



**Waldorf School
of Princeton**

School Governance

Contents

1	INTRODUCTION	4
1.1	Adoption and Maintenance of This Document	4
1.2	How to Use This Document	5
1.3	School Mission	5
2	BOARD OF TRUSTEES	6
2.1	Role and Responsibilities	6
2.2	How the Board Works	6
2.3	Trustees	6
2.4	Officers	8
2.5	Meetings	10
2.6	Committees	11
2.7	Accountability	14
3	COLLEGE OF TEACHERS	16
3.1	Role and Responsibilities	16
3.2	How the College Works	16
3.3	Chairs	17
3.4	Meetings	18
3.5	Accountability	18
4	ADMINISTRATION	20
4.1	Role and Responsibilities	20
4.2	How the Administration Works	20
4.3	Organization	20
4.4	Accountability	21
4.5	Vacancy	21
5	PARENT COUNCIL	22
5.1	Role and Responsibilities	22
5.2	How the School Works with the Parent Council	22
6	POLICIES AND PROCEDURES	23
6.1	Policy Creation	23
6.2	Policy Approval	23
6.3	Policy Format	24
6.4	Recording the Policy	24
6.5	Policy Maintenance	24

Committees Mandates

EXECUTIVE COMMITTEE MANDATE	25
GOVERNANCE COMMITTEE MANDATE	27
FINANCE COMMITTEE MANDATE	28

COMPENSATION COMMITTEE MANDATE	30
FACILITIES ORGANIZATIONAL COMMITTEE MANDATE	32
DEVELOPMENT COMMITTEE MANDATE	33
ENROLLMENT & MARKETING COMMITTEE MANDATE	35

1 Introduction

Rudolf Steiner, in his address to the teachers at the beginning of the second school year in Stuttgart on September 22, 1920, said the following:

"The (Waldorf) school will have its own administration run on a republican basis and will not be administered from above. We must not lean back and rest securely on the orders of a headmaster; we must be republic of teachers and kindle in ourselves the strength that will enable us to do what we have to do with full responsibility. Each one of you, as an individual, has to be fully responsible." (The Art of Administration, 1992, p. iii)

It is from this instruction that a Waldorf school's unique governance structure takes shape. The success of the school depends on the shared responsibility between the board of trustees (the "Board") and the College of Teachers (also referred to herein as the "College"). Their shared goal is to have the school fulfill its mission and keep the school on course in the long term. The Board focuses on financial and practical matters while the College focuses on pedagogical matters. Together, the Board and the College, make the Waldorf School a well-rounded organization with a strong governance structure and an exception curriculum.

This document describes the role and responsibilities of the Board as well as the College. In addition, it describes the role and responsibilities of the administration and the parent council, two bodies that, while not governing bodies with policy-making authority, are still essential to the school's governance and ultimately, its success.

As is often pointed out in Waldorf literature, there is no one way to govern a Waldorf school, nor even is a particular school's governance necessarily constant over time. Schools, like any organism, grow and change. There are nonetheless themes that can be used to guide us on the path we follow towards better governance for our school. In this document, we have tried to apply those themes to this particular institution at this particular stage of its life to produce something that is useful. We are grateful to those who have trod this path before us and given us a solid foundation on which to grow.

1.1 Adoption and Maintenance of This Document

In order for this document to take effect, the Board must adopt it. Once adopted, everyone at the school shall be governed by it.

Pursuant to New Jersey law, the Board alone has the authority to amend such a document; however, all proposed amendments shall be reviewed and considered by both the Board and the College. Furthermore, both bodies will attempt to reconcile any conflicts or disagreements they have regarding any amendments prior to their adoption.

When one body wishes to propose an amendment, they shall first prepare a draft of the proposed amendment. The draft shall then be considered by the other body, usually by a committee, and any issues with the amendment should be worked out.

As the school and its governance evolve, the maintenance and timely updates of the governance document are necessary. Each section of the document is numbered and any future update – additions, deletions or amendments – should aim at preserving the existing structure.

The school operates under the legal authority of the articles of incorporation and the bylaws of the Waldorf School Association of the Princeton Area (also referred to herein as "the Waldorf School of Princeton" or the "School" or the "Association"). The articles of incorporation and the bylaws are legal

documents required by law. To the extent anything contained herein conflicts with the bylaws or articles of incorporation, the bylaws or articles of incorporation, as the case may be, shall govern.

1.2 How to Use This Document

This document is intended to be an “operating manual” for the School. It should serve as the authoritative guide to the roles, responsibilities and procedures of the major bodies of the School. In case of doubt as to who is responsible for an aspect of School governance, the Board’s governance committee should be consulted.

1.3 School Mission

The Waldorf School of Princeton, part of a rapidly growing global educational movement, offers a compelling alternative to mainstream education in central New Jersey.

We are dedicated to igniting each child’s unique potential and passions, instilling self-confidence, and inspiring achievement with a strong moral compass. We lead our students towards high accomplishment without fitting* them into standardized norms. Our rich interdisciplinary curriculum is distinct in the way we integrate the academic, the artistic, and the practical in every lesson.

The pace, priorities, and practices of Waldorf education are guided by the insights about child development first introduced 100 years ago by the pedagogical innovator Rudolf Steiner. This approach is firmly validated by neuroscience and proven to help students grow and flourish intellectually, emotionally and socially. They become curious, caring and engaged citizens of their local and global communities. Today, our approach to education is more relevant than ever.

2 Board of Trustees

2.1 Role and Responsibilities

The Board is the governing body that is legally and financially responsible for the School, as required by the laws of the State of New Jersey. The Board has the following responsibilities:

School Governance

- establish policies and procedures for the management of the School;
- ensure that the School's operations are compliant with relevant legal and fiduciary standards;
- establish and oversee the administration that handles the School's operations;
- respond to legal issues that arise during the School's operation.

Financials

- establish an operating budget and ensure its implementation;
- manage the School's assets and investments;
- establish capital budgets as needed that are consistent with the School's long-term planning.

Strategic Planning

- create and implement long-term strategic plans in support of the School's mission;

2.2 How the Board Works

The Board realizes its responsibilities through:

- the establishment of committees with mandates;
- the establishment of policies, procedures and mandates to be executed by the administration;
- the passage of resolutions;
- the regular oversight of committees, task forces and the administration.

See Section 2.5.3 about the process for Board actions.

The Board reserves all authority to operate the School. However, the Board may delegate authority by mandate, policy or resolution.

The Board delegates to the College all authority that is expressly listed in section 3 of this document entitled "College of Teachers." The Board delegates responsibility for the non-pedagogical operation of the School to the administration as set forth in section 4 of this document entitled "Administration." Notwithstanding any delegation of authority, the Board shall retain the power to act with respect to all matters.

2.3 Trustees

The Board may be composed of parents, friends, faculty and third parties, chosen for their ability to help execute the Board's mission, support the School, and advance its long-term prospects.

2.3.1 Composition of the Board

There shall be no fewer than eleven and no more than eighteen trustees.

There shall be no fewer than eight and no more than thirteen trustees elected by the remaining trustees who are not faculty trustees. Trustees who are not faculty trustees shall be known as "non-faculty

trustees.” The College may appoint from the full-time faculty of the School up to four “faculty trustees”; provided, however, that there may not be more than one faculty trustee for every three non-faculty trustees, and further provided that one of these trustees shall be the College Chair.

In addition, the Business Operations Administrator shall be an ex officio trustee and shall be eligible to vote on all Board matters except the election of non-faculty trustees.

2.3.2 Terms of Trustees

All faculty and non-faculty trustees shall serve a term of three years. Except in the case of a vacancy replacement, a term begins on July 1 of the calendar year in which such trustee is elected or appointed to the Board and ends on the third anniversary thereof.

No trustee shall serve more than two consecutive terms. Serving a partial term arising from a vacancy replacement shall not count against this two term limit. A trustee may serve any number of non-consecutive terms. All trustees desiring to serve an additional term and not having reached any applicable term limits shall stand for re-election in accordance with Section 2.3.3.

The term of an Honorary Trustee shall be a lifetime appointment unless removed pursuant to Section 2.3.4.

2.3.3 Election of Trustees

In any year in which there is a vacancy among faculty trustees, the College shall undertake a trustee appointment process to ensure composition in accordance with section 2.3.1. If the College determines that new faculty trustees shall be appointed, the College shall make such appointment no later than the regularly scheduled October Board meeting.

In any year in which there is a vacancy among non-faculty trustees, a Nominating Committee comprising at least a majority of the members of the Governance Committee and at least one representative of the Parent Council (if the Parent Council is then in existence) shall undertake a nomination process to ensure composition in accordance with section 2.3.1. If the Nominating Committee determines that new non-faculty trustees should be elected, the Nominating Committee shall present nominees to the Board. Such nominations can be presented at any time during the year. The Board shall determine which nominees submitted by the Nominating Committee shall stand for election as non-faculty trustees. An individual shall be elected as a non-faculty trustee if he or she receives a majority of the entire number of non-faculty trustees present at the election. If more nominees receive the required majority than there are non-faculty trustee positions to fill on the Board, then these positions shall be filled by the nominees who have received the highest number of votes of the non-faculty trustees. The Board Chair shall break any tie vote.

A nominee for Honorary Trustee may be presented to the Board at any time by any trustee. A nominee may be elected Honorary Trustee by a majority of the Board members present at a regularly scheduled Board meeting.

2.3.4 Vacancy, Removal, and Resignation of Trustees

A trustee or Honorary Trustee may resign by submitting a written notice to the Board chair or Board secretary. The resignation is considered effective upon receipt unless another date is specified in the notice.

Any trustee may be removed from the Board at any time with or without cause by a majority vote of the entire Board at a regularly scheduled Board meeting.

An Honorary Trustee may be removed or replaced at any time with or without cause by a majority vote of the Board members present at a regularly scheduled Board meeting.

A vacancy as a result of resignation, removal, or death of a non-faculty trustee shall be filled at the Board's discretion by a majority of the entire number of non-faculty trustees then serving on the Board, whereas, a similar vacancy of a faculty trustee shall be filled at the discretion of the College by appointment from the College.

2.3.5 Duties of Trustees

Trustees are entrusted with the long-term future of the institution, and they must act as they believe necessary to secure its long-term health and prosperity. Each trustee must:

- actively support and promote the School's mission and current operations;
- attend meetings well prepared and participate fully in all matters;
- avoid becoming involved in specific management, personnel or curricular issues;
- accept and support Board decisions and respect Board confidentiality;
- guard against conflict of interest;
- support the School, the College and the administration and demonstrate that support within the community;
- understand that authority is vested in the Board as a whole, not individual trustees;
- contribute to the development of the School; and
- share the responsibility for sound financial management.

2.3.6 Honorary Trustees

The Board may appoint Honorary Trustees. Such trustee shall have no rights, powers or duties granted to other trustees nor shall they have any rights, powers, duties or responsibilities in respect of or to the School.

The title "Honorary Trustee" is one way that the School honors the contribution of community members who have made a significant previous contribution to the growth of the School, and who remain connected to the life of the School and committed to its future well-being.

It is expected that each Honorary Trustee, either individually or together with any number of other Honorary Trustees, will:

- be knowledgeable about the School's mission, goals, and strategic plan;
- act as a resource to the School and to provide knowledge, perspective, insight and wisdom based on that person's prior experience with the School;
- support the school's fund-raising and development efforts;

2.4 Officers

2.4.1 Definition and Eligibility of Officers

The officers of the Board shall be a chair, a vice-chair, a secretary and a treasurer. A Board officer must be a non-faculty trustee. The duties of these officers are outlined in section 2.4.5. The same individual may hold more than one position at a time. However, the same individual may not serve as both the

chair and the treasurer. No officer shall execute, acknowledge or verify any instrument in more than one capacity.

2.4.2 Terms of Officers

The term of an officer is two years. An officer shall serve no more than four consecutive years in one capacity. There is no limit to the number of non-consecutive terms that can be served.

2.4.3 Election of Officers

Officers of the Board shall be elected by the Board no later than the Board meeting which precedes the beginning of the fiscal year (July 1). Each elected officer shall be designated as an officer-elect and shall assume office at the first regular Board meeting. Officers shall be elected by Board approval of a slate presented by the Governance Committee. If there is no slate that can be adopted by the Board, then the Board may hold an open election for each office in which there is a vacancy or request that the Governance Committee propose a new slate. In the event of a tie in an open election for any office other than Board Chair, the current Board Chair shall break the tie. In the event of a tie election for the office of Board Chair, the Board shall re-vote.

2.4.4 Vacancy, Removal, and Resignation of Officers

An officer may resign from his office by submitting written notice to the Board chair or Board secretary. The resignation is considered effective upon receipt unless another date is specified in the notice. An officer may resign from office without resigning as a trustee, if such position is also being held.

An officer may be removed from office at any time with or without cause by a majority vote of the entire Board at a regularly scheduled Board meeting.

If there is a vacant office, it shall be filled by the Board as soon as possible.

2.4.5 Specific Duties of the Officers

The duties of officers, in their individual capacities, are as follows:

Board Chair

- be president of the Association for legal purposes;
- preside at all meetings of the Board and of the executive committee that he or she attends;
- develop Board agendas;
- ensure implementation of the strategic plan.

Board Vice-Chair

- perform the duties of the chair in case of the chair's absence or inability.

Board Secretary

- be secretary of the Association for legal purposes;
- keep the minutes of all meetings of the Board;
- ensure that minutes of all meetings of Board committees are properly stored;
- maintain the Board calendar;
- keep records of all Board actions;
- keep the roster of trustees, including contact information, years of service and attendance of regular Board meetings;

- ensure adherence to document management policies and procedures.

Board Treasurer

- be treasurer of the Association for legal purposes;
- calculate and keep track of the current and prospective financial position of the School;
- report on the fiscal state of the School to the Board at each regular Board meeting;

There are no implied duties or authority for the officers beyond those listed here. Officers shall perform such other duties as may be assigned to him or her by the Board or the Board chair and as are incident to his or her office. Officers may delegate duties to the Business Operations Administrator or administrative staff; however, a delegating officer retains full authority and responsibility for those duties delegated.

2.5 Meetings

2.5.1 Organization

The Board shall meet at least seven times during the academic year, typically 4-6 weeks apart. A schedule should be proposed and adopted at the beginning of the Board term, but may be amended as necessary with at least two weeks' notice. Meetings of the Board shall be held on the campus of the Waldorf School of Princeton unless otherwise agreed by the Board.

The agenda for the meeting, along with any supplementary documents such as committee reports, should be distributed to the trustees at least three days prior to the meeting.

A brief portion of any regularly scheduled Board meeting must be available to parents in order to present important School issues and concerns. In order to present at a Board meeting, a parent should contact the Board chair to schedule time.

2.5.2 Attendance

The attendance of trustees at regularly scheduled Board meetings is required. A Board meeting may be "open" or "closed." Open meetings are open to any member of the community. A closed meeting is one at which only Board members and invited guests may attend. It is possible to have a meeting in which some parts are open and some parts are closed. Regular Board meetings are open unless the Board agrees to a closed meeting; however, when no public persons are in attendance, the meeting or portion thereof where no public persons are in attendance shall be deemed closed without any further action required of the Board.

A majority of the entire Board shall constitute a quorum for the transaction of business.

2.5.3 Actions

Except as otherwise provided in the by-laws, the Board approves actions based on an affirmative vote of the majority of the trustees voting at a meeting at which a quorum is present. Trustees may not vote by proxy.

An action is brought for a vote as follows: A motion for an action is made by a trustee. The motion must then be seconded by another trustee or it shall not be considered further. Once seconded, further discussion may be had on the motion at the discretion of the chair. When the chair feels that no more productive discussion is to be had, a vote must be taken. The Board may, as needed from time to time, approve an action through the use of a unanimous written consent.

Whenever an action is being considered by the Board, it is imperative that each trustee be mindful of any conflicts of interest that may exist. The Board shall adopt and maintain a conflict-of-interest policy to guide this responsibility.

2.5.4 Minutes and Reporting

Minutes for each meeting shall be recorded by the Board secretary or another person designated by the Board secretary. Minutes shall record all actions formally taken by the Board. Minutes should record the date and those in attendance. The narrative should summarize routine business and then introduce each item of Board business followed by the Board action, if any.

Minutes shall be sent to the entire Board within the two weeks of the meeting for review and an opportunity to amend, if necessary. The electronic distribution of minutes must adhere to Board policy governing the use of electronic communication as may be in effect from time to time. Minutes from a closed Board meeting must be reviewed by the executive committee prior to distribution to ensure the confidentiality of the closed session. The minutes should be formally approved, with necessary amendments, at the next Board meeting.

Minutes shall be available on file in the School's office after approval. The executive committee may delay the general availability of minutes from a closed session for a period of time not to exceed three months.

A summary of the meeting should also be presented to the College and faculty through designated faculty trustees.

2.5.5 Joint Meetings

Occasionally, the governance rules call for a joint meeting of the Board and the College. A joint meeting shall follow the general rules of a closed meeting of the Board with the following exceptions:

- All members of the College shall attend.
- The agenda for a joint meeting shall focus on a single issue that cannot be resolved by other means.
- The meeting is led by the Board chair but the decision of the Board shall be under the consensus model of decision making as described in Section 3.2.2.

2.6 Committees

2.6.1 Committee Types

There are two types of committee: standing committees and organizational committees. Committees deal with ongoing issues. By the nature of the Board's responsibilities, a committee is expected to have a continuous flow of work to accomplish. Task forces are established to accomplish a specific objective within a specific time frame; when the work is done, the task force disbands.

2.6.2 Mandates

All Board committees operate according to a mandate. The mandate of a committee explains the specific purpose of the committee and how it operates. Every mandate must include the following elements:

- Type of Committee

This is a statement about whether the committee is a standing committee or a task force. The mandate of a standing committee does not elapse, although the Board may direct a committee to review and

potentially revise its mandate from time to time. The mandate of a task force must provide a specific term.

- Purpose

This is a brief statement regarding the purpose or objective of the committee. This purpose must relate to either the Board's permanent responsibilities or a particular aspect of the School's strategic plan.

- Timeline (Task Force Only)

This specifies the time frame within which the task force is expected to complete its work. If enough is known about the work of the task force and the work is expected to last a long time, intermediate milestones may be included here for guidance. However, if the duration of the task force is expected to span a Board term, the committee should consider dividing the work into smaller, more specific categories.

- Core Responsibilities

This is an expansion of the committee's purpose. All details related to the issues to be dealt with by the committee are enumerated here.

- Authority

This specifies any authority that is being delegated to the committee. All such authority must be expressly stated here. There is no implied delegation of authority.

- Committee Composition

This specifies the composition of the committee, including rules regarding who must be on the committee, who may be on the committee, and who may not be on the committee.

Unless otherwise prohibited by mandate, a committee may include non-Board members. Non-Board committee members can (a) bring outside expertise and a fresh point of view, (b) serve as a good testing and training ground for potential Board members, (c) add legitimacy to the work of the Board, and (d) provide a chance for people to be involved who do not have the time to commit to Board service; provided, however, any non-Board member serving on a committee shall serve in an advisory role only and shall serve as a non-voting advisory member of such committee.

- Chair Responsibilities

This specifies any responsibilities of the chair that are specific to the particular committee. There are also general responsibilities that any committee chair has that are described below.

- Meetings

This specifies any rules regarding meetings that are specific to the particular committee. There are also general rules regarding committee meetings that are described below.

- Reporting

This specifies the rules by which a committee must keep minutes and report on its work. These rules must be in accordance with the general rules regarding reporting that are described below.

- Mandate Record

This specifies the date the mandate was adopted. If useful, the procedural history of the document may be included.

The mandates of all standing committees must be reviewed at least once every two years. Task forces generally do not last more than two years, but if one is intended to, the new Board must formally re-establish the task force before it may continue its work.

2.6.3 Committee Chairs

The chair of a committee has the following general responsibilities:

- plan and lead committee meetings;
- manage the committee membership;
- serve as the liaison between the committee, the Business Operations Administrator, the Board chair and the full Board;
- arrange for the committee to evaluate its work; and
- plan for succession (for standing committees only).

Additional responsibilities may be assigned for each specific committee as appropriate.

The management of committee membership shall include recruitment, inviting and rejecting candidates, asking existing members to continue or leave and determining an appropriate size for the committee. The chair is strongly advised to consult with the committee before acting. The appointment or removal of a committee member requires an affirmative vote of a majority of entire Board.

The Board appoints committee chairs for all Board committees (except the finance committee for which the chair is the Board treasurer). All committee chairs must be a Board trustee.

Chair appointments for standing committees should be reconsidered at the same time as Board officers are reconsidered. There is generally no term limit for serving as a chair.

2.6.4 Committee Meetings

A committee meeting may be “open” or “closed”. Open meetings are open to any member of the community. A closed meeting is only for committee members and invited guests.

The mandate must specify whether the committee meeting is open or closed. Typically, standing committee meetings are closed, while task force meetings are open. A guest may request to meet with a committee that has closed meetings, but the committee does not need to accept such requests. It is possible to have a meeting in which some parts are open and some parts are closed. A task force meeting may be closed by the committee chair only if specified in the mandate.

A majority of the committee members or of the task force shall constitute a quorum for the transaction of business. For standing committees, the committee may act officially only with approval of the majority of the voting members of the committee voting at a meeting at which a quorum is present. For task forces, the task force may act officially only with approval of the majority of the voting members of the task force at a meeting at which a quorum is present.

A committee or task force may approve action through a unanimous written consent of the voting members of such committee or task force.

A committee or task force may hold as many or as few meetings as are needed to fulfill the committee’s or task force’s mandate.

2.6.5 Reporting

All committees and task forces must provide the Board with reports of their activities as well as the minutes from every meeting (if applicable). Committee and task force reports must be provided to the

Board as soon as possible after recommendations or decisive action is determined by the committee or task force.

Reports should be complete but concise, and must include any determination reached. Committee and task force reports may include a request to the Board for feedback on an idea, an emerging direction with salient pros and cons, or a recommendation for Board action. If the committee or task force is not making a recommendation or requesting feedback, a progress report may be sufficient.

All standing committees and Board-mandated task forces shall record minutes of each meeting, and these minutes shall be available on file in the School's office.

The Board must be immediately informed if any standing committee or Board-mandated task force member resigns.

2.6.6 Subcommittees

A committee may form an advisory task force subcommittee at any time and without Board approval. However, the creation of a standing subcommittee must be done with Board approval. Only a standing committee may have a standing subcommittee.

2.6.7 Standing Committees

The Board shall have the following standing committees: executive, governance, finance, development, enrollment & marketing and compensation. The mandate for all standing Board committees shall be maintained as part of this document.

2.6.8 Organizational Committees

An organizational committee denotes a committee that is not Board mandated. A Board committee takes on policy and strategic work and reports to the Board. An organizational committee works on issues that are part of the staff's responsibility. Members of an organizational committee serve as advisers to the staff and assist the staff in program implementation. There are no restrictions on membership of an organizational committee. An organization committee does not have Board powers.

The staff provides the leadership, and the committee members assist in the implementation. The staff is ultimately accountable to the Business Operations Administrator for the work of an organizational committee.

Because the committee is not Board mandated, it need not meet any of the requirements outlined above for Board committees. It also does not have any authority beyond that which is delegated to the staff leading the committee.

2.7 Accountability

Pursuant to New Jersey Law, the Board cannot be held legally accountable to the College or the parent body. However, the Board, to the best of its ability, shall keep all bodies informed of Board activities.

2.7.1 Accountability to the College

Reporting from the Board to the College is generally accomplished through the faculty trustees and the Business Operations Administrator.

If the College issues a formal request of the Board, the request must be stated in writing and delivered to the Board Chair. The Board Chair will share the request with the Board and assign the response

accordingly. The response must be returned to the College Chair in writing. The Board Chair must approve the response and may refer the matter to the full Board for approval.

If the College issues a formal dissent with a Board action, the matter is referred to the Board for further deliberation. The Board can choose to (a) affirm the Board action, (b) repeal the Board action, or (c) reach no decision and refer the matter to a joint meeting of the Board and the College for discussion (see Section 2.5.5).

2.7.2 Accountability to the Parent Body

- The Board must report a summary of its activity to the parent body on an annual basis, and by keeping minutes on file in the business office made available pursuant to the procedures herein.
- The Board must permit parents to attend open Board meetings.

2.7.3 Board Self-Evaluation

The Board shall develop and implement a process for Board evaluation. The evaluation process shall be administered by the Governance Committee as part of its Board development responsibility.

3 College of Teachers

3.1 Role and Responsibilities

The College is the body responsible for the pedagogical life of the School. The College oversees all educational programs.

The College shall do the following:

Curriculum

- Present and evaluate the Waldorf curriculum and make changes as appropriate;

Faculty

- search for and provide recommended candidate(s) to the Leadership Chair for hiring verification and processing;
- mentor the faculty; provide all documentation of such to Leadership Chair
- ensure an ongoing study of Waldorf pedagogy by the faculty;
- mentor faculty on how to be ambassadors for the School and carry the responsibility for enrollment and retention communicate to the faculty about ongoing Board and College work

School Life

- ensure a robust and appropriate festival life in conjunction with Parent Council
- ensure appropriate faculty participation in administrative and Board functions;
- represent Waldorf Education to the School community and the community at large

Administration

- work with the administration to ensure the harmonious operation of the School;
- maintain good standing with AWSNA and NJAIS from a pedagogical point of view;
- participate in the hiring of the School administration; and

3.2 How the College Works

3.2.1 Composition

The College is open to all employees who show commitment to anthroposophy, have professional competence and show commitment to the overall health, well being and vitality of the school.

A person who wishes to join the College must first submit a written request to the College Chair asking to join. The person is then invited for a conversation with the College, after which the College will make a determination on whether to invite the person to join.

The College shall have a minimum of five members to operate as a College.

3.2.2 Consensus

The College acts by consensus in all matters. Achieving consensus generally means that deliberations on how to handle an issue continue until each member of the College either agrees with the decision or chooses to step aside. In stepping aside, the College member indicates that, while he or she may not agree with the decision, s/he chooses not to prevent the decision; and further, that s/he is willing to

support the decision. Once consensus is achieved, that issue will not be re-raised without the consent of a majority of the entire College.

Policies

The College has the authority to enact policies regarding the conduct of the faculty, the children, and the manner in which the School operates during the School day. College policies, to the extent not inconsistent with Board policies and to the extent not inconsistent with New Jersey law, have the same force as Board policies and shall be executed by the administration to the extent applicable. In the event of conflict or inconsistency between any Board and College policy, those of the Board shall govern.

All policies adopted by the College are to be reviewed by the governance committee of the Board for conflicts with existing policies and for legal and financial implications. The governance committee may choose to reject a College policy in its sole discretion. According to New Jersey law, the Board may, upon its discretion, reject any policy adopted by the College. In connection therewith, the Board may communicate the reasons for such rejection with the College.

3.3 Chairs

Each spring the College selects from among the faculty, four chairs for the upcoming year: the College chair, the grade school chair, the early childhood chair and the plenum chair. The term of service begins July 1st. There is no limitation on the amount of years each chair may serve. If there is a vacancy in a chair position, the College shall fill the vacancy as quickly as possible. All chairs report to and are held accountable by the College and the Board.

3.3.1 College Chair

The College chair is responsible for the internal integrity of the pedagogical and collegial life of the School. As the leader of the body that is charged with carrying the spiritual identity of the School, the College chair must be comfortable with the pedagogical principles and the underlying philosophy that form the foundation of the Waldorf education, including but not limited to the consensus model of decision making.

The College chair shall do the following:

- prepare the agenda for College meetings, with help from the Leadership Chair and the Business Operations Administrator;
- preside at College meetings;
- be responsible for assigning faculty and College responsibilities in a timely fashion;
- oversee the pedagogical integrity of the work done by the faculty development committee;
- be responsible for regular evaluations of the College's well-being, with a focus on the areas that need special attention or improvement.

3.3.2 Grade School and Early Childhood Chairs

The grade school chair and the early childhood chair take primary responsibility for overseeing the grade school and early childhood programs, respectively, for the College.

3.3.3 Relationship between the College Chair and the Leadership Chair

The College chair serves as the guardian of the pedagogical vitality of the School. As such, it needs to be a position staffed by a person who is primarily a teacher and thus attuned to the present reality of teaching. Ideally, a full-time teacher holds this position.

On the other hand, the Leadership Chair is involved primarily with administrative matters. For example, when pedagogical concerns are raised about the work of a teacher, the Leadership Chair is responsible for the *process* of resolving these concerns while the College chair is responsible for the *pedagogical integrity* of the outcome.

The two positions are meant to hold a balancing set of responsibilities, with the Leadership Chair leading the faculty towards administrative (outer) accountability and the College chair keeping the spiritual flame alive by fostering inner mobility and spiritual (inner) accountability.

3.3.4 Chair Vacancy

In the event any of the chair positions selected by the College becomes vacant, The College shall appoint a new chair.

3.4 Meetings

The College meets weekly during the School year and bi-monthly over the summer. The College may also add meetings as necessary. College meetings are closed and deliberations are confidential.

Whenever an action is being considered by the College, it is imperative that each College member be mindful of conflicts of interest that may arise. The Board will adopt and maintain a conflict-of-interest policy to guide this responsibility.

The College chair and secretary collaborate to take, review, and approve of minutes. Minutes shall record all actions formally taken by the College. Minutes should record the date, place, starting time, and those in attendance. The narrative should summarize routine business and then introduce each item of College business followed by the College action, if any.

The recording of College minutes shall adhere to the rules for closed Board sessions, as defined in Section 2.5.4. For the College, minutes must be reviewed by the College chair to ensure the confidentiality of the closed session prior to being made available.

Minutes shall be available on file in the School's office after approval. The College shall make the minutes of all College meetings (whether open or closed) available to the Board without redaction as soon as practicable following each such meeting. The College chair may delay the general availability to the general public of minutes from a closed session for a period of time not to exceed three months, except as otherwise provided herein.

In addition to providing the Board with the minutes of each meeting, a summary of each College meeting should be prepared and reported to the Board at the next regularly scheduled Board meeting. This presentation is the responsibility of the , or in his/her absence, a member of the College serving on the Board. A summary of the meeting should also be presented to the faculty. This presentation is the responsibility of the College chair.

3.5 Accountability

The College is accountable to the Board, the parent body, and in a spiritual sense, to the School itself.

3.5.1 Accountability to the Board

The College is held accountable to the Board through the following mechanisms:

- The College is required to report written monthly and annual summaries of its activities to the Board.
- Policies of the College are reviewed and approved by the Board governance committee in its sole discretion.
- The Board may issue an order or a prohibition of a College action.
- The Board may order the reformation of the College.

Reporting from the College to the Board is generally accomplished through the reports of the College chair, who is a member of both the College and the Board.

If the Board issues a formal order to the College, the order must be stated in writing and delivered to the faculty or College chair. The order must include a deadline by which a response from the College must be delivered. The College chair will determine where responsibility for responding to the order lies (e.g., the College, the faculty, a particular committee, or an individual) and assign such responsibility accordingly. An initial assessment must be made as to whether the deadline can reasonably be met. If it cannot, the College must provide a deadline that meets the needs of the Board and the ability of the responder. The response must be returned to the Board chair in writing by the deadline. The College chair will follow up and ensure that the response is both adequate and delivered in a timely fashion. The College chair may also determine whether the order and response should be circulated among the full College.

If the Board issues a formal rejection or prohibition of a College action, the College shall take such action as the Board shall direct.

If the Board loses confidence in the College's ability to perform its function, it may order a reformation of the College. Once such an order is made, the entire salaried faculty shall assume all College responsibilities until such time as a new College can be approved by both a majority of the current Board and a consensus of the current College.

3.5.2 Accountability to the Parent Body

The College is held accountable to the parent body through the following mechanisms:

- The College must set forth and follow grievance policies to allow parents to address issues regarding the faculty, other families and all pedagogical matters.
- The College must engage with the parent council concerning issues raised by parents and provide an active and accessible forum in which to do so.
- The College must report to the parent body on the state of the School on a yearly basis.

4 Administration

4.1 Role and Responsibilities

The administration is the professional staff put in place by the Board to manage the operation of the School. It is the intention of the Board to delegate all of its responsibilities not specifically assigned to a Board committee to the administration, and to empower the administration to meet those responsibilities. The administration thus carries both day-to-day and strategic responsibilities.

Day-to-day responsibilities are generally delegated through policies and procedures while strategic responsibilities are generally delegated through mandates. Specifically, the administration shall manage day-to-day operations and strategic leadership. :

4.2 How the Administration Works

The administration works on a day-to-day basis to manage the operations of the School and to serve the needs of the students, parents, and faculty. It does so according to established policies and procedures. These policies and procedures shall provide clear guidelines to the administration about the responsibilities to be assumed and the authority being granted in order to carry out those policies.

The administration also carries strategic responsibility. It does so according to mandates established by the Board and assigned to the administration. Each mandate specifies a clear goal as well as metrics by which to assess how well the goal is being met. These mandates should be reviewed on a needed basis.

The administration's purpose is to provide leadership to the staff in order to help meet strategic goals. In order to fulfill a mandate, the administration is encouraged to form advisory organizational committees to support its work (see Section 2.6.8 for more information).

4.3 Organization

The administration is led by the Business Operations Administrator (BOA). The details of the organizational structure are left to the discretion of the Business Operations Administrator, but a general administrative structure is specified in this section. The administrator has the discretion to match staff to respective responsibilities which may include: development, admissions, enrollment, front office, registrar among others.

4.3.1 Business Operations Administrator

The BOA is selected and hired by the Board to fulfil the responsibilities as per its job description.

The job description should include the hiring and overseeing an administrative staff that has the following responsibilities:

- keeping the fiscal and personnel records of the School and compliance with the laws and regulations governing employers in general and non-profit institutions in particular
- supporting the advancement and community development goals of the school
- managing the admissions and enrollment process
- overseeing the safety and maintenance of campus and its facilities

4.4 Accountability

The administration is accountable to the Board. The Board is the body primarily responsible for the administration and shall establish an administrative review policy that ensures that the entire

administrative staff is reviewed at least once a year. The Governance Committee of the board shall conduct reviews of the Business Operations Administrator with input from the Board, the College and the Parent Council.

4.5 Vacancy

If the position of BOA becomes vacant for any reason, the executive committee shall immediately assume the responsibilities of the BOA. The executive committee shall also ensure that the Business Operations Administrator search task force is created according to policy.

The executive committee may appoint an “interim” BOA. The appointment shall last until such time as the executive committee appoints a different “interim” administrator or a permanent administrator is hired.

5 Parent Council

This section details the relationship of the parent council, the leadership group of the parent body, to the rest of the School: the Board, the College and the administration.

5.1 Role and Responsibilities

The parent council serves as the vehicle for full parental involvement in the life of the School. It provides leadership to the entire parent body and is responsible for the social life of the School. To that end, the parent council shall do the following:

- create and support all-School festivals and events;
- invigorate and organize volunteer efforts by parents in such a way that nourishes, respects and protects the volunteers;
- provide a forum for parents to communicate and discuss issues of concern;
- encourage parents to act as ambassadors for the School; and
- serve as an advisory group to the Board and College, expressing to them the ideas and concerns of the parent body;
- provide meeting minutes to the board and the Business Operations Administrator

5.2 How the School Works with the Parent Council

It is essential that the parents find a place in the organization of the School other than through service on the Board or its committees. The Board and faculty must:

- see the parents as an integral part of the School community;
- engage the parent body as partners in the School's mission; and
- clearly communicate with the parent body at all times.

The Board, the faculty and the administration must all adhere to a clear structure for cooperation and discussion with the parent body in all aspects of School life. When the issues or goals are broader than a single family or a single class, the parent council must be the vehicle for this.

6 Policies and Procedures

A policy is created by drafting it, submitting it for review, and obtaining approval. Approval is obtained when the appropriate governing body formally adopts the policy.

6.1 Policy Creation

Generally, policies will be initiated by committees of the Board or College or by the administration to respond to the needs of the School as they become apparent. One of the primary responsibilities of the Business Operations Administrator is to sense when policies are needed and to draft and develop them. However, any member of the School community can potentially identify the need for and even draft a policy.

Regardless of the impetus for a policy, policy drafts must generally flow up to a governing body through certain channels. The first step is to identify which governing body has authority over the area affected. The second step is to identify which committee mandated by that body is responsible for the policy area. This committee will handle the initial review of the policy and often the initial draft as well.

If it is not obvious where the responsibility for a policy lives, the Business Operations Administrator, the Board chair or the College chair may be consulted for additional guidance. The governance committee of the Board is also a good resource. In rare cases, no committee will have ownership of the policy area, in which case it will be handled by the governance committee of the Board in a manner as it sees fit.

Once the responsible committee has been identified, that committee shall see the policy through the approval process. This includes reviewing the policy for content and ensuring that relevant input from other bodies is solicited prior to seeking approval, to the extent required herein.

A committee is not required to accept a policy proposal. Assuming that the committee has been properly identified as the one responsible for the indicated policy area, the policy proposal shall not be considered further. Under no circumstances can a policy be brought directly to the Board for a vote without going through a committee.

6.2 Policy Approval

The Board delegates to the College the authority to adopt policies in certain areas with the review and consent of the governance committee of the Board (see Section 3.2.2). The Board reserves the authority to adopt policies in all other areas to itself. Thus, all policies are ultimately approved and adopted by one of these two bodies. The Board, however, retains its authority to modify and/or revoke any policy issued by any other body.

When a committee has completed the review process, it shall submit the policy to the chair of the appropriate body. The chair shall distribute the policy in written form for review by the members. The chair shall further determine when the policy will come up for consideration before the body.

When discussing a proposal, the Board should refrain from repeating the discussion that already took place in the committee meeting. Following the discussion, the Board should vote on the policy. However, if unresolved issues make it impossible for the Board to take action, the Board should refer the matter back to the committee for further work rather than turning the Board meeting into a committee meeting.

6.3 Policy Format

Every policy must include the following elements:

- **Title:** The title must be clear, specific, and illustrative of the policy proposed. When designing the title, the drafters must keep in mind that the title will be the primary means of identifying and referring to the policy.
- **Purpose:** This is a brief summary of the purpose of the policy. A reader should be able to read the purpose and generally understand what the policy will address.
- **Policy Area:** This is an explanation of how the policy fits into the particular committee's area of expertise and why the particular committee is more capable than others to devise such a policy.
- **Policy Detail:** This is a detailed explanation of the issues that are addressed by the policy and how and why the procedures called for in the policy should be implemented.
- **Lifespan (Optional):** Most policies are passed in perpetuity or at least until altered, amended or revoked by a subsequent action of the governing body. However, some policies may be adopted with a specific limited lifespan. Alternatively, a policy may be passed on a trial basis, in which case the policy technically has a limited lifespan along with some review of the policy impact and possibly some follow-up action.
- **Policy Record:** Upon the recording of the policy, this section shall specify the committee that proposed the policy, the date the policy was adopted, and the body which adopted it.

A policy may (and in most cases should) include rationale for the policy. Rationale may be expressed either in a separate, clearly marked section of the policy, by including footnotes, or by italicizing paragraphs. Text marked in any of these ways shall not be considered part of the policy.

6.4 Recording the Policy

The recording and safekeeping of School policies is the responsibility of the Business Operations Administrator. The administration shall maintain copies of the policy manual, one of each to be held by the Business Operations Administrator, the College chair, and the Board secretary. The Board secretary's copy shall be kept off campus when it is not on the secretary's person.

Once a policy has been adopted, amended, or terminated, the secretary of the acting body will inform the Business Operations Administrator of the action and provide the necessary documents in support of the action.

Additionally, notice shall be given to those affected by the policy action in a manner deemed appropriate for the particular policy. For Board policies, the Board shall make the determination; for College policies, the College chair shall make the determination.

6.5 Policy Maintenance

From time to time, it may be appropriate to amend or terminate a policy. Amending or terminating a policy shall be handled in the same manner as used for policy creation and a rationale for amending or terminating the policy should be provided to the governing body.

Executive Committee Mandate

Type of Committee

The executive committee is a standing committee of the Board.

Purpose

The executive committee works in support of and occasionally in place of the full Board.

Core Responsibilities

1. Carry the authority to act on behalf of the full Board between meetings or in urgent circumstances, expect as otherwise limited by New Jersey law.

The committee shall act on behalf of the full Board in “routine” matters and to resolve issues where no existing policy applies or where the Board has delegated such authority. The committee shall avoid routinely establishing new policies, though the committee may provisionally adopt a policy on behalf of the Board if necessary.

2. Act as a liaison to the Business Operations Administrator and College chair.

The committee shall provide counsel, feedback and support to the Business Operations Administrator and College chair as needed. The committee shall also facilitate the assessment of the Business Operations Administrator. In the event that the School Administrator is absent, the committee shall assume the role, responsibilities and authority of the Business Operations Administrator.

3. Resolve disputes with the College

The committee shall handle disputes with the College as described in Section 2.7.1.

Despite the committee’s broad authority, the executive committee should limit itself to making decisions only when needed. The committee should be mindful of the fact that it reports to and is accountable to the full Board and is not a replacement for the Board.

Authority

The executive committee is granted the authority of the full Board to take action between meetings or in urgent circumstances, expect as otherwise limited by New Jersey law. The committee cannot (a) amend bylaws, (b) change the composition of the Board, (c) hire or fire the Business Operations Administrator, (d) approve or change the budget, (e) make major structural decisions (e.g. add or eliminate programs, embark on new projects, and so on), or (f) delegate its authority.

The executive committee is granted the authority to assume the role, responsibilities and authority of the Business Operations Administrator if the position is vacant. The executive committee is also granted the authority to appoint an “interim” Business Operations Administrator and to initiate a task force to search for a permanent Business Operations Administrator.

Committee Composition

The committee composition is fixed and shall consist of the following individuals:

- the Board chair
- the Board treasurer
- the Leadership chair

- the Business Operations Administrator
- if the position of Business Operations Administrator is vacant, a faculty trustee selected by the Board

Chair Responsibilities

The chair of the executive committee shall be the Board chair. The committee chair shall plan and lead the meetings and ensure that all decisions and actions taken are reported to the full Board as soon as possible.

Meetings

The meetings of the executive committee are closed and shall follow the rules for meetings as defined in Section 2.6.4.

Reporting

The committee shall follow the rules for reporting as given in Section 2.6.5. The Board chair shall report to the Board at each regularly scheduled Board meeting on the actions taken by the executive committee, if any. The committee shall try to distribute the minutes of committee meetings to the full Board as soon as practicable after a committee meeting.

Governance Committee Mandate

Type of Committee

The governance committee is a standing committee of the Board.

Purpose

The governance committee oversees the governance structure of the School and the quality of the Board.

Core Responsibilities

1. Ensure adherence to the practice of good governance

The committee shall interpret the School's governance structure when questions arise and make recommendations for amendments and additions to the governance structure as needed. The committee shall review policies for possible legal and ethical issues or conflicts and make recommendations accordingly. The committee shall ensure that new policies and changes to policies fit within the governance structure.

2. Maintain and develop the quality of the Board

The committee shall oversee Board development. The committee shall propose new candidates for nomination to the Board. In addition, the committee will work with existing members to determine whether such member have the desire and/or ability to continue their participation in the committee. The committee shall prepare slates of trustees and officers for election. The committee shall conduct periodic assessments of the Board's performance. The committee shall arrange for Board orientations and retreats as may be needed from time to time.

3. Conduct a review of the Business Operations Administrator no less often than annually, with input from the Board, the College and the Parent Council, as called for in section 4.4 of this Governance Document.

Authority

The governance committee is granted the authority to interpret the School's governance structure, issuing determinations as to interpretations when questions arise. These interpretations shall be final.

Committee Composition

The governance committee shall be composed of one or two faculty trustees appointed by the College and at least two non-faculty trustees.

Chair Responsibilities

The chair's responsibilities are those enumerated in Section 2.6.3.

Meetings

The meetings of the governance committee are closed and shall follow the rules for meetings as defined in Section 2.6.4.

Reporting

The committee shall follow the rules for reporting as given in Section 2.6.5.

Finance Committee Mandate

Type of Committee

The finance committee is a standing committee of the Board.

Purpose

The finance committee oversees the financial planning and management of the organization and to ensure that all fiscal aspects of operation are in order.

Core Responsibilities

1. Monitor the School's finances

The committee shall monitor income and expenditures against budget projections and allowances, present summaries of such information to the Board on a regular basis, and ensure that the Board as a whole is well informed about the organization's finances. The committee shall try to anticipate financial problems and bring material changes in the School's finances to the attention of the Board.

2. Oversee organizational financial planning

The committee shall provide assistance and support to the Business Operations Administrator in the preparation of the annual operating budget. The committee shall monitor the School's funds to ensure that adequate reserves and appropriate investments are maintained according to policies adopted by the Board. The committee shall review and monitor any capital budgets.

3. Develop and maintain financial policies

The committee shall oversee the development of the organization's financial policies. This may include drafting and reviewing policies along with the administration. Recommended policies shall be submitted to the Board for approval and adoption. When submitting a policy recommendation, the committee must disclose the membership of the committee at the time the recommendation was made.

Authority

This mandate does not grant the finance committee or the treasurer any authority to act on behalf of the Board. The Board may delegate such authority at its discretion from time to time through the adoption of specific policies separate from this mandate.

Committee Composition

The finance committee shall be composed of the following individuals:

- the Board treasurer
- the Business Operations Administrator, or a designated representative
- a representative of the College
- other Board members
- other interested parents and friends of the School.

The last two categories are discretionary and shall be left to the discretion of the committee chair.

Newer Board members, even those lacking financial expertise, should consider serving a term on the committee to learn more about the organization's finances and the Board's fiduciary responsibility.

Chair Responsibilities

The Board treasurer shall be the chair of the finance committee. In addition to the general responsibilities of a committee chair given in Section 2.6.3., the chair of the finance committee shall:

- serve as the liaison between the committee and the business office;
- appraise the committee on a timely basis of any relevant developments, issues, or initiatives arising from the chair's communication with the Board, Board officers, administrative personnel or other third parties.

Meetings

The meetings of the finance committee are closed and shall follow the rules for meetings as defined in Section 2.6.4.

Reporting

The committee shall follow the rules for reporting as given in Section 2.6.5. The treasurer shall report to the Board at each regularly scheduled Board meeting on the fiscal state of the School. The treasurer shall report to the entire School community at least once annually on the fiscal state of the School.

Compensation Committee Mandate

Type of Committee

The compensation committee is a standing committee of the Board.

Purpose

The compensation committee oversees the School's compensation structure in all its aspects.

Core Responsibilities

4. Design a comprehensive compensation structure

The committee shall design a compensation structure for the School's employees that is effective in attracting and retaining quality staff within the School's operating budget. All aspects of compensation shall be considered, and it shall be as fair as possible to all parties. The compensation structure shall be embodied in a set of policies approved and adopted by the Board.

5. Monitor and maintain the compensation structure

The committee shall monitor the compensation structure and ensure that it is achieving its desired goals. Maintenance includes the review and adjustment of all components of compensation, including, but not limited to, reviews of health insurance costs and adjustments for the cost of living. This shall be done with consideration toward the School's operating budget.

6. Review employment offers

The committee shall review all employment offers with consideration toward conforming to compensation policies. For example, the committee may review the recognition of past experience or an offer for additional bonuses or reimbursements for personal expenses. The committee shall be the final arbiter with regard to the interpretation of the compensation policies and their application to specific employees.

7. Oversee ongoing benefit programs

The committee shall oversee the administration of ongoing benefit programs. This includes the awarding of sabbaticals and the distribution of any restricted funds intended for employee assistance. The committee shall be the final arbiter with regard to the administration of these programs.

Authority

This mandate grants to the compensation committee the sole authority to interpret the compensation policies and ensure their implementation. This mandate further grants to the compensation committee the sole authority to interpret the benefit programs that are enumerated in the School's compensation policies and apply them to individual employees.

This mandate does not grant the compensation committee the authority to adopt, alter or amend compensation policies. The compensation committee is expected to draft and recommend new policies and amendments for the Board's approval. The compensation committee may not exceed the bounds of the policies adopted by the Board on an individual or group basis.

Committee Composition

The compensation committee shall be composed of such members of the Board as are appointed by the Board.

The members are as follows:

- Leadership chair
- the Business Operations Administrator
- the Board treasurer
- at least one board trustee who is not employed by, or receives compensation from the School for their services.

Chair Responsibilities

The chair of the compensation committee must be a Board member. The chair's responsibilities are those enumerated in Section 2.6.3.

Meetings

The meetings of the compensation committee are closed and shall follow the rules for meetings as given in Section 2.6.4.

Reporting

The committee shall follow the rules for reporting as given in Section 2.6.5. Portions of minutes containing personal information regarding individuals may be redacted from the minutes and recorded separately in manner that is not available to the public.

The committee shall exchange information with the finance committee on a regular basis regarding budgetary issues affected by the matters that come before this committee.

The chair shall report to the Board at least once every other month during the School year. These reports should cover general adjustments to the compensation structure (such as a cost-of-living increase) and other general issues faced by the committee, including whether or not the compensation structure appears to be meeting its goals. These reports should not cover the handling of issues related to individuals.

Facilities Organizational Committee Mandate

Type of Committee

The Facilities Committee is an organizational committee of the Board, as defined in section 2.6.8 of this document.

Purpose

The Facilities Committee is responsible for assessing major facility needs at the school, and oversight of major projects to fulfill those needs.

Core Responsibilities

1. The Committee shall work with the Board, College, and Administration to identify short and long term goals for facilities at the school to meet enrollment and program needs.
2. The Committee shall work with the Administration to identify facilities maintenance needs of the school and outline a maintenance schedule/plan including approximate costs and with consideration of the short and longer term visionary needs of the school.
3. The Committee shall develop and evaluate various alternatives to meet those needs, and recommend one or more alternatives to the Board for implementation.
4. The Committee shall work with the Development Committee to identify project budgets and support fundraising efforts to realize improvements to facilities.
5. The Committee shall oversee major construction projects in accordance with the “Process for Capital Construction and/or Expansion of Facilities”, as memorialized in a document having the same name which it shall maintain and update on an ongoing basis. A copy of the most recent version of this document shall be kept at the Administration office.

Authority

The Committee has the authority to create and dissolve a subcommittee as it may determine.

Committee Composition

The Facilities Committee shall ideally be composed of the following individuals:

- Business Operations Administrator
- Faculty representative as identified by the College, as needed
- Board trustees as determined , as needed
- Additional members from the Board, faculty, or community at large.

Chair Responsibilities

The Chair of the Facilities Committee is the Business Operations Administrator. In addition to general responsibilities of a committee chair given in Section 2.6.3, the chair shall:

- Ensure regular communication with the Board, Faculty, and Community
- Plan for an annual review of the Committee’s work and mandate.

Meetings

The meetings of the Facilities Committee are open and shall follow the rules for meetings in Section 2.6.4.

Reporting

The committee shall follow the rules for reporting as given in Section 2.6.5. The Chair shall report regularly to the Board on the activities of the Committee.

Development Committee Mandate

Type of Committee

The development committee is standing committee of the board.

Purpose

Enable the WSP community to thrive by helping its members move critical resources to where they're most needed and by promoting a culture of giving at the school.

Core Responsibilities

- The Committee shall work with the Board to set a comprehensive fundraising plan with reasonable yet challenging goals, overseeing the communication of these goals to the broader school community.
- The Committee shall, in coordination with Business Operations Administrator, implement and realize ethical development strategies to serve the School.
- Individuals on the Committee are responsible for (i) growing our donor base, (ii) together with Parent Council, engaging volunteers, (iii) guiding successful team building and (iv) creating a culture of philanthropy within the School broader community.
- To reflect these development responsibilities, the Committee shall establish subcommittees as it deems appropriate to realize the mission of the Committee, including the following:
 1. Annual fund
 2. Capital campaigns for special projects & endowment
 3. Leadership gifts
 4. Special development and fundraising events
 5. Planned and continued giving (Alumni and family relations)
 6. Sponsorships and grants (corporations and foundations)
 7. Community relations in the greater Princeton and Montgomery areas
 8. Leading the Board in the fulfillment of its development mandates
 9. Development training of Trustees, College, Faculty, Parent Council and other community members
 10. Where appropriate, involving Honorary Trustees in activities of the school, such as by: being listed as Honorary Trustees on the website and/or school's annual report; being invited to school events generally open to the community; being invited to particular school events as honored guests; and participating in the annual fund and in capital campaigns

Authority

This mandate does not grant the Development Committee authority to act on behalf of the Board, which may delegate such authority at its discretion through the adoption of specific policies separate from this mandate. The Committee has the authority to create and dissolve any subcommittee as it may determine.

Committee Composition

While there are no restrictions on membership, the Committee shall ideally be composed of the following individuals, which may serve in more than one role:

1. At least one Board Member, appointed by Board of Trustees
2. At least one Parent Council representative, appointed by the Parent Council Steering Committee
3. At least one Faculty representative, appointed by the College
4. At least one Alumni representative, appointed by the Development Committee

5. Any school staff individual, assigned by the Business Operations Administrator for development and fundraising efforts

It is expected that representatives appointed by the Board, the College of Teachers, and the Parent Council Steering Committee will regularly report to and ensure the effective participation of those bodies in the achievement of the School's development goals.

Chair Responsibilities

The chair of the development committee must be a Board member. In addition to the general responsibilities of a committee chair given in Section 2.6.3, the chair of the development committee shall:

- Serve as the liaison between the committee and any assignee from the school staff for development and fundraising efforts
- Set the agenda and meeting timeframe, with input from other members
- Develop ideas into action items, aligned with the School's strategic plan.
- Appraise the committee on a timely basis of any relevant developments, issues, or initiatives arising from the Chair's communication with the Board, Board officers, administrative personnel or third parties.
- Plan for an annual review of the Committee's work and mandate.

Meetings

The meetings of the development committee are closed and shall follow the rules for meetings as given in Section 2.6.4

The Committee shall ideally meet bi-monthly or 5 times a year. Based on activities or specific needs of the School or Development Office, additional meetings will occur with members of the Committee.

Reporting

The committee shall follow the rules for reporting as given in Section 2.6.5. The Chair shall report to the Board at each regularly scheduled Board meeting on the development activities of the Committee.

Enrollment & Marketing Committee Mandate

Type of committee

The Enrollment & Marketing Committee (hereinafter “the Committee”) is a standing committee of the Board, as defined in section 2.6.7 of the Governance Document.

Purpose

To provide strategic guidance and advice to the School’s administration to achieve long-term marketing and enrollment goals.

Core Responsibilities

1. Develop a long-term marketing strategy
 - a. Develop an effective WSP value proposition and message set in collaboration with the Board and College
 - b. Evaluate the effectiveness of marketing channels and instruments and develop marketing budget recommendations for the Board
 - c. Develop and maintain a three-year strategic marketing plan
 - d. Guide allocation of approved marketing budget across channels and instruments
2. Guide marketing execution and support enrollment activities
 - a. Develop and maintain an annual tactical marketing plan
 - b. Monitor the use of the marketing budget with authority to disapprove expenditures
 - c. Guide content creation for marketing collateral
 - d. Sign off on key communications to the community and the public
 - e. Help identify external and internal resources for content creation, marketing and enrollment activities and events
 - f. Evaluate the impact of key marketing activities (e.g., campaigns)
 - g. Track family satisfaction and feedback about WSP and communicate to key WSP decision makers
3. Maintain visibility into the enrollment numbers for key WSP stakeholders and decision makers
 - a. Develop and track relevant enrollment metrics and maintain an enrollment dashboard
 - b. Provide regular updates to the Board and Finance Committee on actuals, trends, and outlook/expectations

Authority

This mandate does not grant the Committee authority to act on behalf of the Board, which may delegate such authority at its discretion through the adoption of specific policies separate from this mandate. The Committee has the authority to create and dissolve any subcommittee as it may determine.

Committee Composition

The Committee shall comprise at least three members, with at least two members being non-faculty Trustees and at least one member being a delegate from the Parent Council. The Committee shall ideally include members from the following constituencies:

- Board members with marketing and communications experience
- Business Operations Administrator
- Faculty representatives from Early Childhood and Grade School
- Delegates from Parent Council
- Interested parents and friends of the school

Chair/Co-Chair Responsibilities

The Chair or Co-Chairs of the Committee must be board members. In addition to general responsibilities of a Committee Chair given in Section 2.6.3, the Chair or Co-Chairs shall:

- Ensure regular and timely meetings of the Committee
- Ensure regular communication with the Board, College, and Community
- Plan for an annual review of the Committee's work and mandate

Day-to-day planning and implementation of marketing and enrollment activities will fall largely on the Administration, with the strong support of and oversight by the Committee and regular consultation with the entire Board, College, and Community.

Meetings

The Committee shall be closed and shall follow the rules for meetings as given in section 2.6.4.

Reporting

The Committee shall follow the rules for reporting as given in Section 2.6.5. The Chair or Co-Chairs shall report to the Board at each regularly scheduled Board Meetings that have marketing and enrollment topics on the agenda.