

Three cedars Waldorf School is committed to transparency in every aspect of the organization. We strive for each action of the organization to reflect the mission and core values we promote.

## GOVERNANCE

To fulfill its obligation of accountability for the organization, the Board of Trustees utilizes Policy Governance. PG boards demand accomplishment of purpose, and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics.

- The board has defined these standards in the TCWS **Board Governing Policies** - 24 policies, 9 of which guide the Executive Director through 55 Executive Limitations which provide guidance to the ED in the form of specific boundaries for all aspects of the organization.
- The Executive Director is the sole employee of the Board. The Board is responsible for managing the ED's performance.
- The school's Board Governing Policies are published on the parent portal of the school's website.

## FINANCIAL ACCOUNTABILITY

- Financial reporting follows a **budget cycle** held by the Business Manager and Board Treasurer. The budget cycle is published on the parent portal of the school's website.
- Financial reporting takes place on a **quarterly** basis as per board policies.
- Financial reporting includes a **monthly dashboard** as incidental report to the board. The dashboard includes a Profit & Loss statement, and Budget versus Actual, enrollment and fundraising update.
- Financial accountability includes an **annual audit** and copy of the **IRS form 990** – published on the parent portal of the school's website.
- Financial information is shared with the school community at regular intervals through the newsletter and community forums and highlights the challenges, plans, and achievements most relevant to the school year in which it is presented.

## OPENESS ABOUT PROGRAMS

The responsibility for the school's programs resides primarily with the faculty.

- The Pedagogical Carrying Group (PCG), composed of faculty chairs elected by faculty on a yearly basis, manages the evolution of the school's program through review with the faculty, proposals, and recommendations to the ED.
- Changes to programs are published in the school's newsletter, communicated in parent evenings and via letters to parents, and published on the website.

## HUMAN RESOURCES

### Hiring of Faculty

- Hiring of faculty members is managed by the ED with **hiring groups** composed of those faculty members most knowledgeable about each specific position – early childhood, grade school, subjects.
- The **hiring process** is articulated in the TCWS Hiring Protocol published in the Faculty Handbook. Hiring of faculty involves reference check, classroom sample teaching observed by faculty, conversation with faculty, interview with the ED.
- Faculty makes **hiring recommendations** to the ED.
- ED extends offers of employment.

## Hiring of Administrative Staff

- Whenever applicable, The ED delegates the hiring of administrative staff to the supervisor for the position.
- The ED manages the hiring of managerial positions and involves faculty and administrative staff in aspects of the hiring process as needed.

## Performance Review

- Performance review of faculty and administrative staff is managed by the **Personnel Advisory Group (PAG)** composed of faculty members elected by faculty for a term of three years and the ED.
- Members of the PAG sign a **Confidentiality Agreement** reviewed by the school attorney and valid for a term of 8 years – five years beyond their respective 3 years term.
- PAG works within the boundaries defined in the TCWS **Performance Management Protocol** published in the faculty handbook.
- PAG meets with each faculty member at least once per year for a **professional conversation**, more when needed.
- PAG meets with administrative staff as per ED request.
- The Purpose of TCWS Performance Management is to **support** and further professional development in TCWS faculty and to effectively **address concerns** about performance.
- PAG members are not at liberty to discuss performance reviews and terminations with any other employees. Their role is to support faculty and staff, address concerns and find solutions, and to **vouch for the integrity** of the performance review process.

## ISSUES AND CONCERNS

Simple questions and concerns are best addressed directly with the person responsible for the topic (for example: attendance questions with office staff, homework assignment with the teacher). A visual presentation of the school governance and organization is posted on the parent portal of our website, titled 'Governance 2013'. When in doubt:

- Questions and concerns **about the ED and/or governance** – Contact the Board: [board@threecedarswaldorf.org](mailto:board@threecedarswaldorf.org)
- Questions and concerns **about everything else**: teachers, finances, communication, marketing, program & curriculum, fundraising, community events, student life, site planning – Contact the ED: [gkline@threecedarswaldorf.org](mailto:gkline@threecedarswaldorf.org)

## COMMUNICATION

We strive to keep faculty, staff, and parents well informed of all that takes place in the school while ensuring that confidentiality and privacy are not compromised. We prefer to announce changes in programs and staffing to the community once they are confirmed. Each of these processes involves groups of faculty and staff members and are not made unilaterally by the ED except in the rare occasion when the law and regulations must take precedence over the school's wishes.

The school uses the following tools to keep parents informed:

- Website – in particular the parent portal
- Bi-weekly newsletter
- School-wide and class specific emails
- Events flyers or postcards