



GOVERNANCE POLICIES

**From the Sunrise Waldorf School
Policies and Procedures Manual**

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Organization and Leadership

Constitution and Bylaws

Sunrise Educational Society Constitution

CONSTITUTION

- 1 The name of the society is SUNRISE EDUCATIONAL SOCIETY.
- 2 The purposes of the society are:
 - (a) To promote an educational environment balancing physical education, humanities, sciences and the arts and designed to answer the needs of children at each stage of their particular development;
 - (b) To promote the principles and philosophy of education developed and expounded by Dr. Rudolf Steiner;
 - (c) To acquire, establish develop, support and operate educational institutions in keeping with the above purposes.
- 3 It is the unalterable provision of this Constitution that the activities of the Society be non-sectarian.
- 4 Disposal of Assets.

It is the unalterable provision of this Constitution that in the event of the dissolution of the Society, the assets of the society remaining after all debts have been paid or provision for payment has been made, shall be paid, transferred or delivered to a charitable institution in Canada, chosen by a majority of the members.

Sunrise Educational Society Bylaws

Part One - Interpretation

- 1 (a) In these bylaws, unless the context otherwise requires,
 - (i) “director;” includes trustee, officer, member of an executive committee and a person occupying such a position by whatever name called;
 - (ii) “society Act” means the *Society Act* of the Province of British Columbia from time to time in force and all amendments to it;
 - (iii) “registered address” of a member means his address as recorded in the register of members.
- (b) The definitions in the Society Act, on the dates these bylaws become effective, apply to these bylaws.

- 2 Words importing the singular include the plural and vice versa: words importing a male person include a female person and a corporation.

Part Two - Membership

- 3 The members of the society are the applicants for incorporation of the society, and those persons who subsequently have become members, in accordance with these bylaws and, in either case, have not ceased to become members.
- 4 Any person who is interested in the purposes of the society may apply in writing to the directors for membership in the society, renewable annually, and, on acceptance by the directors and on payment of the applicable dues, shall become a member.
- 5 Every member shall uphold the constitution and comply with these bylaws.
- 6 The amount of the first annual membership dues shall be determined by the directors and after that the annual membership dues shall be determined at the annual general meeting of the society.
- 7 A person shall cease to be a member of the society
 - (a) By delivering his resignation in writing to the secretary of the society or by mailing or delivering it to the address of the society;
 - (b) On his death or, in the case of a corporation, on dissolution;
 - (c) On being expelled; or
 - (d) On having been a member not in good standing for 3 consecutive months.
- 8
 - (a) A member may be expelled by a special resolution of the members passed at a general meeting.
 - (b) The notice of special resolution for expulsion shall be accompanied by a brief statement of the reason or reasons for the proposed expulsion.
 - (c) The person who is the subject of the proposed resolution for expulsion shall be given an opportunity to be heard at the general meeting before the special resolution is put to a vote.
- 9 All members are in good standing except a member who has failed to pay his current annual membership fee or any other subscription or debt due and owing by him to the society, and/or has failed to receive approval from the Directors of arrangements which would allow him to remain in good standing.

Part Three - Meetings of Members

- 10 General meetings of the society shall be held at the time and place, in accordance with the Society Act, that the Directors decide.
- 11 Every general meeting, other than an annual general meeting, is an extraordinary general meeting.
- 12
 - (a) The Directors may, when they think fit, convene an extraordinary general meeting.

- (b) The Directors, at the written request of ten (10) percent or more of the voting members of the society shall convene a general meeting in accordance with Section 58 of the Society Act.
- 13
- (a) Notice of a general meeting shall specify the place, day and hour of meeting, and, in case of special business, the general nature of that business.
 - (b) The accidental omission to give notice of a meeting to, or the non-receipt of a notice by, any of the members entitled to receive notice does not invalidate proceedings at that meeting.
- 14
- The first annual general meeting of the society shall be held not more than 15 months after the date of incorporation and after that an annual general meeting shall be held at least once in every calendar year and not more than 15 months after the holding of the last preceding annual general meeting.

Part Four - Proceedings at General Meetings

- 15 Special business is
- (a) All business at an extraordinary general meeting except the adoption of rules of order; and
 - (b) All business transacted at an annual general meeting, except,
 - (i) the adoption of rules of order;
 - (ii) the consideration of the financial statements;
 - (iii) the report of the directors;
 - (iv) the report of the auditor, if any;
 - (v) the election of directors;
 - (vi) the appointment of the auditor, if required; and
 - (vii) the other business that, under these bylaws, ought to be transacted at an annual general meeting, or business which is brought under consideration by the report of the directors issued with the notice convening the meeting.
- 16
- (a) No business, other than the election of a chairman and the adjournment or termination of the meeting, shall be conducted at a general meeting at a time when a quorum is not present.
 - (b) If at any time during a general meeting there ceases to be a quorum present, business then in progress shall be suspended until there is a quorum present or until the meeting is adjourned or terminated.
 - (c) A quorum is 15 members present or a greater number that the members may determine at a general meeting.
- 17
- If within 30 minutes from the time appointed for a general meeting a quorum is not present, the meeting, if convened on the request of the members, shall be terminated; but in any other case, it shall stand adjourned to the same day in the next week, at the same

time and place, and if, at the adjourned meeting, a quorum is not present within 30 minutes from the time appointed for the meeting, the members present constitute a quorum.

- 18 Subject to bylaw 19, the president of the society, the vice-president or in the absence of both, one of the other directors present, shall preside as chairman of a general meeting.
- 19 If at a general meeting
- (a) There is no president, vice president or other director present within 15 minutes after the time appointed for holding the meeting; or
 - (b) The president and all the other directors present are unwilling to act as chairman, the members present shall choose one of their number to be chairman.
- 20
- (a) A general meeting may be adjourned from time to time and from place to place but no business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.
 - (b) When a meeting is adjourned for 10 days or more, notice of the adjourned meeting shall be given as in the case of the original meeting.
 - (c) Except as provided in this bylaw, it is not necessary to give notice of an adjourned meeting or of the business to be transacted at an adjourned general meeting.
- 21 In the case of an equality of votes the chairman shall not have a casting or second vote in addition to the vote to which he may be entitled as a member and the proposed resolution shall not pass.
- 22
- (a) A member in good standing, present at a meeting of members, is entitled to one vote.
 - (b) Voting is by show of hands.
 - (c) Voting by proxy shall not be permitted.

Part Five - Directors and Officers

- 23 (a) Powers of Directors and Officers
- (i) Generally
for the above objects and as incidental and ancillary thereto, to exercise any of the powers as prescribed by the Society Act, or by any other statutes or laws from time to time as applicable, except where such power is contrary to the statutes or common law relating to charities and in particular, without limiting the generality of the foregoing:
 - (ii) Power to Solicit Donations and Grants
to solicit and receive donations, bequests, legacies and grants and to enter into agreements, contracts and undertakings incidental thereto.
 - (iii) Power to Receive Real and Personal Property

to acquire, by purchase, contract, donation, legacy, gift, grant, bequest or otherwise, any property and to enter into and to carry out any agreements, contracts or undertakings incidental thereto and to sell, dispose of and convey the same, or any part of, as may be considered advisable.

(iv) Power to Hold and Dispose of Real and Personal Property

to acquire by purchase, lease, devise or otherwise, real and personal property and to hold such real and personal property or interest therein necessary for the actual use and occupation of the society or for carrying on its charitable undertaking (as the objects and purposes of the society may require), and when no longer necessary, to sell, dispose of and convey the same or any part thereof.

(v) Power to Co-operate with other Charitable Organizations

to co-operate, liaise and contract with other charitable organizations, institutions or agencies which carry on similar objects to that of the society.

- (b) No rule, made by the society in general meeting, invalidates a prior act of the directors that would have been valid if that rule had not been made.
- 24 (a) The president, vice president, secretary and treasurer and one or more other persons shall be the directors of the society.
- (b) The number of directors, including ex-officio members shall be at least five and no more than eleven. All directors employed by Sunrise Educational Society shall be ex officio members.
- (c) Prior to an annual general meeting, the directors shall appoint a committee to prepare, for the consideration of the Board of Directors, nominations for directors of the new Board. The nominating committee shall report to the directors at least ten days prior to the date of the annual general meeting. No nominations from the floor during the meeting will be accepted.
- (d) The Faculty shall appoint a teacher to become an ex-officio member of the Board. The representative of the administration shall be an ex-officio member of the Board.
- 25 (a) The term of any director shall be two years and he/she shall be eligible for re-election.
- (b) An election may be by acclamation, otherwise it shall be by ballot.
- (c) At the first meeting of the directors following the Annual General Meeting, the directors shall choose the officers of the society through whatever process they see fit.
- 26 (a) The directors may at any time and from time to time, appoint a qualified member as a director to fill a vacancy on the Board of Directors.

- (b) A director so appointed holds office only until the conclusion of the next following annual general meeting of the society, but is eligible for re-election at the meeting.
- 27 No act or proceeding of the directors is invalid only by reason of there being less than the prescribed number of directors in office.
- 28 The members may, by special resolution, remove a director before the expiration of his term of office, and may elect a successor to complete the term of office.
- 29 (a) No director shall be remunerated for being or acting as a director but a director shall be reimbursed for all expenses necessarily and reasonably incurred by him while engaged in the affairs of the society.
- (b) **Indemnities to Directors and Others**
- Every director or officer of the society, employee or other person who has undertaken or is about to undertake any work or liability on behalf of the society and their heirs, executors and administrators, and the estate and effects respectively, shall, from time to time and at all times be indemnified and saved harmless out of the funds of the society, from and against:
- (i) all costs, charges and expenses whatsoever which such director, officer, employee or other person sustains or incurs in or about the action, suit or proceeding which is brought, commenced or prosecuted against him or the society and its employees for or in any act, deed, matter or thing whatsoever made, done or permitted by him in or about the execution of the duties of their office,
 - (ii) all other costs, charges and expenses for which he or an employee or the society sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by their or its own willful neglect or default.

Part Six - Proceedings of Directors

- 30 (a) The directors may meet together at the places they think fit to dispatch business, adjourn and otherwise regulate their meetings and proceedings as they see fit.
- (b) The directors may, from time to time, fix the quorum necessary to transact business, and unless so fixed, the quorum shall be a majority of the directors then in office.
- (c) The president shall be chairman of all meetings of the directors, but if at a meeting the president is not present within 30 minutes after the time appointed for holding the meeting, the vice president shall act as chairman; but if neither is present the directors present may choose one of their number to be chairman at the meeting.
- (d) A director may at any time request and the secretary, on such a request, shall convene a meeting of the directors.

- 31 (a) The directors may delegate any, but not all, of their powers to committees consisting of the director or directors and such other members as they think fit.
- (b) A committee so formed in the exercise of the powers so delegated shall conform to any rules imposed on it by the directors, and shall report every act or thing done in the exercise of those powers to the earliest meeting of the directors to be held next after it has been done.
- 32 A committee shall elect a chairman of its meetings; but if no chairman is elected, or if at a meeting the chairman is not present within 30 minutes after the time appointed for holding the meeting, the directors present who are members of the committee shall choose one of their own number to be chairman of the meeting.
- 33 The members of a committee may meet and adjourn as they think proper.
- 34 For the first meeting of directors held immediately following the appointment or election of a director or directors at an annual or other general meeting of members, it is not necessary to give notice of the meeting to the newly elected or appointed director or directors for the meeting to be constituted, if a quorum of the directors is present.
- 35 A director who may be absent temporarily from British Columbia may send or deliver to the address of the society a waiver of notice, which may be by letter, telegram, facsimile or e-mail, of any meeting of the directors and may at any time withdraw the waiver, and until the waiver is withdrawn,
- (i) no notice of meeting of the directors shall be sent to that director, and
- (ii) any and all meetings of the directors of the society, notice of which has not been given to that director, shall, if a quorum of the directors is present, be valid and effective.
- 36 (a) Questions arising at a meeting of the directors and committee of directors shall, in the first instance, be decided by consensus. Should any decision on any question be unresolved after reasonable deliberation, it shall be, at the discretion of the Executive of the Board, put to a vote and shall be approved by the vote of a minimum of a two thirds majority (of votes).
- (b) The chairman does not have a second or casting vote.
- 37 No resolution proposed at a meeting of directors or committee of directors need be seconded and the chairman of a meeting may move or propose a resolution.
- 38 A resolution in writing, signed by all the directors and placed within the minutes of the directors is as valid and effective as if regularly passed at a meeting of directors.

Part Seven - Duties of Officers

- 39 (a) The president shall preside at all meetings of the society and of the directors and shall present an annual report on the activities of the society at the annual general meeting.
- (b) The president is the chief executive officer of the society and shall supervise the other officers in the execution of their duties.

- (c) The president shall sign such contract, documents or instruments in writing as require the signature of the president.
- 40 The vice president shall carry out the duties of the president during his absence and shall perform any duties and exercise powers assigned by the president or the directors.
- 41 The secretary shall:
- (a) Assist the business manager to conduct the correspondence of the society,
 - (b) Issue notices of meetings of the society and directors,
 - (c) Make and maintain accurate records of all meetings of the society and directors,
 - (d) Be responsible for the custody by the business manager of all records and documents of the society except those required to be kept by the treasurer,
 - (e) Have custody of the common seal of the society, and
 - (f) Maintain the register of society members.
- 42 The treasurer shall:
- (a) Keep the financial records, including the books of account, necessary to comply with the Society Act,
 - (b) Render financial statements to the directors, members and others when required, including an annual financial report to the membership.
- 43 Duties of Other Officers
- The duties of all other officers of the society shall be such as the terms of reference call for or the directors require of them.
- 44 In the absence of the secretary from a meeting, the directors shall appoint another person to act as secretary at the meeting.

Part Eight - Seal

- 45 The directors may provide a common seal for the society and may destroy a seal and substitute a new seal in its place.
- 46 The common seal shall be affixed only when authorized by a resolution of the directors and then only in the presence of the persons prescribed in the resolution, or if no persons are prescribed, in the presence of the president and secretary.

Part Nine - Borrowing

- 47 The directors of the society may, from time to time, but not without the full disclosure to and discussion with the members of the Society in general meeting:
- (a) Borrow money upon the credit of the society by obtaining loans or advances or by way of overdraft or otherwise,
 - (b) Issue, sell or pledge securities of the society including bonds, debentures, debenture stock, for such terms and at such prices as they may deem expedient,

- (c) Assign, transfer, convey, hypothecate, mortgage, pledge, charge or give security in any manner upon all or any of the real or personal, moveable or immovable property, to secure any such securities or other securities of the society or any money borrowed or to be borrowed or any obligations or liabilities as aforesaid or otherwise of the society,
- (d) Without in any way limiting the powers herein conferred upon the directors, give security or promises to give security, agreements, documents and instruments in any manner or form under the Bank Act or otherwise to secure any money borrowed or to be borrowed or any obligations or liabilities as aforesaid.

Part Ten - Auditor

- 48 This part applies only where the society is required or has resolved to have an auditor.
- 49 The first auditor shall be appointed by the directors who shall also fill all vacancies occurring in the office of auditor.
- 50 At each annual general meeting the society shall appoint an auditor to hold office until he is re-elected or his successor is elected at the next annual general meeting.
- 51 An auditor may be removed by ordinary resolution.
- 52 An auditor shall be promptly informed in writing of appointment or removal.
- 53 No director and no employee of the society shall be auditor.
- 54 The auditor may attend general meetings.

Part Eleven - Notices to Members

- 55 A notice may be given to a member, either personally or by mail to him at his registered address.
- 56 A notice sent by mail shall be deemed to have been given on the second day following that on which the notice is posted, and in proving that notice has been given it is sufficient to prove the notice was properly addressed to the registered address of the member as per Society records and put in a Canadian post office receptacle.
- 57 (a) Notice of a general meeting shall be given to:
 - (i) every member shown on the register of members on the day notice is given,
 - (ii) the auditor, if Part 10 applies.
- (b) No other person is entitled to receive a notice of general meeting.
- 58 Notice of an annual general meeting shall be received by the members postmarked no less than two weeks prior to the date of the meeting.

Part Twelve - Bylaws

- 59 On being admitted to membership, each member is entitled to and the society shall give him, without charge, a copy of the constitution and bylaws of the society.
- 60 These bylaws shall not be altered or added to except by special resolution.

Mission Statement and Philosophy

Mission Statement

Within a beautiful rural setting, the Sunrise Waldorf School creates an environment which nurtures the developing human being.

Serving early childhood through adolescence, our curriculum, shared by Waldorf schools worldwide, brings a balance of high academic standards, arts and skills for life.

Our professional commitment is to prepare our graduates to go forth into life as dynamic thinkers with integrity and creativity.

Philosophy

Waldorf Education is based on the educational philosophy of Rudolf Steiner and encompasses a profound understanding of human development that addresses the needs of the growing child. Waldorf teachers strive to transform education into an art that educates the whole child. Basic to Waldorf philosophy is a developmental approach and the belief that each child is a unique and unfolding individual. The goal of Waldorf education is balanced growth of the mental, emotional and moral capabilities in each child.

The curriculum emphasizes the value of the individual, reflecting the belief that a healthy society is the result of healthy individuals. The Waldorf approach is three-fold, bringing concepts to life through the use of the hands (doing), the heart (feeling), and the mind (thinking). Our goal is to educate students so that when they leave the school, they stand in the world with a healthy constitution, with compassion for human differences and a flexible, searching mind for truth in all human endeavors.

Distinct phases of child development guide teachers in providing curriculum at different times in their development. Rudolf Steiner stressed to teachers that the best way to provide meaningful support for the child is to comprehend these phases fully and to bring "age appropriate" content to the children that nourishes healthy growth. Each step of the students' progress is carefully followed to develop their unique innate capacities.

The kindergartens and preschool programs have teachers that provide a nurturing and loving environment so that children feel held in a healthy and harmonious manner. The early years provide strength to the will and inner security in the goodness in the world around them. The children are happy and free in the joyful activities of painting, cooking, playing and gardening. Kindergarten prepares the students for grade one and develops social skills, handwork, and language skills through rich stories and circle time, regular rhythms and festivals.

In the grade school years, the class teacher follows the students through each grade, giving continuity and security. The curriculum speaks to the students' earnest search for beauty in life. Artistic presentations are provided in the humanities, arts and sciences. Doing, imagination and movement are predominant. Presentations that speak to the students' soul qualities and that develop each student's unique character are the class teacher's priority. Lessons in painting, woodwork, handwork, modeling, drawing and music fortify the lessons in the humanities and sciences. Students awaken in their feelings and imaginations and develop skills that strengthen their compassion and love for life.

Teachers in Waldorf schools are dedicated to generating an inner enthusiasm for learning within every child. They achieve this in a variety of ways. Even seemingly dry and academic subjects are presented in a pictorial and dynamic manner. This allows motivation to arise from within and helps engender the capacity for joyful lifelong learning.

In grade school, it is desirable that the teacher stay with the same group of children from class one to class eight. This allows both teacher and pupil to grow into respect and affection for one another, and discipline arises through acceptance of the authority of one individual. It is important to note that it is not always possible to achieve this ideal in these times of change, and a child may experience more than one class teacher during the eight years of grade school. The class teacher will not be with the group all day, but always receives them to teach the main lesson (taught in subject blocks) each morning. In addition, specialty teachers provide lessons in French, handwork, woodwork, strings, P.E. and Eurythmy.

The Board of Directors

The Board of Directors is responsible for all aspects of the school's operations and operates within the bylaws of the Sunrise Educational Society. As specified in the bylaws, the number of directors, including ex officio members, shall be at least five and no more than eleven Board members. Membership on the Board is voluntary and open to parents and qualified community members by invitation.

Generally, the Board of Directors includes 5-7 voting members. The Head of School, a faculty representative from the Grade School, an ECE faculty representative, and a Parent Association representative serve on the board as ex officio members to ensure full communication.

Role of the Board of Directors

The Board is responsible for all aspects of the school's operations, providing for the financial stability and physical well-being of the school and protecting its legal interests. Decisions on the school's educational program support the tenets of Waldorf education and its underlying philosophy. The Board provides support for the mission of the school, working collaboratively with the Head of School and the school's teachers, administrative staff and parents.

Responsibilities of the Board of Directors

1. Establishing policies with respect to operating budget, tuition adjustment, employment contracts, shortfalls, surpluses, and contingencies, in order to ensure the long-term financial health of the school.
 - a. Arbitrating issues of financial policy as necessary.
 - b. Reviewing financial policy as necessary to ensure relevance and completeness.
2. Setting budgets and taking into consideration tuition and long- and short-range plans. Implementing the budgets by:
 - a. Dealing with shortfalls, contingencies and surpluses.
 - b. Monitoring changes in the financial foundation of the school.
 - c. Making financial decisions related to the Strategic Plan and Development plans.
 - d. Managing assets and investments, including mortgages.
 - e. Approving staff and faculty salaries and hiring decisions.
3. Ensuring legal compliance in all areas of school operations:
 - a. Establishing policies that ensure legal operation that protects the school from liability, which includes, but is not limited to, compliance with applicable legal and regulatory requirements.
 - b. Creating and amending its bylaws.
 - c. Responding to legal issues that arise during the operation of the school.
4. Hiring and evaluating job performance of the Head of School.
5. Providing clear direction to, and working with, the Head of School to ensure the harmonious operation of the school.
6. Approving creation and elimination of permanent and part-time positions.
7. Final approval for all hiring and terminations of employees of the school.
8. Approving the annual Human Resources Plan put forward each year by the Head of School.
9. Supporting healthy and effective administrative practices in areas such as:
 - a. Development
 - b. Capital projects
 - c. Tuition adjustment

- d. Administration
10. Planning, developing and maintaining the Sunrise Waldorf School property, taking into consideration long- and short-range plans.
11. Working with the Head of School and Faculty to implement the Strategic Plan by:
 - a. Establishing timelines to meet goals and objectives
 - b. Monitoring progress and receiving feedback
 - c. Reviewing objectives/processes/timelines based on feedback.
12. Referring pedagogical issues in the areas of programs, pedagogy and teaching to the Head of School and Faculty for consultation.
13. Scheduling regular joint meetings with the Faculty as needed.
14. Reviewing and updating the job descriptions of administrative staff and the administrative/ clerical needs of Sunrise Waldorf School.
15. Preparing an annual report for presentation at the Annual General Meeting.
16. Strategic planning.

Operation of the Board

1. The Board of Directors makes decisions by consensus; if consensus cannot be reached, decisions are made by two-thirds majority vote.
2. Membership on the Board is voluntary and open to parents and qualified community members by invitation.
3. The Board creates both standing committees and ad hoc committees to carry out regular and specific tasks. These committees operate from written mandates.
4. The Board has an executive group comprised of the President, Vice-President, Treasurer and Secretary.

Board Accountability

The Head of School, Faculty, Administration and Parent Association are dependent on the leadership of the Board for conducting the business of the school and ensuring the short- and long-term advancement of the mission of Sunrise Waldorf School. The Board submits regular reports to the Faculty through its Faculty representative and reports yearly on the state of the school to the Faculty and the parent body at the Annual General Meeting.

Qualifications for Board Membership

- Familiarity with and commitment to the vision, mission and by-laws of the Sunrise Educational Society.
- Support of Waldorf pedagogy and its spiritual nature.
- Demonstrated leadership qualities.
- Willingness to contribute experience and skills identified as needed for functioning of the Board. The School is committed to seeking expertise outside the immediate school community for meeting our goals of diverse community and financial stability. Particularly valued are expertise in banking, education, finance, law, fundraising, public relations, political or corporate networking, real estate, organizational development, Waldorf pedagogy and Anthroposophy.
- Willingness to cultivate philanthropic support of the school.
- Willingness to uphold the confidentiality statement and practices of the Board.

- Ability to work cooperatively with respect and an attitude of partnership/collaboration.
- Ability and commitment to attend meetings on a regular basis.

Board Meetings

The Board meets approximately every three weeks, with extra meetings as necessary. The Board meeting calendar is set at the beginning of each school year. The agenda for meetings of the Board are prepared in advance of the meeting by the Secretary and approved in advance by the President. Any item requested to be added to the agenda will be considered only if agreed to by a simple majority of the members present. The Chair of the meeting will request a motion concerning the addition of any new agenda items at the commencement of the meeting.

Board meetings are open to Sunrise Educational Society members. Community members who wish to address the Board may apply in advance of the Board meeting. Presentations going forward to the Board will be time limited to allow presenters to adequately make their presentations and for Board members to raise questions and offer comment. The business of the Board meeting shall be confined to the agenda.

The quorum for any meeting of the Board is set forth in the bylaws.

At the conclusion of each regular meeting, the Board meets “in camera.” This session includes only voting members of the Board, although *ex officio* members or other non-Board members may be invited to attend at the discretion of the Board as required to provide information. This practice is intended to provide the directors with the opportunity, as required, to discuss those confidential matters where disclosure to non-board members might be prejudicial to an individual or the organization. Matters discussed at an in-camera board meeting are confidential. In camera decisions are minuted, but the minutes are stored separately from the public meeting minutes and are not available for public review.

Board Committees

The following are the Board-mandated standing committees:

Policy Committee

Finance Committee and its sub-committee **Tuition Adjustment Committee**

Health and Safety Committee

Facilities Committee

Development Committee

Enrollment Committee

Ad hoc committees may be formed as needed for certain tasks with limited mandates.

Policy Committee

Role: Takes responsibility for managing Sunrise Waldorf School's Policies and Procedures Manual and for incorporating new or revised school policies resulting from the work of the committee and also policies and procedures from the work of other school committees.

Responsibilities:

- Assess the effectiveness of the school's governance and communication processes (in terms of how they actually perform, not how they are *supposed* to perform).
- Receive requests or suggestions to review specific components of the Policy Manual.
- Review the Policy Manual (whether in response to a request or recommendation or in response to the Committee's own assessment), draft revisions, make those revisions available for consideration and feedback, and forward to the Board for approval.
- Once revisions have been approved and accepted as required, to recompile the Policy Manual and issue a revised and numbered edition to all bodies to ensure everyone is working from the current version.
- The Policy Committee will also develop and shepherd a plan and timeline for unification of the Sunrise Education Society (SunriseES) and the Steiner Education Society (SteinerES) as instructed by the Board of Directors.

Decision-making Authority: Final approval authority will rest with the Board.

Membership: Members will include the Head of School and representatives from: the Sunrise Educational Society Board of Directors, the Sunrise Grades Faculty, the Sunrise EC Faculty, the Sunrise Parent Association, and the Steiner Educational Society Board of Directors.

Accountability: To the Board of Directors.

Reporting Procedures: Each representative reports to their constituent group.

Finance Committee

Role: To act in an advisory capacity to the Board of Directors, Head of School, Faculty and Administration in regard to all financial matters so as to safeguard assets and maximize revenues within the framework of the school's overall mission statement.

Responsibilities:

Develop financial policies as necessary and as requested and submit them to the Board and Head of School for approval.

Operations Budgets: Make salaries, benefits and tuition recommendations.

Capital Expenditures and Capital Budgets: Address requests for new capital expenditures and make recommendations for approval, and monitor the capital budgets.

Financial Statements: Review all financial statements as necessary.

Enrollment: Review enrollment and attrition statistics on a regular basis. Make recommendations for school enrollment goals.

Fund Management: Make recommendations for fund borrowing and fund investment.

Develop and update tuition adjustment policies.

Communicate tuition adjustment policy to the parent community.

Decision Making Authority: The Finance Committee is empowered to make recommendations to the Board of Directors and Head of School regarding all matters pertaining to the financial health of the school. This encompasses budgeting and finance in the areas of operations, capital projects, and capital campaigns. The Finance Committee will also assess and communicate the financial impacts of administrative decisions before the Board or Head of School make such decisions. This would include assessing the financial impacts of proposed HR policies and any impromptu funding requests not currently represented in the budget.

Membership: At least 4 and no more than 6 members, including the Treasurer of the Board of Directors, the Head of School, the Business Administrator, a faculty representative, and the school bookkeeper, as well as interested and qualified parents and friends of the school. The Finance Committee is chaired by the Board Treasurer.

Accountability: To the Board of Directors.

Reporting Procedures: The Finance Committee presents reports to the Board of Directors on a regular basis.

Tuition Adjustment Sub-Committee

Role: In an effort to make Waldorf education available to those who might otherwise be unable to afford it, Sunrise Waldorf School offers tuition adjustment based on need. The Tuition Adjustment Sub-Committee is responsible for administering Sunrise Waldorf School's tuition adjustment program.

Responsibilities:

- Review tuition adjustment applications and determine the amount of tuition adjustment provided.
- Respect the confidentiality of personal and financial information submitted by applicants.

- Work with the Finance Committee to determine future funding requirements for the tuition adjustment program.

Decision Making Authority: The Tuition Adjustment Sub-Committee determines the amount of tuition adjustment granted for each application.

Membership: Membership on the Tuition Adjustment Sub-Committee shall include the Business Administrator (ex officio), interested parents and friends of the school who have been selected for their established commitment to the school and ability to make difficult decisions with clear deliberation and fairness. The Committee may also include members of the Faculty and Board. The names of the committee members are not shared with the community in order to ensure that undue pressure is not placed on the members. Members are selected by the Head of School, Business Administrator and the Board Treasurer.

Accountability: To the Board of Directors.

Reporting Procedures: The Tuition Adjustment Sub-Committee notifies the Business Administrator of the amounts of tuition adjustment provided to each applicant. The Sub-Committee respects the confidentiality of applications and does not report on individual applicants.

Health and Safety Committee

Role: The Health and Safety Committee assists in creating a safe and healthy environment for faculty, staff, students and visitors to the school. This committee is a legal requirement of WorkSafeBC.

Responsibilities:

- Identifies potential workplace problems through regular inspections of the school buildings and grounds and responds to concerns identified by the Board, Head of School, Faculty, Administration, or parent body.
- Alerts the Board of Directors of any problems arising at the school that may have health or safety legal aspects.
- Recommends proper actions in resolving health and safety issues at the school.
- Reviews documents, policies, procedures, actions and issues referred to them for possible health and safety consequences or implications and makes recommendations concerning these.

Decision Making Authority: The Health and Safety Committee makes decisions within their allocated budget. Anything beyond their budgetary constraints will be recommended to the Board of Directors for further action.

Membership: Membership on the Health and Safety Committee shall include at least one member of the Board of Directors or administrative staff designated by the Board, at least one member of the Faculty, and parents.

Accountability: To the Board of Directors.

Reporting Procedures: Reports immediately to the Board any situation that may involve the school in workplace health or safety issues and will present reports as needed at each Board meeting.

Facilities Committee

Role: The Facilities Committee oversees the ongoing care and maintenance of the school campus.

Responsibilities:

- Plans and organizes the ongoing maintenance of the buildings, grounds, and equipment.
- Responds to maintenance concerns identified by the Board, Head of School, Faculty, Parent Association, Administration, or parent body.
- Alerts the Finance Committee of any care or maintenance problems arising at the school that may require an adjustment to the maintenance budget.
- Identifies significant maintenance items requiring a capital budget for immediate or future replacement.
- Creates plans, with input from the Head of School, Faculty and parents, for the aesthetic aspects of the campus, including gardening and landscaping projects, painting, signage, etc.

Decision Making Authority: Makes decisions on grounds and building maintenance.

Membership: Members of the Board of Directors, faculty, administrative staff and/or parents designated by the Board.

Accountability: To the Board of Directors.

Reporting Procedures: Reports of committee meetings and decisions shall be submitted to the Board of Directors as needed.

Development Committee

Role: The Development Committee assists and advises the Board of Directors in meeting its responsibility to assure fiscal health through philanthropy and fund development.

Responsibilities:

The Development Committee, with the assistance of the Director of Admissions and Development (and any future supporting staff), will:

- 1) Create an Annual Philanthropic Action Plan, recommend it to the Board for its approval.
- 2) Seek to maintain a committee, and its members, that advances the notions of joy and freedom in fundraising, volunteering and volunteer leadership.
- 3) Proactively communicate with the Board, the Head of School, the Faculty and any other organizations of the school (e.g., Parent Association).
- 4) Work proactively with the Finance Committee to ensure that long-term philanthropic financial goals are realistic and timely.
- 5) Recruit individual members of the committee such that each one takes up a leadership function in at least one of the philanthropic activities (annual giving, gala auction, capital campaign planning, etc.).

- 6) Act as the collecting place for individuals who wish to take minor, but necessary roles, in supporting philanthropic activities but who do not wish to (or are not suitable for) ongoing membership in the committee.
- 7) Carry the primary banner for education in philanthropy for the school community.
- 8) Carry the primary banner for advocacy for philanthropy in the school.

Decision Making Authority: The Development committee does not make decisions regarding the Director of Admissions and Development's day-to-day work, but makes recommendations to the Board on creating and implementing strategic plans and supports the yearly plan.

Membership: Membership shall be comprised of a Board representative (Chair), the Director of Admissions and Development (not the Chair), one faculty member and a few parents and/or interested community members. The Chair is a long standing member serving a term of 2 years or more. Other members serve for a one year term, followed by a review to see how the role fits.

Accountability: To the Board of Directors

Reporting Procedures: Reports of committee meetings and decisions shall be submitted in writing or presented to the Board of Directors at each Board meeting.

Enrollment Committee

Role: To achieve the flourishing growth and financial prosperity of Sunrise Waldorf School by creating thriving full classrooms and waiting lists. The Enrollment Committee accepts responsibility for enrollment at Sunrise Waldorf School and supports the work of the Director of Admissions and Development in planning and implementing enrollment related events and activities, PR campaigns pertaining to enrollment, and actively addressing concerns related to retention.

Responsibilities:

- 1) Researches, plans and creates enrollment and PR goals.
- 2) Recommends ideas and direction to the Director of Admissions and Development and assists the Director of Admissions and Development in carrying out enrollment work.
- 3) Researches and organizes outreach opportunities and ways to bring new parents to the school.
- 4) Plans PR opportunities, advertising campaigns, press releases and community outreach event coverage.
- 5) Follows through with newly enrolled families with proper welcoming and orientation.
- 6) Oversees materials and handouts for PR, admission info packages and orientation.
- 7) Gathers information on parent satisfaction levels by circulating, collecting and disseminating info through an annual parent survey.
- 8) Works with Director of Admissions and Development in assessing exit interviews and working with faculty to improve retention.

Decision Making Authority: The Enrollment Committee does not make decisions regarding the Director of Admissions and Development's day-to-day work, but makes recommendations to the Board on creating and implementing strategic plans and supports the yearly plan.

Membership: Membership shall be comprised of a Board representative (Chair), the Director of Admissions and Development (not the Chair), a member of the faculty and parents, at least one

of which is an active PA member. The Chair is a long standing member serving a term of 2 years or more. Other members serve for a one year term, followed by a review to see how the role fits.

Accountability: To the Board of Directors.

Reporting Procedures: Reports of committee meetings and decisions shall be submitted in writing or presented to the Board of Directors at each Board meeting.

Head of School

The Head of School is the key leadership position in the life of Sunrise Waldorf School, carrying the vision of Sunrise Waldorf School as an anthroposophically based educational organization. The Head of School leads the implementation of policies and procedures that ensure the overall health of the school and represents the school in communicating the vision and policies to the faculty, employees, students, parents and community. The Head of School is responsible for meeting Ministry of Education requirements for the school's educational program and holds the designation of Principal. The Head of School is responsible for receiving and responding to any concerns or issues regarding school operations.

The Head of School holds responsibilities in five areas within the functioning of Sunrise Waldorf School: Educational Leadership; Governance and Internal Relations; Human Resources; Administration; and Budget and Development.

In the area of Educational Leadership, the Head of School:

- Holds leadership responsibility for managing the educational program of the school.
- Responds immediately to questions and concerns from parents and the wider community while executing all communication and conflict resolution policies.
- Leads the faculty in implementing pedagogical policies and procedures.
- Has responsibility for overseeing remedial education, including IEPs for all special needs students.
- Leads the faculty in meeting all aspects of delivery of a high standard of Waldorf education.
- Leads the faculty in meeting all Ministry of Education requirements.
- Has the authority to uphold the values of Sunrise Waldorf School among the parent body and in the community.

In the area of Governance and Internal Relations, the Head of School:

- Acts as Head of School to speak for and represent Sunrise Waldorf School to the school and wider community and government.
- Promotes and facilitates respectful and collaborative working conditions between all faculty, staff, parents, Board members and the wider community.
- Facilitates the *Communications Protocol* within the school community.
- Recommends policy changes and development to the Board of Directors.
- Ensures that all internal committees are functioning effectively by attending faculty committee meetings as needed and by forming ad hoc committees of the necessary constituents in consultation with the appropriate committee chairs when necessary.
- Attends all Board meetings as an ex-officio member and participates in Board committees as directed by the Board.

In the area of Human Resources, the Head of School:

- Has the authority to hold faculty and staff accountable to Sunrise Waldorf School policy, procedures, protocol and contractual obligations; all faculty and staff report to the Head of School.
- Recommends dismissals, when necessary, to the Board of Directors.
- Oversees the completion of faculty and staff evaluations.
- Recommends dismissals to the Board, when necessary.

- Ensures that faculty are supported in their training to fulfill all Ministry of Education requirements and standards of Sunrise Waldorf School.
- Leads the administrative process of faculty hiring, ensuring all human resources policies are fulfilled, while serving as the Chair of the Hiring Committee.
- Prepares an annual Human Resources Plan for approval by the Board after consultation with the Business Administrator and the Faculty.
- Conducts and documents exit interviews with teachers who leave the school.

In the area of Administration, the Head of School:

- Collaborates with the Business Administrator to ensure that the school functions efficiently and effectively on a day-to-day basis.
- Collaborates with the Business Administrator to foster an environment of open communication and accountability.
- Ensures that all Ministry of Education requirements and standards are met, including requirements of the Independent School Act and any Ministerial Orders, to maintain status as a Group 1 independent school.

In the area of Budget and Development, the Head of School:

- Promotes the school and encourages enrollment.
- Supports the Business Administrator in creating an annual Budget.
- Administers the Special Education budget and completes all required reporting to the Ministry of Education.

The Head of School reports directly to the Board. The Head of School is reviewed by the Board after one year, and subsequently every two years. The Board seeks Faculty input when reviewing the performance of the Head of School.

The Faculty

Members of the Faculty strive to work out of an understanding of Waldorf pedagogy based on Rudolf Steiner's Anthroposophy. The Faculty supports the long-term pedagogical health and the spiritual well-being of the school. The Faculty is responsible for overseeing the day-to-day activities of the classrooms, for presenting the curriculum, festivals, and for working directly with the children and parents. In addition, the Faculty is responsible for delivery of curriculum and assessment in accordance with the Ministry of Education requirements. The class teachers and special subject teachers work together to create an integrated approach to the students' learning.

Role of the Faculty

The Faculty, under the guidance of the Head of School, oversees the school's curriculum development, pedagogical policy, program administration and teacher development, and mentoring. The Faculty also advises the Head of School in other areas that affect the curriculum or classrooms, including short and long-term development.

Responsibilities of the Faculty

1. Curriculum

- Presenting the Waldorf curriculum and Ministry approved curriculum as required.
- Ensuring that the pedagogy is based on an understanding of Anthroposophy.
- Fielding concerns and questions regarding pedagogy from teachers and parents and taking appropriate action.
- Making curriculum-related recommendations for the Strategic Plan and Development plans.
- Completing yearly course outlines as per the established guidelines developed by the school, including course content, planning for assessment, achievement indicators, and linkage with Ministry approved curriculum.
- Creating appropriate lesson planning.
- Assessing student work and preparing term and year-end reports.

2. Faculty

- Participating in the hiring process for suitable, trained faculty.
- Mentoring faculty at the direction of the Head of School.
- Establishing and carrying out professional development programs.
- Establishing and maintaining professional conduct.
- Ensuring that faculty studies the pedagogical and esoteric materials that form the philosophical and practical basis for Waldorf Education.
- Encouraging meditative work by faculty.
- Supporting expectations for faculty participation in school committees.

3. Students

- Accepting and dismissing students (under direction of the Head of School).
- Conducting child studies and child development studies.
- Working with parents to ensure best results for each child.
- Serving students with special needs (when possible/as appropriate).

4. School

- Responding quickly to emergencies and other pressing incidents, taking appropriate

actions to resolve or refer as appropriate.

- Conducting school assemblies and festivals.
- Working with Board, Head of School and Development groups to create classrooms and campus spaces that support the curriculum and the mission of the school.
- Participating in discussions relating to strategic plans, development plans, and capital projects.
- Providing feedback for the preparation of the school calendar by the Head of School.
- Establishing and monitoring policies in pedagogical areas and referring suggestions for revisions to the Policy Committee.

5. Administration

- Working with the administrative staff to ensure the harmonious operation of the school.
- Making administrative/clerical needs known to the administration.
- Giving input to administration regarding the pedagogical aspects of their work.
- Providing job performance evaluations of the administration as requested by the Head of School and the Board.

6. Community

- Providing parent education opportunities.
- Ensuring regular teacher-led parent meetings and parent-teacher conferences.
- Selecting a faculty member as a representative to the Parent Association.
- Participating in the maintenance of a good working relationship with AWSNA, WECAN and FISA.

7. Work with Board

- Selecting members of faculty to serve as ex officio members of the Board.
- Communicating promptly with the Board when a possible legal issue arises.
- Providing input when requested from the Head of School and Board on important decisions, such as:
 - Hiring and dismissal of faculty and staff as appropriate.
 - Budget requests for the operation of the school within budgetary limits.
 - Reviewing written budget proposals from the Finance Committee.
 - Prioritizing programs, salary issues, teacher development and other financial matters having a pedagogical aspect to them.
- Responding promptly to needs identified by the Board.
- Selecting faculty members to serve on joint committees with the Board and/or Parent Association as necessary.
- Meeting with members of the Board as needed.

Operation of the Faculty

1. The Faculty meets weekly when school is in session.
2. The Faculty selects the Faculty Chair when the position is open. The regular term for a Faculty Chair is two years.
3. The Faculty keeps written minutes of its meetings.

Faculty Accountability

The Faculty is directly accountable to the Head of School. The Faculty submits regular reports to the Board through its Board representative.

Faculty Chair

Role: The role of the Faculty Chairperson is to represent the Faculty at Sunrise Waldorf School, to provide leadership, and to facilitate the social health of the faculty group. At the end of the year, the Faculty Chair will be evaluated by the Head of School with input from the Faculty.

Responsibilities:

- Receives and follows up on all Grades-related mail or redirects it to the appropriate committee in a timely manner.
- Facilitates and leads faculty meetings.
- Sets faculty agendas based on agenda items brought forth by faculty members, the Head of School, the Business Administrator, and the Director of Admissions and Development.
- Ensures that weekly reports come to faculty meetings.
- Follows up items after faculty meetings, as assigned to faculty or self.
- Liaises with the Pedagogical Committee to ensure that anthroposophical study, child study, curriculum study and artistic activity are a central part of faculty meetings and keeps abreast of study material, offering leadership; also calls upon faculty members to lead study.
- Liaises with the faculty representative to the Board and ensures that a report goes from Faculty to the Board each meeting with endorsed recommendations from Faculty.
- Appoints a secretary/minute taker.
- The Faculty Chair is appointed by the Faculty.

Accountability: The Faculty Chair is accountable to the Head of School.

Early Childhood Education (ECE) Department

Role: The Early Childhood Education department is responsible for matters pertaining to the health and well-being of the ECE pedagogy. This includes managing its own handwork, music, meal and festival programs. The ECE department collaborates with the Grades department and school committees as necessary on general topics such as personnel needs, organization and policy, and the planning of all school events. It gives special attention to warmly welcoming the many early childhood families new to Sunrise Waldorf School and Waldorf Education each year.

Responsibilities:

- Receives and follows up on all ECE-related mail or redirects it to the appropriate committee in a timely manner.
- Represents the ECE Department in the process of hiring ECE teachers, Grade One teacher and other positions as requested.
- Interviews and trains ECE substitutes.
- Conducts child studies and studies in Anthroposophy and child development.
- Organizes inter-visitations and mentoring, and submits forms to the Head of School.
- In collaboration with the Admissions Director, manages: ECE Open Houses; Mornings in the EC programs; Parent discussion and craft groups; EC festival events.
- Enriches school and community outreach events with the EC arts – puppetry, storytelling, music.
- Works with the Facilities Committee in overseeing the improvement of EC classrooms/playground facilities as needed.

- Cooperates with the Ministry of Children and Family Development officials as required to ensure all licensing requirements are met.
- Informs families about Waldorf education and provides parent education.
- Assesses children for Grade 1 readiness.
- Liaises with parents of prospective Grade 1 children if the Grade 1 teacher is not available (not yet hired or arrived).
- Interfaces with WECAN and ensure compliance with their requirements for early childhood Waldorf education.
- Provides regular reports to the Faculty and Head of School.

Membership: Teachers and assistants of the Kindergartens, as well as the Preschool, After School Care and Parent and Child programs.

Accountability: The ECE Department is accountable to the Head of School.

Grade School Department

Role: The Grade School department is responsible for matters pertaining to the health and well-being of the grade school pedagogy. The Grade School department collaborates with the ECE department and school committees as necessary on general topics such as personnel needs, organization and policy, and the planning of all school events. It gives special attention to warmly welcoming new families to the grade school and Waldorf Education each year.

Responsibilities:

- Receives and follows up on all grade school-related mail or redirects it to the appropriate committee in a timely manner
- Manages day-to-day operations such as discipline, rules, timetable issues.
- Participates in all-school community meetings as a parent education endeavor.
- Provides recommendations for the improvement of classrooms and playground facilities as needed.
- Conducts curriculum studies.
- Organizes inter-visitations and submits forms to the Head of School.
- Informs families about Waldorf education and provides parent education.
- Organizes and oversees weekly grade school assemblies.
- Manages the grade school supplies and equipment budget.
- Provides regular reports to the Faculty and Head of School.

Membership: Class teachers and specialty teachers.

Accountability: The Grades Department is accountable to the Head of School.

School Committees

The following are the standing school committees:

Human Resources

Festivals

Pedagogy

Social Health

Ad hoc committees may be formed as needed for certain tasks with limited mandates.

Human Resources Committee

The Human Resources Committee is led by the Head of School to ensure compliance with human resources policies and procedures and is composed of teachers and administrative staff who act in an advisory capacity to the Head of School.

Responsibilities:

- Recommends policies regarding human resources issues to the Policy Committee.
- Ensures equity among Faculty members.
- Responds to requests for leaves of absence.
- Formulates the timetable.
 - Manages the teacher training budget.
 - Coordinates the creation and review of job descriptions.
- Recommends disciplinary actions to the Head of School as necessary.
- Acts as the Hiring Sub-Committee for hiring of new faculty and staff. The Head of School chairs this sub-committee.
- At the direction of the Head of School, assembles job searches for suitable, trained faculty and staff (excluding the Head of School position, which is the responsibility of the Board). For each position, forms a hiring panel to include appropriate representation based on the position being filled. The Hiring Panel often includes representatives who are not members of the H.R. Committee. Hiring Panels must always include members who hold the ability to judge the qualifications of the candidates, as needed (e.g., a Hiring Panel for the French teacher position should include a member who speaks French). The Head of School and the Vice President of the Board or designate are also members of all Hiring Panels. The Business Administrator may attend certain stages of the hiring process in order to provide information to potential employees about their contract of employment and to answer any other administrative questions.

Membership: At least 4 members of Faculty and administrative staff, including the Head of School. The Head of School acts as the chair of the HR Committee.

Accountability: To the Head of School.

Festivals Committee

Responsibilities:

- Organizes first and last day of school, winter and spring assemblies.
- Organizes festivals. Works with the Parent Association for those festivals that are supported by the P.A.
- Prepares and presents festival studies for the Faculty meetings.
- Gathers feedback from Faculty and uses this feedback to revitalize future festivals.
- Organizes contributions to the school newsletter.
- Maintains documentation regarding organization of the festivals in order to keep continuity over the years.
- Organizes Faculty birthday celebrations.

Membership: At least 3 members of Faculty, including the Music teacher and/or Eurythmy teacher.

Accountability: To the Head of School.

Pedagogical Committee

Responsibilities:

- Advises and gives input to the Head of School regarding pedagogical issues.
- Advises and gives input to the Head of School to ensure that the curriculum meets the Ministry of Education guidelines.
- Advises and gives input to the Head of School to ensure that the pedagogy is based on an understanding of Anthroposophy and that the highest standards in Waldorf Education are maintained in all aspects of the curriculum.
- Fields concerns and questions regarding pedagogy from teachers and parents.
- Advises the Head of School on the addition and integration of new subject programs.
- Advises the Head of School on pedagogy-related matters for the school's Strategic and Development plans.
- Participates in strategic planning, development planning and capital project planning.
- Prepares and presents curriculum studies and esoteric material for study at Faculty meetings.
- Oversees parent education and organizes all school community meetings.
- Organizes conferences hosted by Sunrise Waldorf School.
- Organizes mentoring.
- Under the direction of the Head of School, manages remedial programs and tutoring.
- Liaises with the Faculty Chair to ensure that anthroposophical study, child study, curriculum study and artistic activity are a central part of faculty meetings and keeps abreast of study material, offering leadership.

Membership: At least 4 members of Faculty, including the Head of School.

Accountability: To the Head of School.

Social Health Committee

Responsibilities:

- Assists and nurtures an environment of mutual respect, safety and inclusion within our school community.
- Develops processes, policies and procedures to implement Social Inclusion practices into school life.
- Supports teachers with students experiencing social difficulty.
- Supports students, teachers, administration and parents in developing healthy conflict resolution strategies.
- Assists and monitors the ‘social health’ of our school community and makes recommendations to the Head of School.
- Trains students, parents and teachers to facilitate the “Ready for Change” and “No Blame” meetings.
- Works with the Parent Association to provide relevant workshops.
- Empowered to make recommendations to the Faculty and/or Head of School regarding all matters pertaining to the Social Health of the school.
- Follows up with social inclusion issues. Referrals are made to the Committee or Head of School, and a plan is developed with the Class Teacher and concerned parties.

Membership:

- Parents and teachers who have an understanding of the Social Inclusion process and support its implementation within our community.
- At least 3 faculty members and at least 2 parents.
- All members must be able to maintain confidentiality and objectivity.
- All members must be able to participate in social inclusion education workshops.

Accountability: To the Head of School.

The Ad Hoc Committee

An ad hoc committee can be formed to address a situation that requires the input and participation of members of different groups. Any member (Faculty, Board, Administration, Parent Association) who realizes that a certain situation needs action must bring the concern to the Head of School. At his/her discretion, the Head of School can create an ad hoc committee to address the concerns. The ad hoc committee thus created will then make a decision on the issue that is in the best interest of Sunrise Waldorf School and the parties involved. Reports will be submitted at the next Faculty, Board or Parent Association meetings as needed.

Administration

Professional administrative staff brings support to and oversees a wide range of administrative and business matters. The Administration carries out the necessary day-to-day business activities of coordinating and operating the organization. The Administration is led by the Business Administrator and carries out the decisions and standing policies of the Board and Faculty, striving to serve the needs of the faculty, parents and students. The primary staff positions include: the Business Administrator, the Director of Admissions and Development, the Office Manager/Registrar and the Bookkeeper.

Responsibilities of the Administration

1. Overseeing administrative activities.
2. Carrying out administrative policies and procedures.
3. Managing day-to-day activities outside the classroom.
4. Providing appropriate support to Faculty, Board, students, parents and committees.
5. Supporting the governance structure by receiving and resolving concerns and directing other concerns outside administration to the appropriate individual or body.
6. Responding first to emergencies and making appropriate referrals.
7. Developing and keeping records.
8. Handling admissions and enrollment procedures and practices.
9. Managing business and financial activities of the School.
10. Overseeing school-wide communications, including publications and websites.
11. Overseeing day-to-day building and site management.
12. Following through on administrative personnel practices.

Administrative Positions

The administrative positions are: Business Administrator, Office Manager, Director of Admissions and Development; Bookkeeper; Receptionist, Administrative Assistant and Facilities and Groundskeeping Supervisor.

The Business Administrator is a key position, providing leadership and guidance to the administrative team. All members of the Administrative team report to the Business Administrator. The Business Administrator reports jointly to the Head of School and the Board.

All administrative positions include a six-month probationary period. The performance of all employees in administrative positions will be reviewed no more than 6 months after date of hire and then every two years thereafter, with the purpose of providing constructive feedback to the employee and to create a developmental plan for areas of growth or improvement. The Head of School and Business Administrator will lead the reviews of administrative staff, with input from representatives of the Board and Faculty. The performance of the Business Administrator shall be reviewed by a committee of the Board of Directors and the Head of School.

The Parent Association

The Parent Association, an independent community building organization, serves as the vehicle for full parental involvement in the life of the school community. The Parent Association actively supports the work of the Board and Faculty and contributes to the intellectual, physical and social climate of the school community. The Parent Association is a non-profit organization and is incorporated under its own bylaws and constitution as legislated by the Society Act.

Role of the Parent Association

The Parent Association actively supports the work of the Board of Directors, Head of School, Faculty and Administration and contributes to the intellectual, physical, financial, and social climate of the school community. Through study at their meetings, members of the organization actively pursue deepening their knowledge and understanding of Waldorf philosophy and Anthroposophy. A representative of the Parent Association attends regular Board of Directors' meetings.

Responsibilities of the Parent Association

1. Supporting enrollment and outreach activities undertaken by the Director of Admissions and Development and the Board of Directors.
2. Supporting the marketing activities undertaken by the school.
3. Working with the Faculty's Festivals Committee on festivals and assemblies organized by the Festivals Committee.
5. Working with the Director of Admissions and Development to secure alternate sources of funding for the school.
6. Providing a representative for the Board of Directors as an ex officio member.
7. Providing a representative to liaise with the Faculty's Festivals Committee.
8. Maintaining the entryway table seasonal display.

Membership: Open to all interested parents of children currently enrolled at Sunrise Waldorf School. This includes parents that may be employed by Sunrise Waldorf School or are acting as Board members. A representative from each class from Kindergarten to Grade 8 will be a member of the Parent Association.

Decision Making Authority: Internal Parent Association decisions follow the bylaws of its Association. Decisions are made in consultation with appropriate committees within the school.

Accountability and Decision Making

Accountability Among Bodies/Balancing Decisions

Each of the bodies of the school strives to cultivate a respectful attitude and appropriate skills of partnership/collaboration.

Decision-Making at Sunrise Waldorf School

Accountability for the operation of Sunrise Waldorf School, by law, lies with the Board of Directors. The Head of School acts as the appointed representative of the Board of Directors and has been given the authority to act on the Board's behalf to manage the educational program and all aspects of school operation. Input from the Faculty and Administration is welcomed, but must be received in a timely manner in order to allow the Board and the Head of School to execute their responsibilities.