide fundraising efforts (Annual Giving, Capital Campaign, and special events) to ensure they are in line with financial goals and public relations and marketing messages for our school.
- Steer outreach efforts to improve visibility of and support for Waldorf education and our school in the local community.

ACCOUNTABILITY AND COMMUNICATIONS

- This group reports to the College of Teachers and the Board of Trustees
- This group collaborates with development and outreach staff and one member is identified as the liaison to the Development Director.
- The mandate group seeks input from experts in the areas being deliberated as necessary for fact gathering and to allow for full consideration of the issues involved.

GROUP MEMBERSHIP

This group includes at least two members of the College of Teachers and the Board of Trustees Development Liaison.

MEETING STRUCTURE

Minimum monthly.

DECISION-MAKING AUTHORITY

This group is mandated to work with staff on all materials and development and outreach events, and to make necessary decisions in these areas, which are communicated to the College of Teachers and Board of Trustees. In pursuing larger, long-term commitments, the group prepares documentation for the College of Teachers and Board of Trustees to make decisions.

CURRICULUM AND PROGRAM MANDATE GROUP

MISSION OR PURPOSE

The Curriculum and Program Mandate Group serves the school as a guardian of the excellent pedagogical program, with the aim to continually strengthen our program.

MAIN TASKS

- To support and develop the Waldorf Curriculum at WSOC
- To review the current practices and programs
- To support the development of new programs
- To oversee the learning expectations for all classes
- To support class assessments, individual assessments and student year-end reports.
- Facilitate the conversation with the Accreditation Committee and support follow-up to WASC/AWSNA recommendations

ACCOUNTABILITY AND COMMUNICATIONS

- The group reports to College of Teachers
- The mandate group seeks input from experts in the areas being deliberated as necessary for fact gathering and to allow for full consideration of the issues involved.

GROUP MEMBERSHIP

- Minimum three members from the College of Teachers, and delegates to and collaborates with faculty.

MEETING STRUCTURE

- Minimum bi-weekly

DECISION-MAKING AUTHORITY

- The group prepares and recommends to the College of Teachers. The decision-making authority is the College of Teachers.

TEACHER DEVELOPMENT MANDATE GROUP

MISSION OR PURPOSE

Support professional development of the faculty.

MAIN TASKS

- Support professional development of our faculty by overseeing and scheduling the following programs:
 - Outside mentoring
 - In-house mentoring
 - Evaluation (including self, peer, curriculum review and class visit)
- Resource for teachers seeking professional development support and consultation
- Allocate funding for attending the conferences and workshops

TEACHER DEVELOPMENT MANDATE GROUP, continued

ACCOUNTABILITY AND COMMUNICATIONS

- The group reports to College of Teachers
- Prior to and following implementation of its programs, the group communicates with the College of Teachers.
- The mandate group seeks input from experts in the areas being deliberated as necessary for fact gathering and to allow for full consideration of the issues involved.

GROUP MEMBERSHIP

- Minimum of three College members nominated by College.
- Members serve year-to-year

MEETING STRUCTURE

- Minimum bi-weekly

DECISION-MAKING AUTHORITY

- Scheduling of the evaluation program is mandated to the group.
- The group is mandated to decide on the conference and workshop funding allocation.
- The group is mandated to select mentors and arrange the visits and select evaluators

Board of Trustees

MISSION

The mission of the Board of Trustees is to provide for the financial stability and physical well being of the school and to protect its legal interests. Decisions are guided by the tenets of Waldorf education and its underlying philosophy.

MEMBERSHIP

Upon recommendation from the College of Teachers, the Board invites interested and qualified persons to apply for open positions on the Board. Suggested criteria for selection include, but are not limited to:

- Demonstrated commitment to the school
- Knowledge and skills relevant to the necessary work of the Board
- Willingness to further their knowledge with anthroposophical study
- Willingness and ability to accept the responsibilities of a Board member and to adhere to the “Meeting Rules of the Road” and work within the principles as described in the By-Laws.
- If the potential Board member is a parent with a child currently enrolled in the school, they need to have a minimum of one year’s enrollment.

There are 9-15 voting members.

Individual members serve for a term length of three years.

- No more than one-third of the Board members’ terms should expire in any one year.
- A term begins on the date the Board member is voted in.
- The College of Teachers submits names to the Board for consideration each April or as needed. The Board may suggest names to the College of Teachers for consideration.
- Invitation and selection of members should be completed in June, before the beginning of a new school year.
- While the normal term is August through July, the Board may change its membership at any time during the school year if it is in the best interests of the school. In case of a vacancy, the member replacing fills out that particular term.
- In order to preserve “tribal knowledge,” an individual may serve additional consecutive terms, provided a unanimous reaffirmation vote is done at the end of each term.

The membership structure of the Board is formed by non-paid members, and representatives of the College of Teachers and Administration. There are six functional responsibilities that always need to be filled by at-large members. Representation will consist of a maximum of three persons from the College of Teacher and a maximum of two administrative staff. The administrator will always be a voting member of the board, in the absence of the administrator the Admissions Director, Business Manager or the Development Director can be delegated as the voting administrative member. At least one-third is comprised of parents of enrolled children. The school may employ no more than 49% of the Board members.

MEMBERSHIP, continued

Functional Responsibilities that always need to be filled:

- Chair
- Vice Chair
- Secretary
- Treasurer
- Human Resources
- Legal

Additional Roles included but not limited to:

- Tuition Adjustment
- Development/Advisory Board
- Strategic Planning
- Parent Association
- Site and Facility
- Ombudsman
- Study Leader

Non-voting roles included but not limited to:

- Subject matter experts
- Mandate Group members
- Minutes Taker

CENTRAL AREAS OF RESPONSIBILITY

As a collegial group, the Board forms policy and vision in each of the areas of responsibility shown below. The implementation of the policy and vision is carried by Mandate Groups, ad hoc committees and Administration.

Financial

1. Set budget, tuition and salary levels
2. General financial management procedures
3. Fundraising
4. Oversight of Tuition Adjustment program
5. Approve expenditure of all new hires
6. Long range planning

Legal

1. Liability issues and outside contracts
2. Ensure compliance with Title 22 regulations
3. Approve all terminations

CENTRAL AREAS OF RESPONSIBILITY, continued

Physical Plant/Site Management

1. Landlord relations
2. Capital expenditures and acquisitions
3. Maintenance and safety
4. Emergency and disaster preparedness

Human Resources

1. Manage administrative directors with College of Teachers
2. Human resource policies, procedures and employee benefits

Conflict Resolution

1. Ombudsman liaisons with Board, and works with Administration and College

Strategic Planning with College of Teachers

MEETINGS

The Board meets monthly year-round. Additional meetings may be scheduled as needed.

Meeting roles

- Chair-moderates the meeting or delegates a moderator
- Process Coach-can vary from meeting to meeting. Guides review process, observes meeting process, minimal participation; helps group: asks relevant questions, doesn't point out faults; picks up issues that have dropped; at review: what went well; what needs work? What do we take forward as learning for our next meeting?
- Minutes Taker-meeting minutes, identifying agenda, voting decisions, non-voting agreements and action items.
- Timekeeper-rotate this role. Get agreement on time intervals to be announced.

Meeting Rules of the Road

- Raise your hand to speak.
- Do not speak out of turn.
- Avoid negative conversation, both in and out of meetings.
- Identify issues clearly, and then deal with them in meetings only (confidentiality), honoring the venue designed for meetings and avoiding hidden agendas.
- Establish and support mandates and don't rehash and undermine decisions.
- Listen openly to both sides of a conflict and make a practice of cherishing the moment getting into another person's point of view.
- Establish and support group process and give time to it; do meeting reviews.

Board Package

All agenda items and documentation are sent to the Board Chair and Secretary no later than four days prior to the meeting. All items for consideration at the Board must be submitted on the Agenda Item Submission form.

Board packages are sent to members no later than three days before the meeting for review and to prepare for the meeting. Questions and background information that may be needed for discussion may be researched before the meeting. The package should include the meeting minutes from the previous meeting(s). Board Reports and Agenda Item Submission forms.

Meeting Content

The general flow of monthly Board meetings is shown in the sample agenda below:

- Opening Verse
- Select process coach and timekeeper
- Study and discussion of specified reading
- Approve minutes and agenda, including action items
- Board Reports (Finance, College, Administrator, Parent Association, Development, High School)
- Decision Items (Submitted on Agenda Item Submission Forms)
- Review action items assigned during meetings/highlight upcoming items
- Process review
- Closing Verse

Meeting Decision Making Process

A consensus based decision making process is used for decision making.

The structure:

Discussion of the item: The item is discussed with the goal of identifying opinions and information on the topic at hand. The general direction of the group and potential proposals for action are often identified during the discussion. Multiple concerns and information are shared until the sense of the group is clear. Discussion involves active listening and sharing of information and active participation of all members.

Formation of a proposal: Based on the discussion a formal decision proposal on the issue is presented to the group.

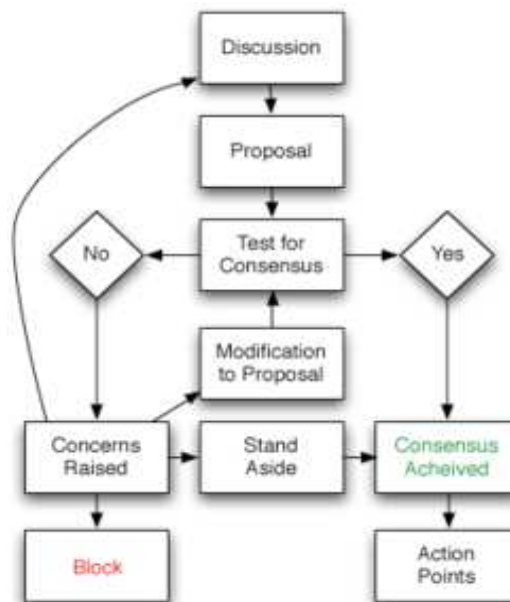
Call for consensus: The facilitator articulates the sense of the discussion, asks if there are other concerns, and proposes a meeting minute of the decision. Each member of the group states their agreement with the proposal, by using a hand gesture (i.e. thumbs up/down), to avoid the group interpreting silence or inaction as agreement.

Identification and addressing of concerns: If consensus is not achieved, each dissenter presents his or her concerns on the proposal, potentially starting another round of discussion to address or clarify the concern.

Modification of the proposal: The proposal is amended, re-phrased or ridered in an attempt to address the concerns of the members. The process then returns to the call for consensus and the cycle is repeated until a satisfactory decision is made.

When a call for consensus on a motion is made, a dissenting member has one of three options:

- **Declare reservations:** Members who are willing to let a motion pass but desire to register their concerns with the group may choose “declare reservations.” If there are significant reservations about a motion, the members may choose to modify or re-word the proposal.
- **Stand aside:** A “stand aside” may be registered by a member who has a “serious personal agreement” with a proposal, but is willing to let the motion pass. Although stand asides do not halt a motion, it is often regarded as a strong “nay vote” and the concerns of members standing aside are usually addressed by modifications to the proposal. Stand asides may also be registered by members who feel they are incapable of adequately understanding or participating in the proposal. Those who stand aside will not be called upon to implement actions relative to the proposal.
- **Block:** Any member may “block” a proposal. A single block is sufficient to stop a proposal. Blocks are generally considered to be an extreme measure, only used when a member feels a proposal endangers WSOC or its participants, or violates the mission of WSOC.



BOARD CHAIR

The main tasks of the Board Chair are to:

- Set the agenda in cooperation with the Secretary and/or Vice Chair
- Review Agenda Item Submission Forms to insure completeness
- Conduct the meeting, identify meeting process roles, keep discussion focused and the meeting on schedule
- Select the verse
- Ensure Board operations adhere to the By-Laws
- Manage the Board calendar
- Ensure regular communication of Board updates to the WSOC community

Criteria for selection

- Shown commitment to WSOC
- Knowledgeable in principles of Waldorf education and underlying philosophy
- Clear head for procedure and good sense of process
- Experience as a Board member for a minimum of six months, preferably one year

The Chair is selected by a vote of the Board per the By-Laws.

The Chair serves for a term of two years. Each term begins on August 1st and extends through July 31st.

- Selection occurs at least two months prior to the end of the incumbent's term.
- The individual may serve as Chair for a period not to exceed two terms subject to Board vote.

BOARD VICE-CHAIR

The main tasks of the Board Vice-Chair are to:

- Assist in setting agenda in cooperation with the Chair and/or Secretary
- Assist Chair with tasks of the Chair as needed
- Serve as a back-up to the Chair

Criteria for selection:

- Shown commitment to WSOC
- Knowledgeable in principles of Waldorf education and underlying philosophy
- Clear head for procedure and good sense of process
- Experience as a Board member for a minimum of six months, preferably one year.

The Vice-Chair is selected by a vote of the Board per the By-Laws.

The Vice-Chair serves for a term of two years. Each term begins on August 1st and extends through July 31st.

- Selection occurs at least two months prior to the end of the incumbent's term.
- The individual may serve as Vice-Chair for a period not to exceed two terms subject to Board vote.

SECRETARY

The main tasks of the Board Secretary are to:

- Keep track of Board members' terms
- Keep track of scheduled events on the calendar (i.e., April: Board names submitted from College)

INTERRELATIONSHIPS

SERVICES PROVIDED TO:	SERVICES NEEDED FROM:
COLLEGE OF TEACHERS	
<ul style="list-style-type: none"> • Financial health and guidelines • Legal advice • Support and partnership • Support with hiring and release of teachers • Professional conduct and confidentiality • Trust, respect and support 	<ul style="list-style-type: none"> • Recommendations for program changes and expenditures • Teacher hiring recommendations • Collaborate on development and outreach mission • Collaborate on human resources management of faculty and staff • Professional conduct and confidentiality • Trust, respect and support
FACULTY	
<ul style="list-style-type: none"> • Human Resources policies and benefits • Physical plant and site • Trust, respect and support 	<ul style="list-style-type: none"> • Enrollment • Student retention • Trust, respect and support
PARENT ASSOCIATION	
<ul style="list-style-type: none"> • Leadership • Trust, respect and support 	<ul style="list-style-type: none"> • Promote volunteerism • Community building • Coordinate room representatives and parent support of community events • Trust, respect and support
ADMINISTRATIVE STAFF	
<ul style="list-style-type: none"> • Direction and school policies and procedures • Supervision • Human Resource policies and benefits • Committee support • Trust, respect and support 	<ul style="list-style-type: none"> • Compliance with policies and direction • Responsiveness and timeliness • Regular reports • Professional conduct and confidentiality • Support and execution of Board actions • Trust, respect and support

MANDATE GROUPS

Mandate Groups carry the work of the Board in doing preparatory work to develop policies and in implementing policies.

Mandate Group/Ad Hoc Committee	Primary Purpose
FINANCE	
<ul style="list-style-type: none"> Budget Mandate Group 	<ul style="list-style-type: none"> Develop and recommend financial policies, resolve issues around implementation of those policies and formulate budget. Supports Tuition Adjustment program
DEVELOPMENT & OUTREACH	
<ul style="list-style-type: none"> Development & Outreach Mandate Group 	<ul style="list-style-type: none"> Create and improve awareness and name recognition for WSOC in broader Orange County community
PLANNING	
<ul style="list-style-type: none"> Strategic Planning Mandate Group 	<ul style="list-style-type: none"> Supports administrative functions around human resource issues: faculty and staff contracts, policies and procedures, evaluations, hiring and dismissal.

BUDGET MANDATE GROUP

MISSION

Develop and recommend financial policies, budgets and actions to the Board of Trustees.

MAIN TASKS

- Define the recommended budget
- Oversee annual budget
- Maintain and analyze financial forecasting models
- Review impact of extraordinary changes in income and expenses
- Review the accounts of students that are in arrears and approve implementation of collection policy steps.
- Review and recommend changes in the Tuition Adjustment program to the Board of Trustees for approval.
- Additional policies that are needed will be determined by the group. Recommendations on financial policies from outside the group will be referred to the mandate group for consideration.

ACCOUNTABILITY OR COMMUNICATIONS

- The Budget Mandate Group reports to the Board of Trustees
- The Budget Mandate Group communicates its activities to the Board of Trustees through the Treasurer’s written monthly reports that are included in the Board package.

GROUP MEMBERSHIP

The desired qualifications and skills for Budget Mandate Group members include:

- Familiarity with the philosophies underlying Waldorf education
- Knowledge of and experience with financial management and practices

The number of members should be from four to six.

- The Treasurer and Business Manager are automatically members of the Budget Mandate Group by virtue of their positions with the school.
- Other members should be from the College and/or Board, and subject matter experts, if qualified through the following processes.

Members are selected through the following process:

- Nomination by Treasurer or current Budget Mandate Group members
- Interview with Budget Mandate Group members
- Budget Mandate Group recommendation of members to the College of Teachers and Board of Trustees for approval

The length of term is one year, Budget Mandate Group members may serve up to three consecutive years (excludes Treasurer and Business Manager).

BUDGET MANDATE GROUP CHAIR

The Treasurer is the designated Chair of the Budget Mandate Group through his/her position on the Board of Trustees. The Chair is responsible for calling the meeting, setting the meeting agenda, and running the Budget Mandate Group meeting. The Chair is also responsible for selecting a scribe to record the minutes of every meeting and insuring that the Group's activities are reported to the Board.

MEETING STRUCTURE

Meetings are called by the Chair as needed

DECISION-MAKING AUTHORITY

All recommendations are submitted to the Board for approval.

DEVELOPMENT AND OUTREACH MANDATE GROUP

MISSION OR PURPOSE

The Development and Outreach Mandate Group defines and directs the school's community outreach, public relations and marketing, and fundraising endeavors.

MAIN TASKS

- Ensure our public relations and marketing messages are consistent with our mission and what our faculty strive to provide.
- Approve all promotional materials (brochures, website copy, admissions, advertising, etc) prior to their release to the public.
- Determine realistic fundraising goals through budgeting and expenditure oversight.
- Guide fundraising efforts (Annual Giving, Capital Campaign, and special events) to ensure they are in line with financial goals and public relations and marketing messages for our school.
- Steer outreach efforts to improve visibility of and support for Waldorf education and our school in the local community.

ACCOUNTABILITY AND COMMUNICATIONS

- This group reports to the College of Teachers and the Board of Trustees
- This group collaborates with development and outreach staff and one member is identified as the liaison to the Development Director.
- The mandate group seeks input from experts in the areas being deliberated as necessary for fact gathering and to allow for full consideration of the issues involved.

GROUP MEMBERSHIP

This group includes at least two members of the College of Teachers and the Board of Trustees Development Liaison.

MEETING STRUCTURE

Minimum monthly.

DECISION-MAKING AUTHORITY

The group is mandated to work with staff on all materials and development and outreach events, and to make necessary decisions in these areas, which are communicated to the College of Teachers and Board of Trustees. In pursuing larger, long-term commitments, the group prepares documentation for the College of Teachers and Board of Trustees to make decisions.

STRATEGIC PLANNING MANDATE GROUP

MISSION OR PURPOSE

Define, coordinate, and maintain the Waldorf School of Orange County Strategic Plan.

MAIN TASKS

- Define the 12-year strategic plan for WSOC bridging all aspects of school operation and update the plan annually.
- Support the development and annual update of operating plans by the other mandate groups, the Board of Trustees and the College of Teachers to remain aligned with the strategic plan.
- Ensure plan updates are in place no later than March 31 each calendar year.

ACCOUNTABILITY OR COMMUNICATIONS

Report directly to the Board of Trustees

GROUP MEMBERSHIP

- Group shall consist of no more than six members
- Group shall include at least one member representing the College of Teachers
- Group shall include at least one member representing the Board of Trustees
- Term of membership shall be two years
- Group Chair is decided annually by the group members

MEETING STRUCTURE

The Group shall meet quarterly, at a place and time determined by the group's Chair.

DECISION AUTHORITY

Strategic planning and documentation process. Final approval of the strategic plan requires joint Board of Trustees and College approval.

Administration

MISSION

To support the Faculty, College of Teachers and Board of Trustees by overseeing and implementing the business functions of the school in accordance with the policies established by the Board and College. The Administration is accountable to both Board and College.

MEMBERSHIP

Membership includes all personnel who work in the school office, including:

School Operations Group

- Administrator
- Director of Admissions
- Administrative Assistant
- High School Assistant
- Faculty Coordinator

Development Group

- Director of Development

Finance Group

- Business Manager
- Finance Coordinator
- Scrip Coordinator
- Manager of the Company of Angels (School Store)
- Registrar – Finance Assistant

Members are recommended by a Hiring Committee that consists of representative from the Board of Trustees, College of Teachers and Administration.

- The Hiring Committee interviews and evaluates applicants to determine their suitability and qualifications for open positions in relation to the job description.
- Recommendations are sent to the Board and College for review and final approval.

Selection criteria that apply to all Administration positions include:

- Understanding of Waldorf education
- Commitment to the school

CENTRAL AREAS OF RESPONSIBILITY

Responsibilities fall within three main areas: School Operations, Development and Finance.

SCHOOL OPERATIONS

ADMINISTRATOR

1. Oversee and coordinate activities of the School Operations Group and daily operations
2. Oversees facility management (Buildings & Grounds and Safety & Disaster Preparedness)
3. Manages Human Resources as a shared function with Business Manager
4. Provides all necessary administrative services to the high school.
5. Assures compliance with legal requirements
6. Serves as member of the Steering Group
7. Reports to College and Board
8. If the Administrator meets the criteria of College membership, he/she will be a College member

DIRECTOR OF ADMISSIONS

1. Manages inquiries about the School, both new families and visitors
2. Conducts Tours, Open Houses and Follow-Up
3. Coordinates with Faculty, Registrar and Director of Development and Outreach

DEVELOPMENT

Director of Development and Outreach

1. Coordinates Annual Giving Campaign
2. Coordinates Capital Campaign
3. Supports Advisory Board
4. Designs advertising, print and electronic media and public relations materials
5. Solicits donations and grants
6. Reports to College and Board
7. Attends Steering Group meetings
8. Coordinates with Director of Admissions
9. Coordinates Alumni Association

REGISTRAR/FINANCE ASSISTANT

1. Maintains student files
2. Processes initial enrollment, re-registration and re-enrollment
3. Supports First Grade Assessments
4. Coordinates Tuition Adjustment Program
5. Coordinates with Director of Admissions and Business Manager
6. Coordinates mid-year and year end reports with class and specialty teachers
7. Handles invoicing for after care and playgroup
8. Sends out past due accounts receivable statements.
9. Prepares bank deposits.

ADMINISTRATIVE ASSISTANT

1. Provides Front Office Reception: main telephone line and in-person
2. Maintains Student Database
3. Provides secretarial support for Faculty and College and word processing as needed
4. Assists with large-scale mailings to enrolled and prospective families

5. Purchases office supplies
6. Handles student medical situations

CENTRAL AREAS OF RESPONSIBILITY, continued

FINANCE

BUSINESS MANAGER

1. Manages financial reporting and accounting
2. Provides data for budget development
3. Manages budget
4. Provides financial analysis
5. Oversees and coordinates activities of **Finance Mandate Group**
6. Supports activities of **Budget Mandate Group** (see Board section)
7. Reports to College and Board
8. Attends Steering Group meeting

FINANCE COORDINATOR

1. Accounts receivable
2. Payroll
3. Accounts payable
4. Credit card transactions
5. Data input to Quickbooks for cash and credit card donations.
6. Prepare bank deposits

SCRIP COORDINATOR

1. Manages all operations related to scrip procurement and sales
2. Plans and implements marketing and promotional programs to increase sales
3. Organizes and directs volunteers to sell scrip
4. Accounts for sales by type of scrip and purchases by each family

COMPANY OF ANGELS MANAGER

1. Manages all activities related to the operation of the school store
2. Recruits, trains, schedules and manages volunteers to operate the store
3. Procures merchandise for the store
4. Advertises in the weekly newsletter; plans and conducts promotional programs to increase sales
5. Oversees merchandising and display of inventory
6. Conducts annual inventory
7. Provides bookkeeping and financial management of the store
8. Processes orders for classroom supplies

FACULTY COORDINATOR

9. As directed by the College of Teachers manages curriculum development, faculty hiring, evaluation, substitution and professional development.
10. Handles data collection and has whole school oversight for assessments and benchmarks.
11. Sits on the Accreditation Leadership Team for oversight of all pedagogical aspects of the process.
12. Receives parent concerns, handling or directing to the appropriate person or group their concerns.
13. Acts as a liaison among College, Faculty, Board and Parents.
14. Is the HR liaison between the business office and the faculty.
15. Follows appropriate procedures for recruitment, hiring, performance management and termination of faculty.
16. Responsible for creating and updating faculty job descriptions and provides budget forecast for faculty staffing.

17. Monitors after school care program.

STAFF MEETING AGENDA

The agenda is set by the Administrator. All members of the Administrative Staff are required to attend. Meetings take place bi-weekly, beginning in mid-August and ending during the last week of classes.

INTERRELATIONSHIPS

SERVICES PROVIDED TO:	SERVICES NEEDED FROM:
COLLEGE OF TEACHERS	
<ul style="list-style-type: none"> Administer reports on facility, safety, liability, human resource and school operation issues and provides legal assistance and coordination. Development Director reports on development and fundraising. Business Manager reports on finance. Trust, respect and understanding 	<ul style="list-style-type: none"> Cooperation and clear communication Adequate lead time Master Calendar coordination to avoid double bookings Trust, respect and understanding Clear mandates
FACULTY	
<ul style="list-style-type: none"> Administrator attends Faculty meetings Maintain and process student records Coordinate supplies Provide community service opportunities Secretarial support Mid-year and year end reports Trust, respect and understanding 	<ul style="list-style-type: none"> Cooperation and clear communication Master Calendar coordination with reasonable spacing of events Advise Administrator of facility issues and repair needs Response to requests for decisions Regular retrieval and reading of mail in office mailboxes Trust, respect and understanding
BOARD OF TRUSTEES	
<ul style="list-style-type: none"> Monthly Reports (1) Board member among group leaders Implementation of Board policies and directives School income from student enrollment, Scrip sales, School Store sales, Development and fundraising Developing and maintaining relationship with the community outside the school Management of financial and legal affairs Trust, respect and understanding 	<ul style="list-style-type: none"> Clear communication and consistent direction Clearly defined mandates Cooperation Adequate lead time Coordination of Board calendar for administrative activities (avoid time conflicts) Trust, respect and understanding
PARENT ASSOCIATION	
<ul style="list-style-type: none"> Structures to serve their work (sell tickets, take information, bring lecturers) Half of Festival profits – parent association currently has a flat annual \$5000 budget 	<ul style="list-style-type: none"> Strong leadership Help to facilitate safety programs, Scrip, buildings and grounds, festivals and community outreach Nurture new families

COMMITTEES

Members of the Administrative Staff also serve on committees under the direction of the Board of Trustees and the College of Teachers.

MANDATE GROUP/COMMITTEE	PRIMARY PURPOSE
SCHOOL OPERATIONS	
<ul style="list-style-type: none"> • Buildings and Grounds • Safety and Emergency Preparedness • Campus Beautification • Tuition Adjustment 	<ul style="list-style-type: none"> • Maintain and improve facility • Ensure adequate response capability • Maintain and improve plantings and grounds • Trains and implements T. A. program
DEVELOPMENT	
<ul style="list-style-type: none"> • DOMG (Development and Outreach Mandate Group) 	<ul style="list-style-type: none"> • Create and improve awareness and name recognition for WSOC in broader Orange County community
FINANCE	
<ul style="list-style-type: none"> • Budget Mandate Group 	<ul style="list-style-type: none"> • See description in Board section

Parent Association

MISSION

To support and sustain the enrichment of the Waldorf experience for families through a paradigm of Education (Head), Community-Building (Heart), and Fundraising & Outreach (Hands).

Membership

The Parent Association (PA) is open to all parents at WSOC. Upon joining the school, parents are:

- Automatically members of the PA
- Welcome to attend all PA meetings
- Invited to participate in volunteer opportunities and social groups
- Eligible to serve as a Class Representative (Room Rep) for their child's class

Organization

The PA is organized around three cooperative tenants: Education (Head), Community-Building (Heart), and Fundraising/Outreach (Hands). Each tenant has a channel for both communication and accountability to at least one of the three WSOC governing bodies (College of Teachers, Board of Trustees, Administration). Additionally, each of these areas may expand or contract over time as the needs and desires of the parent body evolve.

Education (Head) encompasses both education and enrichment.

Coordinates with College of Teachers

Adult Education is in-depth study of the pedagogy of Waldorf Education, including:

- Foundation Studies
- Teacher Training

Adult Enrichment includes beneficial, practical and complementary guidance for the parent body. It may include:

- Guest lectures
- Lectures for specific segments of the parent body (i.e. early childhood, grades, middle school, high school)
- Teacher-led educational events (i.e. curriculum overviews, etc.)
- Special educational events (film screenings, etc.)
- Printed educational materials

Community-Building (Heart) encompasses social, service and resource groups.

Coordinates with Administration and Faculty

Social Groups provide a way for parents to engage around common interests. These may include:

- Craft Group
- Book Clubs
- Steiner Study Group
- Various Community-Interest Groups

Service Action Groups include groups of volunteers with defined activities and goals.

These may include:

- Grounds Committee and Campus Beautification
- Teacher Appreciation (College of Teacher dinners and Teacher Appreciation Week)
- Yearbook
- Office Support
- Festival Committees (Autumn Festival, Winter Festival, May Faire)

Parent Resource Groups foster communication and support within the parent body. These may include:

- Welcome Committee (helping new families find and keep their footing)
- Resource Guide (connecting professional services to those who need them)

Fundraising & Outreach (Hands) works to raise funds and awareness within WSOC and the wider community.

Coordinates with Board of Trustees, College of Teachers, and Administration

Fundraising from within and outside the WSOC parent body. Activities may include:

- Annual or semi-annual fundraisers (benefits, golf tournaments, etc.)
- Move-a-Thon
- SCRIP Program (staffing)
- Company of Angels (staffing & baking)

Outreach helps connect WSOC to the wider community. May include:

- Advisory Board
- Community Connections, i.e.:
 - Special events open to the wider community (film screenings, etc.)
 - Early-Childhood Joint Autumn Festival with local elementary school
 - Community Service

Executive Leadership

Universal qualities and skills that should be present in all PA leaders include:

- An overarching priority to inspire, care for and empower volunteers
- An ability to share and support the established lines of communication
- Knowledge of how to get things done on our campus
- Interest in helping every parent find “their place,” their way of contributing and participating in the life of the school
- An awareness of how volunteers are feeling; an ability to “take the pulse,” to make sure volunteer’s needs are being met
- An ability to be responsible for keeping the PA work and forums within the realm of the PA mission; to keep the conversation appropriate
- An ability to hold the perspective of the whole school, i.e. all grades
- A record of dedicated volunteerism within the WSOC community

Parent Association Executive Leadership should ideally include 5 members. This executive committee should include:

- Representative to the Board of Trustees
 - Attends all Board meetings
 - Acts as a liason between the Board of Trustees and the PA
 - Provides written communication from and to the Board and PA as needed
- Education Chair
- Community-Building Chair
- Fundraising Chair
- Outreach Chair

Membership and election of the executive committee shall be by nomination and invitation of potential candidates by the existing committee and the current College PA liaison. Selection criteria include the above list of qualities and skills.

Central Areas of Responsibility

- Inspiring volunteerism across the grades
- Actively working to put committee chairs in place and supporting them throughout the school year.
- Coordinating, guiding and supporting Room Representatives, facilitating bilateral flow of information between classes and the school
- Supporting and coordinating chairs of parent-led committees, service groups, social groups, and resource groups.
- Creating PA action plans, reports, and surveys on a regular basis as needed

Executive Committee Main Tasks

Organize, plan and preside over the Parent Association meetings and Room Rep meetings. Coordinate a calendar of parent-relevant events and get them incorporated into the master calendar of the school. Oversee expenditures within budget restrictions.

Class Representation: Room Reps

Lower School:

- There should be 1 or 2 parent Representatives from each class from Pre-Kindergarten to 8th Grade, to serve as:
- Classroom/PA Representative(s)
- Supports the class teacher as needed
- Coordinates, delegates, and communicates to parent volunteers all class-specific activities related to festivals, class events, field trips, etc
- Attends monthly Room Rep meetings, and reports back relevant details to class parents
- Helps to “match” parents within the class to those volunteer efforts they are most likely to find rewarding
- Acts as a direct liaison between the PA and the class by assisting in the bi-directional flow of information, needs and concerns

High School:

- There should be two parent Representatives from the High School to serve as:

PA Representatives

- Support the four High School Sponsors (teachers) as needed
- Attend monthly Room Rep meetings, and report back relevant details to HS parents and volunteers
- Act as direct liaisons between the PA and the HS parents by assisting in the bi-directional flow of information, needs and concerns

Meeting Structure

- Parent Association shall hold regular meetings, which are open to the entire parent community. All meetings shall be announced in the school newsletter and by e-mail prior to the meeting.
- Meetings with the Room Reps will be held monthly, at regularly scheduled times.
- Meetings within the Executive Leadership and with Committee Chairs will be held throughout each school year on an as-needed basis.