

Three Cedars Waldorf School - Organizational Structure

1. The Board of Trustees

The Board of Trustees (Board) is accountable to the Three Cedars Waldorf School Society for the well-being of the institution. The board is composed of past and current parents and members of the community-at-large, with the Executive Director serving in ex-officio role. The Board of Trustees meets monthly to monitor the performance of the Executive Director, and concerns itself primarily with the long-term direction of the organization. The Board is legally and ethically responsible for the fulfillment of the school's mission and purpose. The board charges the Executive Director with the task of implementing the Board's vision for the school as articulated by the Board in the Strategic Plan.

2. The Executive Director

The following reflects TCWS organizational structure as currently defined by the Executive Director (ED). The ED is the Board of Trustee's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board of Trustees is concerned, is considered the authority and accountability of the ED. The organization is designed in such a way as to ensure the integration of fundamental elements of school life (economic, legal, and pedagogical), leading to balanced, fair, and sustainable decisions and practices.

The Executive Director is accountable for all school operations and ensures interconnectedness between the school's working groups, effective communication, and proper channeling of day-to-day schools affairs. The Executive Director respects and furthers the integrity of three autonomous and interrelated working bodies responsible for specific areas of activities:

Activity	Constituency	System	Gesture	Principle	Staff
Development	Parents & Donors	Metabolic	Expansion/receiving	Brotherhood	Development Coordinator Admissions Office Class Parents volunteers Parent Association volunteers
Associative	Public through associative society	Circulatory	Integration/ Balance	Equality	Director of Administration Office Manager Administrative Assistants Site Manager Business Manager, bookkeeper Volunteers
Pedagogy	Faculty/Students	Nerve - sense	Contraction/giving	Freedom	Teaching faculty members Dean of Education Receptionists Classroom volunteers

A. DEVELOPMENT

“Development” comprises all activities pertaining to the institution’s interface with the public, including families of students currently enrolled in the institution, enrollment and admissions, marketing, promotion, alumni relations, fundraising, public relations, image, and positioning. The Development Group carries out the development management of the school, as delegated by the ED. Members are selected by the ED on the basis of skills and knowledge.

Development activities are carried out by the following workgroups:

- Development Workgroup, including fundraising, enrollment, publications, and marketing volunteer teams.
- Parent Association, including Class Coordinators team.

B. ASSOCIATIVE

“Associative” comprises all activities pertaining to the institution’s legal compliance and contractual rights and responsibilities, including such matters as financial strategy and planning, land use, capital strategy and planning, and real estate acquisition, except where those responsibilities rest with the Board of Trustees by legal requirement or policy statement. The Associative group carries out the associative management of the school, as delegated by the ED. Members are selected by the ED on the basis of skills and knowledge.

Associative activities are carried out by the following workgroups:

- Finance workgroup, composed of parent volunteers, ED, and staff as appropriate
- Site Planning workgroup, composed of parent volunteers, ED, and staff as appropriate

C. PEDAGOGY

“Pedagogy” comprises all activities pertaining to the institution’s program and the interaction with students, including classroom teaching, curricular and extracurricular activities, student social events, and class trips. Pedagogical activities are carried out by the following groups:

1. Pedagogical Carrying Group

The Pedagogical Carrying Group (PCG) carries out the pedagogical management of the school, as delegated by the ED. Members are selected by faculty annually according to the TCWS PCG Membership Protocol.

2. Pedagogical Work Groups

The PCG manages the pedagogical affairs of the school through three Pedagogical Work Groups.

- The Pedagogical Work Groups report to and are accountable to the PCG and abide by a schedule, timeline, and fair practices as may be defined, from time to time, by the PCG Chair and/or the ED. Each Pedagogical Work Group abides by its Constitution, as established by the PCG, and make proposals to the PCG, who in turn makes recommendations to the ED.

- All faculty members volunteer to participate in PCG Work Groups, according to their skills, knowledge, and the best interests of the institution. Participation in Work Group assignments is voluntary.
- The Pedagogical Work Groups are as follows:
 - a) **Human Resources**
 - b) **Practical Needs**
 - c) **Program and Curriculum**

3. Faculty and Departments

a. Full Faculty

All permanent teachers employed by the Three Cedars Waldorf School comprise the Full Faculty. The Full Faculty is responsible for the spiritual work of the school through the practice of study, artistic activity, work with the insights of Rudolf Steiner and other prominent pedagogues, and pedagogical observations. Teachers are required to attend all Full Faculty weekly meetings. The Full Faculty is led by TCWS College Chair, elected by faculty through a yearly process of approval voting.

b. Departments.

Faculty members meet in groupings related to pedagogical purpose: Early Childhood Department, Elementary School Department, and Subject Teachers (collectively “Faculty Department”). The purpose of these meetings is to:

- Further develop programs and curriculum as they pertain to the design, content, sequence of lessons, or pedagogical orientations of their department, to propose to the Program and Curriculum Pedagogical Work Group. Manage the daily affairs of each department as they pertain to students activities such as assemblies, festivals and calendar of students’ events.
- Departments are led by faculty department chairs, elected through a yearly process of approval voting.