



Camellia Waldorf School

Preschool • Elementary • Middle School

Governance Manual

2025-2026

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Governance Manual Purpose

This Governance Manual establishes the structured framework for the functioning of Camellia Waldorf School. It presents the threefold structure of the school and describes how each of the “Three Sectors” operates in its particular sphere of school life. In this way, it serves as an essential roadmap for decision-making, operational oversight, and general orientation indicating roles and responsibilities. It is not an all-encompassing policy manual, and it is intended as a complement to Camellia’s Parent Handbook and Employee Handbook.

Any changes to this Governance Manual should be approved through process by the sectors to which they pertain, and the School Director is responsible for making edits and updates to this document on their behalf.

Mission & Values

Mission of the Camellia Waldorf School

Camellia Waldorf School honors childhood, appreciates individuality and inspires responsibility through an education that builds capacity for lifelong learning and creative thinking.

Shared Values of the Camellia Waldorf School Community

Waldorf education is a holistic approach that addresses the many needs of the growing, developing human being: physical, social, emotional, intellectual and spiritual. We support this work through our shared values.

Nurturing Environment

We believe that warmth, adequate sleep, dependable rhythms and nourishing food are the cornerstones of healthy growth and learning. We strive to embody these values within our classrooms and to support each family and child in this journey.

Spirituality

Our understanding of the human being as body, soul and spirit underlies all that we do. While we are not a religious school, our pedagogy, festivals, traditions, blessings and verses support a connection with spiritual inspiration so that each individual can discover their unique purpose in this life.

Parent Participation

At Camellia, parents, teachers and staff work as partners through parent meetings, parent education, and community-building opportunities. A circle of caring adults is essential to the education of children and together, we form a village to raise our children with support and love.

Diversity, Equity, Inclusion and Justice

Camellia is a compassionate community that celebrates families of all backgrounds, regardless of race, ethnicity, gender expression, sexuality, age, religion, ability, or socio-economic status. We are also committed to undoing systemic harm that has been caused by unjust systems, including schools, that have withheld rights and dignity from marginalized groups of people.

Responsible Use of Technology

Face-to-face encounters and unmediated, firsthand experiences are central to our school. With few exceptions, our teachers do not use screen-based instruction in the classroom. We rely on parent partnership to delay introduction to media, including television, movies, video games, computers, cell phones and social media and limit its influence at home.

Honoring the Natural World

Our community is committed to caring for the earth and its bounty by fostering a deep connection to nature and by composting, reducing waste and recycling.

Governance Structure Overview

Description: The Three Sectors

Waldorf Schools believe that it is important for governance to be led by those who work with the students every day. For this reason, the faculty of Camellia Waldorf School play an important role in setting policy and providing general direction. The overall governance structure comprises what we call the Three Sectors:

- Faculty
- Administration
- Board of Trustees

Each of these sectors is responsible for a distinct area and is elaborated in this manual.

Overview Organizational Chart

The [Overview Chart](#) presents a picture of the Three Sectors of Camellia Waldorf School within the context of the educational community.

Roles & Reporting Organizational Chart

The [Roles & Reporting Chart](#) provides a sense of how the different roles and positions at Camellia relate to each other.

Decision-Making Matrix

The [Decision-Making Matrix](#) is a schematic overview of the kinds of decisions made at Camellia, indicating the various roles that groups and individuals play across the Three Sectors.

The Faculty

The faculty at Camellia stands at the heart of the school. As the living center of its pedagogical leadership, the faculty carries responsibility for the educational vision, the integrity of the curriculum, and the unfolding development of each child. Rooted in the sacred responsibility of the student-teacher relationship, the faculty tends the “sacred fire” that animates the life of the school. This core relationship — and the moral and spiritual seriousness it demands — must inform, guide, and inspire every aspect of the school’s work. As a fundamentally faculty-led institution, all structures of governance exist to support and protect this central task.

The Full Faculty

At Camellia, the Full Faculty denotes the collective group of full-time lead teachers. Each week the Full Faculty meets. All full-time teachers and the School Director are expected to attend each week, while part-time faculty, teaching assistants and other administrative staff attend at different frequencies. The intention of this meeting is for collegial connection, continued professional development through artistic practice and study, review of school activities, consultation regarding school decisions, and occasionally making big decisions (e.g., confirming the Leadership Team membership, endorsing the hire of a new full-time faculty member). Of course there are many decisions that need to be made on a weekly basis, and the Full Faculty is too large of a group for effective decision-making on this scale. That is why the Full Faculty mandates an executive body to make decisions on its behalf. That group is called the Leadership Team.

Leadership Team (LT) Mandate

Approved by the faculty on February 15, 2024

Last revised on January 30, 2024

Mandated by: Full Faculty

Purpose: The Leadership Team is the body responsible for the pedagogical life of the Camellia Waldorf School. While the full faculty is responsible for the daily practice of the curriculum and has an essential role in shaping the pedagogical life of the school, the full-time faculty mandate the Leadership Team with the ultimate responsibility as a governing body for the school overseeing all educational programs (like the hub in the center of the wheel). This includes the authority for establishing, monitoring and overseeing pedagogical programs and policies; endorsing candidates for hire; setting operational policy in coordination with the administration; and overseeing the activity of all other Leadership Team committees.

Membership: There will be 4-6 members in total, with 3-4 drawn from the full-time faculty (with representation of both the Grades and EC). The School Director and the Pedagogical Director (if the position is filled) are standing members (ex-officio). The members of the LT are confirmed by the consensus of the full-time faculty each year in the June meetings. Exceptions to the criteria, selection and term set below may be made with specific reasons and the unanimous consent of the LT.

Full-time Faculty Membership Criteria:

1. Minimum of 2 years working at Camellia
2. Waldorf Teaching Certificate
3. Long-term commitment to Camellia
4. Commitment to working out of anthroposophy

Process of Selection: Membership is by invitation from the existing members of the LT. The School Director is a standing member (ex-officio), as is the Pedagogical Director.

Term of Membership: Membership is for a maximum term of four years, with one member rotating each year. After four years, members are expected to take a break from the LT.

Short-term Membership: Exceptional cases may arise when an LT member needs to be added without the confirmation of the full-time faculty (e.g., to replace a member who is unable to serve). Such cases will be decided by unanimous consensus of all LT

members and will be valid for a period of no more than 90 days, by which time the full-faculty would need to confirm the addition.

Leave of Absence: Involuntary leave of absence may be imposed on an LT member in exceptional circumstances (when mediation has failed or is not possible, as a last resort). This requires the unanimous vote of the other members of the LT. The leave may be for 2-6 weeks, after which time the member on leave must return to the LT, step down or be recommended for formal removal.

Removal of Membership: Members of the LT may be removed by a consensus vote of the full-time faculty. This may happen as a part of the ordinary confirmation process in June or at another faculty meeting if there is urgency. Requests for motions to remove LT members should be initiated in writing to the School Director, the Faculty Chair or another member of the Leadership Team at least 30 days before the faculty meeting at which the motion will be considered.

Organization

Committee chair: The committee must select a chair (the “Faculty Chair”) each year before the summer. The Faculty Chair term is for a maximum of three years. Co-chair arrangements can be made to bring support and enhance transitions for a period of one year. See Faculty Chair description for more details.

Minutes: Meeting notes are kept by the chair, unless other arrangements are made.

Frequency of committee meetings: Weekly during the school year or as needed. Summer meetings as needed.

Areas of Responsibility & Authority

1. **Program Management:** The LT has the responsibility and authority for all programmatic decisions, including financial considerations around those programs (within the parameters of the financial authority of the Board of Trustees).
2. **Visionary Leadership:** To formulate and steer new pedagogical or programmatic policies in consultation with the full-time faculty, the board and the administration.
3. **Policy Creation and Management:** To establish policy and make decisions in pedagogical and programmatic areas that are school-wide or carry significant financial implications for the school. In many cases, the LT will receive

recommendations from other committees or sections. The LT will make final determination with respect to such recommendations, while maintaining as a general principle its intention to honor the work done by other committees and to accept recommendations unless new information or additional consideration suggests the need for reconsideration.

4. **Committee Oversight:** To initiate delegation, oversight and review of the work of other sections and committees. In its oversight role, the LT will ensure that decisions made by other committees fall within the scope of their mandates and conform to existing policies and principles. Insofar as these conditions are met, the LT will accept the decisions made by other committees, as reported. Aspects of this role may be delegated, as appropriate, to the School Director, the Faculty Chair or another specified LT member.
5. **Faculty Oversight:** To oversee the hiring, management and performance review of all faculty positions.
6. **Final Decisions and Bottom Line:** To serve as the final arbiter for appeals of decisions made by groups or individuals reporting to the LT (i.e., with respect to all matters related to day-to-day pedagogical operations). The LT may also handle issues that arise from time to time that do not fall within the purview of any existing committee.
7. **Consultation:** To support the School Director through direct consultation regarding concerns, decisions, and policy changes.

Types of Decisions

Tasks

1. Input on planning Three Sectors meetings
2. Field trip approval (Faculty Chair and/or School Director can make last minute approvals when budget impact is minimal and not overnight)
3. Approving Personal days.
4. Prioritizing the budget, including budget cuts
5. Approval of academic calendar.
6. Final approval of teacher loads for each section.
7. Recommitment forms and any needed follow-up.

8. Summer oversight, which may include hiring/firing consultation with SD or needs that may arise when other faculty committees are not in session.
9. Accreditation oversight
10. Oversight of the Strategic Plan, Master Plan, etc.

Coordination and Management

1. Oversight and review of faculty committees and sectionals, including their mandates.
2. Creating committee assignments, with input from those affected.
3. Delegating items and other tasks to various committees and sections.
4. Receiving, reviewing and discerning next steps of reports from consultants visiting the school.
5. Handling pedagogical items that can't be resolved elsewhere.
6. Crisis management. Being aware of and helping to resolve concerns in various areas of the school.
7. To serve as the final arbiter for appeals of decisions made by groups or individuals reporting to the LT.
8. Special requests re: exception to existing policy
9. Approving request for leave of absence.
10. To manage personnel issues and concerns not arising through the regular review process, and to provide a recommendation on such matters to the School Director.
11. Approving dismissal/expulsion of any student.

Vision and Change

1. Approval/creation of new committees and/or changes to existing committees.
2. Approval/creation of new programs and/or changes to existing programs.
3. Approval/creation of new faculty positions, and/or changes to existing positions.
4. Approval/creation of new pedagogical policies and/or changes in existing policies (e.g., media policy).
5. Approval of major permanent changes to the school calendar and/or daily sectional schedule (e.g., changing the traditional start or end times of a vacation or a ceremony.).

Reporting and Communication

1. The LT will provide a written report of its activities to the Three Sectors (faculty, administration and board) monthly. LT representatives will report within their respective committee and section meetings on items and concerns of high interest to their groups.
2. The LT will receive minutes from other committees and sections to remain informed of activities in all areas of the school.

Decision-Making Process

1. **Quorum:** Quorum is defined in the LT as *more than half* of the members in attendance. For example, if the LT has 4 members, at least 3 are needed to achieve quorum.
2. **Standard decisions by consensus:** For a standard decision made by the LT, the proposal is approved if it has the group's *consensus*. Only members present at the meeting, at the time of calling for consensus, may participate in the decision-making process. Consensus is defined in the LT as having, at most, one member "standing aside", and no members "blocking."
3. **"Voting" decisions:** The LT may need rarely to make a *necessary and time sensitive* decision. Such decisions are handled in the following manner:
 1. The group must first decide, by consensus, that the item is truly a voting item.
 2. As time allows, the proposal may be brought in meetings prior to the "deadline meeting". In those prior meetings, any proposal may only be passed through a normal consensus process (as defined above).
 3. When the deadline is reached, the LT may pass a proposal regarding this item by a majority vote of the LT members present at the meeting.
4. **Mandated decisions from another committee or section:** If a committee or section passes a decision that is within its mandated area, then...
 1. The committee or section is responsible for sending notice of that decision to the LT and ensuring that proper process has been followed.
 2. That decision will not be vetoed or over-turned by the LT if it is within that committee's mandate area.
5. **Handling recommendations sent to the LT from another committee or section:** If a committee or section passes a decision that is within its "recommendation area", as defined in its charter, then...

1. The committee or section is responsible for sending notice of that recommendation for approval by the LT.
2. The recommendation will then come to the LT meeting. The LT does not have to call for consensus or vote to formally approve the recommendation. If no motion is made to consider rejecting the recommendation, then the recommendation is said to have been approved, and it shall be recorded in the LT minutes as such.
3. The recommendation may only be rejected if the LT comes to consensus (as defined above) that the recommendation should be rejected.
4. After becoming informed of the recommendation, the LT has two meetings to consider rejecting the recommendation. If the LT has not come to a decision about rejecting the recommendation within these two meetings, then the recommendation is said to have passed, and shall be noted in the minutes as such.

Load: Grades teachers on the LT will receive a subject period load credit of 2 hours, and EC teachers on the LT will have a minimized committee load.

Reviewed/Evaluated: Every three years by the full-time faculty

Resources allocated to enable the committee's work: Determined annually in budget process

Faculty Chair

Approved by Leadership Team, July 2023

The Faculty Chair is the Chair of the Leadership Team and the central faculty representative in all school matters. The Faculty Chair should be an experienced Waldorf teacher with a strong connection to Camellia Waldorf School (5+ years).

Selection: The Faculty Chair is selected by the Leadership Team from among its members. Ideally it is not a member serving their first year on the Leadership Team. This selection should normally take place before the June meetings, and it should be decided by consensus.

Term: The term is for 2-3 years and can be shared by Co-Chairs for a transitional year. Re-confirmation is required by the Leadership Team each year before the June meetings. Removal or changes in this position can only happen by a consensus decision of the Leadership Team.

Responsibilities include:

- Serve as the Chair of the Leadership Team and ensures its proper functioning and oversight of mandated committees.
- Serves as the key representative of the faculty in school meetings and activities.
- Works with the School Director to meet with parents and colleagues and helps to address those concerns. The Faculty Chair can delegate this role to other Leadership Team members as they see fit.
- Liaison to administration for pedagogical and faculty questions.
- Maintains awareness of pedagogical calendar and communicates deadlines and offers guidance a month in advance.

Where the Faculty Chair does not personally carry out a task, they may request additional support from members of the Leadership Team, other faculty members and/or the administrative staff. Requests for support from the administrative staff should be coordinated with the School Director.

Faculty Committees & Sections

All Faculty Committees are mandated by the Leadership Team, which also assigns faculty to the various committees each year. Each committee has a chair who convenes meetings and serves as a primary contact for communication with the Leadership Team. Administrative employees often participate on these committees when approved by the Leadership Team. There are currently five Faculty Committees:

- Hiring Search
- Festivals & Ceremonies
- Student Support
- Diversity, Equity & Inclusivity
- Concerts & Assemblies

In addition to the Faculty Committees, there are two Faculty Sections that also have mandates from the Leadership Team: Early Childhood (EC) and Grades.

Hiring Search Committee (HSC) Mandate

Approved by the Leadership Team • November 30, 2023

Last revised on November 30, 2023

Mandated by: Leadership Team (LT)

Purpose: To guide the hiring process for salaried, hourly, assistant and substitute teachers. This includes soliciting, recruiting, screening, interviewing and reference checking applicants for teaching positions within the school and forwarding them to the Leadership Team.

Membership: The committee will consist of 4-5 members, including representatives from the full-time Early Childhood and Grades faculty and the Business Manager (or administrative representative). The length of the committee membership term is two years but overlapping. A Chair will be selected from among the committee to ensure that the committee is meeting properly and to serve as a representative for communication.

Mandated Areas (actions or decisions that can be made without LT approval):

1. Review and draft a position description and post online.
2. Review and screen resumes.
3. Identify potential candidates and conduct initial interviews.
4. Check references.
5. Ensure that the school's approved hiring process is being followed.
6. Refer full-time and part-time faculty candidates to the Leadership Team.
7. For substitute teachers, HSC will have the discretion of approving the hiring, and LT will be kept informed of such candidates along with the Director of Operations.
8. Committee members will coordinate travel and accommodation for out-of-town candidates.
9. Review and update the List of Substitutes in coordination with the Administrative Team.

Recommendation Areas (recommendations that need LT approval):

1. Identify the need for hire.
2. Recommend all salaried candidates for second interview with LT.
3. Recommend adjustments to processes and policies.

Reporting and Communication: During active searching HSC will report back to LT on a weekly basis. The whole faculty will be included when necessary. When not actively searching for candidates, HSC will report monthly for the 3-sector meeting. The HSC Chair is responsible for communications with the LT.

Festivals & Ceremonies Committee Mandate

Approved by the Leadership Team on January 13, 2026

Mandated by: Leadership Team (LT)

Purpose: The Festivals Committee is responsible for the oversight and development of festivals at Camellia Waldorf School. This committee is responsible for implementing practices (rhythms, structures, timelines) that nurture the living traditions of our school, and it guides new impulses into dialogue with the norms and expectations.

Membership: The Festivals Committee is composed of full-time faculty and staff with representation from EC, upper grades, lower grades, and admin.

Mandated Areas (actions or decisions that can be made without LT approval):

1. Coordinate the following festivals established in the school calendar: Blessing of the School, Michaelmas, Dia de los Muertos, Lantern Walk, Winter Spiral, May Day, and Graduation.
2. Keep the internal Festival Committee calendar that will be set each August and will include a timeline and checklist for each festival.
3. Review the notes from the previous year and incorporate suggestions into the proposal or planning for the coming year at the start of the planning process for each festival.
4. Seeking sources for study that enrich and invite dialogue around the meaning of each festival.
5. Create a plan for the vision and execution of each festival in coordination with the full faculty and administration. A month or more before each festival, the committee will present to the Full Faculty the outline of the upcoming festival, noting any changes from previous years. Teachers will be invited to submit feedback and/or suggestions within a given time frame (two weeks).
6. Ensure that upcoming festivals are announced adequately to the community.

Recommendation Areas (recommendations that need LT approval):

1. Significant changes to the traditions of any festival must be approved by the Leadership Team.

Reporting and Communication:

1. It is the job of the festivals committee to communicate festival information to the faculty, staff, and community.

2. Any additional community messaging that is drafted by individual teachers or administration regarding upcoming festivals should be sent to this committee and approved before being distributed.

Student Support Committee (SSC) Mandate

Approved by the Leadership Team on January 16, 2024

Last revised on January 16, 2024

Mandated by: Leadership Team (LT)

Purpose: The Student Support Committee (SSC) partners with and supports teachers and parents/guardians to coordinate and support the success and overall well-being of each student at the Camellia Waldorf School (Pre-K-8). The SSC reviews IEPs, ISPs and 504 plans, creates individual plans for students at Camellia and supports their implementation in the classroom.

Membership: The Committee will consist of 4-6 members, including one Early Childhood teacher, 2 Grades teachers, and a representative from the administration. If the school has a resource or remedial teacher, this person should be included on the committee too. Teacher selection for this committee should prioritize background and experience in special education. The length of committee membership term is three years but overlapping.

Mandated Areas (actions or decisions that can be made without LT approval):

1. Create Student Support Plans and curriculum modifications and ensure their implementation (including tracking and assessment).
2. Gather information from the teachers and guardians of the student, medical professionals and formal assessments to guide the Student Support Plan (e.g. academic accommodations, behavior support plans, cultural and social supports).
3. Recommend external student assessments (e.g., IEPs).
4. Support and track the procedures with local school districts to assist with assessments, IEP plans, and provide information about district-funded services.
5. Attend outside IEP meetings and maintain communications with outside clinicians and public-school personnel on an as-needed basis.
6. Require, maintain, and review documentation for accommodations at school and synthesizing/translating information for students with Student Support Plans, IEP/ISPs and 504 plans. This information will be put into a standard accommodation form and added to the school's confidential student files.
7. Review a copy of each Student Behavior Report.
8. Invite teachers to SSC meetings at the request of the Leadership Team, School Director, or individual teacher.
9. Support teachers in meetings with parents.
10. Assist teachers in implementing student support, coordinating collaboration meetings with teaching teams to review student support plans as needed.

11. Develop and maintain a resource list to be used by parents to support their child(ren)'s development.

Recommendation Areas (recommendations that need LT approval):

1. A school-wide list of reasonable and age-appropriate accommodations.
2. Any additions to the list of approved accommodations.
3. Any proposals that require additional expenses will need LT and/or the financial committee's approval.

Reporting and Communication:

Student Support Committee reports to Full Faculty once a month via the Three-Sectors Report and to the Leadership Team as needed.

Diversity, Equity & Inclusivity (DEI) Committee Mandate

Approved by the Leadership Team on August 15, 2024

Last revised on August 15, 2024

Mandated by: Leadership Team (LT)

Purpose: The DEI Committee works to promote and cultivate the values of diversity, equity and inclusion across the school community.

Membership: The DEI Committee welcomes membership from all Camellia employees, parents and board members. An optimal committee composition would include representation from all sectors, including Early Childhood, Grades, Administration, and the Board. A Chair of the DEI Committee is selected at the start of each school year.

Mandated Areas (actions or decisions that can be made without LT approval):

1. Review school activities, events, curriculum, policies and practices from the perspective of DEI.
2. Identify actual and potential systemic inequalities at Camellia.
3. Provide guidance to other committees, faculty and staff about DEI questions.
4. Oversee bias reporting procedures and process reports.
5. Research and propose to LT for approval training and professional development opportunities for faculty, staff and parents.
6. Lead the preparation, execution and review of DEI-related trainings and presentations at Camellia.
7. Holding and ensuring appropriate use of a Land Acknowledgement.
8. Connect with similar committees at other schools and network regarding successful ideas and initiatives.

Recommendation Areas (recommendations that need LT approval):

1. Proposals for changes to school policy and/or procedure.
2. DEI trainings or presentations for Camellia faculty, staff and parents.
3. Suggestions for changes to festivals, school calendar, and curriculum.
4. Procedures for families/ students wishing to report bias or discrimination.
5. Surveys to solicit feedback from the community regarding DEI questions.
6. Studies for full faculty meetings.
7. Other schoolwide initiatives related to DEI, including schoolwide communications.

Reporting and Communication:

- Monthly Three Sector Report.
- Reports to the Leadership Team as needed for budgetary requests.

Concerts & Assemblies Committee Mandate

Approved by the Leadership Team on March 19, 2024

Last revised on 03-08-2024

Mandated by: Leadership Team (LT)

Purpose: To plan, organize and facilitate all concerts and assemblies to create shared community experiences and to help children gain facility with and enjoy live performance.

Membership: 3-4 faculty and at least 1 administrative staff

Mandated Areas (actions or decisions that can be made without LT approval):

1. Research and reserve concert locations, coordinating budget with administration.
2. Assembly and Concert set lists and program creation in coordination with *the teachers*.
3. Stage set-up (PA set up, lighting, audience seating, backdrops).
4. Rehearsal timings and agendas (in coordination with teachers and students).
5. Legal requirements for performances (insurance, rental contracts, etc.) in coordination with administration.
6. Find, contact and coordinate speakers and visitors.
7. Purchase supplies for concerts and assemblies within committee budget.
8. Communicate with faculty and administration before all events, including soliciting input and feedback.
9. Share events calendar and any updates to it with faculty and administration at the start of the year.
10. Create feedback survey to send out to faculty, staff and families after concerts. (in coordination with administration).
11. Reserve time during faculty meetings after assemblies for review.
12. As of 2024, the school calendar includes the following concerts and assemblies:
 - a. Opening Day Assembly/Rose ceremony
 - b. Indigenous People's Day
 - c. Fall All School Assembly
 - d. December Advent Assemblies
 - e. Winter All School Assembly
 - f. Faculty Skit
 - g. MLK Day Assembly
 - h. Winter Concert'
 - i. Mid-Winter All School Assembly
 - j. Spring All School Assembly

- k. Spring Concert
- l. Moving Day
- m. Closing Day Assembly/Reverse Rose Ceremony

Recommendation Areas (recommendations that need LT approval):

1. Concert and Assembly dates and times for the year.
2. Any changes to program formats for concerts and/or assemblies (including who performs).
3. Any transportation questions that involve shuttling, use of public transit or rental of vehicles.

Reporting and Communication: *This committee reports at the Three Sectors meeting and to the Grades Section as needed.*

Early Childhood Section

Approved by the Leadership Team on January 27, 2026

Mandated by: Leadership Team (LT)

Purpose: The Early Childhood Section is responsible for the healthy functioning of pedagogical life in the preschool and kindergarten, including the logistical details of student life and activities.

Membership: All full-time faculty working in Early Childhood are members. Assistants may be invited to participate in meetings but are not a part of decision-making.

Mandated Areas (actions or decisions that can be made without LT approval):

1. Professional development through pedagogical, curricular, artistic and child studies.
2. Student acceptance for enrollment in preschool and kindergarten in coordination with the Director of Admissions and Advancement.
3. Review and discussion of student concerns and progress, referring to the Student Support Committee as needed.
4. Review and discussion of pedagogical and practical questions/concerns brought by teachers.
5. Review and discussion of student discipline issues, referring to the Student Support Committee and the administration as needed.
6. Coordinating logistics of planning festivals and events (in coordination with the respective committees).
7. Review Early Childhood activities, events, curriculum, policies and practices.

Recommendation Areas (recommendations that need LT approval):

1. Proposals for changes to school policy and/or procedure.
2. Suggestions for changes to festivals, school calendar, and curriculum.

Reporting and Communication:

- Reports to the Leadership Team as needed.

Grades Section

Approved by the Leadership Team on January 13, 2026

Mandated by: Leadership Team (LT)

Purpose: The Grades Section is responsible for the healthy functioning of pedagogical life in grades 1-8, including the logistical details of student life and activities.

Membership: All full-time faculty working in grades 1-8 are members, and part-time faculty are invited to participate at different levels based on their teaching load (as determined by the Leadership Team).

Mandated Areas (actions or decisions that can be made without LT approval):

1. Professional development through pedagogical, curricular, artistic and child studies.
2. Student acceptance for enrollment in grades 1-8 in coordination with the Director of Admissions and Advancement.
3. Review and discussion of student concerns and progress, referring to the Student Support Committee as needed.
4. Review and discussion of pedagogical and practical questions/concerns brought by teachers.
5. Review and discussion of student discipline issues, referring to the Student Support Committee and the administration as needed.
6. Coordinating logistics of planning festivals, concerts, assemblies and events (in coordination with the respective committees).
7. Review grades activities, events, curriculum, policies and practices.

Recommendation Areas (recommendations that need LT approval):

1. Proposals for changes to school policy and/or procedure.
2. Suggestions for changes to festivals, school calendar, and curriculum.

Reporting and Communication:

- Reports to the Leadership Team as needed.

Camellia Waldorf Hiring & Evaluation Procedures for Full-time Faculty

Hiring Procedure for New Full-time Faculty

Approved by Full-time Faculty March 2023

1. **INITIATE SEARCH:** the Leadership Team determines when a full-time faculty position will be open and initiates the search process by contacting the Hiring Search Committee and providing the general indications (position, urgency, desired qualifications, etc).
2. **POST POSITION:** the Hiring Search Committee, in coordination with the Business Manager, writes the job posting and ensures that it is posted as widely as possible (e.g., on Camellia's website, with Waldorf Today, with Waldorf training centers, with Indeed, etc.).
3. **REVIEW APPLICATIONS:** the Hiring Search Committee receives, reviews, and responds to all applications. Once the committee has received enough qualified candidates, or a sufficient window of time has passed (which urgency may dictate), they contact the top candidates (ideally three) and invite them for an initial interview.
4. **DEMONSTRATION LESSONS:** the Hiring Search Committee determines which (if any) of the candidates should be invited to give demonstration lessons and then coordinates the dates and times with the candidate, the classroom teachers, the observing teachers, and the administration.
 - a. At least two teachers should be present to observe each demo lesson presented by a candidate.
 - b. All observers should debrief with the Hiring Search Committee either in-person or by email, and the committee should offer its full, conditional, or non-endorsement of the candidate to the Leadership Team.
5. **ADDITIONAL INTERVIEWS:** these interviews may happen in parallel to demonstration lessons if needed. The Hiring Search Committee communicates with the EC Section and the Leadership Team regarding the interviews.
 - a. EC Section: candidates for EC positions will interview with the EC teachers, and a report of the interview (with full, conditional, or non- endorsement) will be made to the Leadership Team either in-person or by email.
 - b. Leadership Team: all candidates will interview with the Leadership Team.

6. REFERRAL TO FULL-TIME FACULTY

- a. The Leadership Team considers the report of the Hiring Search Committee (and EC, where relevant) and determines whether the candidate's process should continue or not.
- b. If not, then the Hiring Search Committee thanks the candidate for their time and informs them that they were not selected.
- c. If yes, then the Leadership Team formally invites the candidate to be interviewed by the full-time faculty and asks Hiring Search Committee to check references. From this point on, the Leadership Team assumes responsibility of communication with the candidate (regarding logistics, process, and follow up).

7. FULL-TIME FACULTY INTERVIEW

- a. The Hiring Search Committee is responsible for checking references and reporting back to the Leadership Team prior to the full-time faculty interview.
- b. Only full-time faculty and the School Director may participate in the interview.
- c. If a faculty member is related to the candidate (or close personal relationship, or other conflict of interest), then they will not participate in the interview.
- d. After the interview, the faculty discuss the candidate and take a formal vote to endorse the candidate (fully or conditionally). For any given position, the full-time faculty may sometimes interview (and potentially endorse) more than one position.
- e. Full-time faculty who are parents in the respective class may participate in the interview, but they do not get to vote.

8. REVIEW BY LEADERSHIP TEAM:

- a. After carefully weighing all previous feedback and endorsements, the Leadership Team makes a final endorsement of the preferred candidate.
- b. If yes, then School Director is asked to hire the candidate.
- c. If no, the Hiring Search Committee is informed, asked to continue their search, and the Leadership Team communicates with the candidate directly.

10. SCHOOL DIRECTOR HIRES TEACHER:

- a. Verbal offer is first made by phone, and then a formal offer letter is emailed.
- b. If the offer is accepted, the Hiring Search Committee is asked to close the search (advising any pending candidates) and the Leadership Team advises any candidates who have been interviewed by the full-time faculty.

- c. If the candidate rejects the offer, the Leadership Team is informed and the Hiring Search Committee is asked to renew the search.

Camellia Waldorf Full-time Faculty Hiring Procedure for Existing Faculty

Approved by the Leadership Team on January 9, 2024

Last revised on January 9, 2024

If a current Camellia Waldorf faculty member applies for an open faculty position at Camellia (e.g., an 8th grade teacher desires to take on a 1st grade class), then the following procedure should be followed.

1. **APPLICATION:** The faculty member should express their interest in the position by submitting their application. The application may be sent directly to the Leadership Team (LT) or the Hiring Search Committee will forward it to the Leadership Team.
2. **ELIGIBILITY DETERMINED:** The application should be reviewed by the Leadership Team, who will determine if the faculty member is eligible for the position. Considerations will include their last formal Faculty Review, any probationary measures and/or personnel violations, and the qualifications necessary for the position (such as appropriate training).
3. **EVALUATION PROCESS:** If the LT decides that the faculty member is eligible for the position, then they will determine an evaluation process that may include:
 - a. Observations of lessons with their current class
 - b. Demonstration lessons with different classes (such as with the age group of the desired position)
 - c. Submission of additional materials
 - d. Interviews with the section teachers (EC or Grades)
 - e. Interviews with the LT
 - f. Other steps deemed appropriate by the LT
4. **REFERRAL TO FULL-TIME FACULTY:** Upon evaluation completion, the LT will decide whether to refer the faculty member to be interviewed by the full faculty. The LT will let the candidate know directly about their decision and coordinate any necessary logistics.
5. **FULL-TIME FACULTY INTERVIEW**
 - a. Only full-time faculty and the School Director may participate in the interview.
 - b. If a faculty member is related to the candidate (or close personal relationship, or other conflict of interest), then they will not participate in the interview.
 - c. After the interview, the faculty discuss the candidate and take a formal vote to endorse the candidate (fully or conditionally).

- d. Full-time faculty who are parents in the respective class may participate in the interview, but they do not get to vote.

6. FINAL REVIEW BY LEADERSHIP TEAM:

- a. After carefully weighing all previous feedback, the Leadership Team makes a final endorsement of the candidate.
- b. If yes, then School Director is asked to hire the candidate.
- c. If not, the Hiring Search Committee is informed, asked to continue their search, and the Leadership Team communicates with the candidate directly.

7. SCHOOL DIRECTOR HIRES TEACHER:

- a. Verbal offer is first made by phone, and then a formal offer letter is emailed.
- b. If the offer is accepted, the Hiring Search Committee is asked to close the search (advising any pending candidates) and the Leadership Team advises any candidates who have been interviewed by the full-time faculty.
- c. If the candidate rejects the offer, the Leadership Team is informed, and the Hiring Search Committee is asked to renew the search.

Camellia Waldorf School Faculty Review Policy

Approved by Full-time Faculty in January 2023

Policy:

- The Review Process is intended to serve as a means for supporting faculty development and ensuring schoolwide quality standards. The Leadership Team (LT) holds primary responsibility for overseeing this process for faculty and ensuring that it takes place. Coordination with the administration surrounding HR policy and protocols will also be involved.
- Every faculty member is reviewed at least once every three years.
- New faculty members are reviewed for their first year, and a year two evaluation may be recommended in certain cases.
- Reviews may be extraordinary (before the three-year cycle) if LT feels they are necessary to support a faculty member.

Review Process:

- **FACULTY IDENTIFIED FOR REVIEW:** At the end of one school year or the beginning of the next, LT identifies the faculty members who are due for review and creates a calendar of reviews. Each faculty member to be reviewed is contacted as soon as possible to let them know when they will be reviewed.
- **REVIEW TEAM ASSIGNED:** A Review Team of two people are identified for each faculty to be reviewed, including at least one member of LT. A third member (either another LT member or a senior teacher) may be added to the Review Team when necessary. LT also identifies the Team Leader who is responsible for initiating, communicating, and guiding the review process, as well as ensuring that it comes to a conclusion.
- **FACULTY CONTACTED:** The Review Team Leader contacts the faculty member informing them who is on their Review Team and explaining the process and the timeline. The Review Team Leader provides the faculty member with a Self-Evaluation Form and a deadline for submitting it, as well as a list and a deadline for submitting any supporting documentation.
 - Self-Evaluation Form
 - List of Supporting Documents
- **CLASSROOM OBSERVATION:** At least one Review Team member will conduct unannounced classroom evaluations (1-2 Main Lesson, 1-2 subject classes), completing an Evaluation Form for each visit. The Review Team Leader will ask the teacher being reviewed in advance about days that would not be good for visiting

(e.g., walk days, field trips, tests, etc.). Teachers who require substitutes in order to conduct classroom observations should make those arrangements well in advance.

- Evaluation Form
- Guideline for narrative report
- SUPPLEMENTAL FEEDBACK may be solicited in the following ways:
 - Short colleague feedback survey
 - Short parent feedback survey
 - Outside evaluator
- REVIEW SUMMARY WRITTEN: All documents reviewed and a final Review Summary is written by the Review Team Leader. Review Team Leader will make consultations with Faculty Chair, and/or School Director in preparing the summary. Once the Review Summary is final, the Review Team Leader and School Director meet in preparation for meeting with the faculty member.
 - Review Summary Form/Guidelines (highlighting strengths, key observations, recommendations, areas for growth, ideas for support, etc.)
- REVIEW SUMMARY MEETING WITH FACULTY MEMBER: Review Team Leader and School Director meet with the faculty member to present and discuss the review. The written Review Summary will be provided to the teacher being reviewed the day before the meeting. During the meeting, areas of support are identified and agreed upon.
- REVIEW FINALIZED AND SIGNED: Any additions that come up in the meeting are added to the review document, and it is signed by the faculty member, the Review Team Leader, and the School Director.
- RECORDS RETENTION: The Review Team Leader provides a signed copy of the Review Summary to the administration for filing in the faculty's personnel file. All observation notes, evaluation forms, and feedback survey results will be either shredded or maintained in the faculty member's personnel file.

Peer Support Colleagues

Approved by Leadership Team in August 2023

Camellia Waldorf School understands that the school and its colleagues are best served when, as a community, we seek to understand the needs of each other and participate in creating strong, clear pathways to growth. To assist in this endeavor, every teacher in the school is provided with a *peer support colleague* that can offer resources, experience and advocacy when needed. Camellia believes that a strong support program makes a significant contribution to the life of the teacher, the quality of the students' education, the parental support of the class, and the overall health of the school.

TIMELINE OVERVIEW

- JUNE: peer support colleagues assigned by Leadership Team
- AUGUST: peer support colleagues meet, establish goals, set first observation dates, share plans for the year
- SEPTEMBER (first week): goals are submitted to Leadership Team by first full faculty meeting, peer support colleagues begin meeting weekly
- NOVEMBER 15: all teachers complete first observation
- WINTER BREAK: self-evaluation completed and reviewed in January with peer support colleague
- JANUARY-MARCH: all teachers complete second observation

In **June**, the Leadership Team will assign a peer support colleague to each teacher, considering his or her needs and gifts, grade level and temperament. The teacher will be given an opportunity to request a particular person as peer support colleague, which will be considered in the decision.

GOAL SETTING AND SHARING

During the **August meetings**, peer support colleagues meet to establish their personal and professional goals and objectives for the year and turn them into the Leadership Team by the **first full faculty meeting in September**. **These goals are then reviewed together in February as part of completing a *Faculty Self-Evaluation*** and adjusted or affirmed a second time.

BI-MONTHLY MEETINGS

Beginning in September, the peer support colleagues are required to have scheduled weekly meetings. Discussion around goals should continue, and the Leadership Team may also curate topics of conversation. The anthroposophical deepening of a teacher's work is one of the key

elements hoped for in a peer support colleague relationship. These meetings are not intended to be “business”/planning meetings.

CLASSROOM VISITS

Peer support colleagues are also expected to visit each other’s classrooms two times per year – once each semester. Each teacher is accountable to his or her peer support colleague. **All teachers need to have their first observation completed by November 15.** After this initial observation, the teacher and peer support colleague will adjust or affirm the personal and professional goals.

In addition, the peer support colleague should look for applied principles of Waldorf education and document what was observed utilizing the *Peer Support Observation Form* or using it as a guideline. Commendations and recommendations should be included. In general, one looks for opportunities for independent work in the children, warmth in the teacher/student relationship and assesses the overall mood of the classroom. It is also important to view the morning lesson books for several students at different skill levels.

CHALLENGES

When peer support colleagues observe any difficulties that are significantly affecting the quality of learning, they review it with their partners. Together they set goals, and a timeline to remedy the challenge/issue(s) observed. The teacher will create a plan to address the issue and the peer support colleague will lay out a plan to provide support. If needed, another observation could be scheduled within 2-3 weeks to assess progress on the objective(s). After informing the teacher, the peer support colleague should feel free to consult the Leadership Team and to request support for the process if needed. This is not considered a break in confidentiality and may be necessary to support a colleague and a class. If there is a discrepancy between the teacher’s perception of the challenge/issue(s) and the peer support colleague’s perception, the peer support partners should inform the Leadership Team. Members of the Leadership Team will host a meeting with the peer support partners and, together, decide on next steps.

The Administration

The role of the administration at Camellia Waldorf School is to ensure the smooth and equitable operation of the school. This involves questions of finances, facilities, enrollment, fundraising, human resources and general policy administration. Sometimes these areas overlap with pedagogical concerns, and in those cases the administration works closely with the faculty, especially the Leadership Team. The administration seeks to honor the primacy of the school's pedagogical mission, and to that end it ultimately takes a supportive role.

School Director Position Description

Position Title: School Director

Reports to: Board of Trustees

Supervises: Director of Operations, Director of Admissions & Advancement, Administrative Staff (indirect reports), and Faculty (in collaboration with Leadership Team)

Position Overview

The School Director serves as the chief administrator of the school and is responsible for the successful day-to-day and long-term operations of the organization. As both an educational and organizational leader, the School Director ensures alignment with the school's mission, Waldorf educational philosophy, and strategic vision. This position is responsible for fostering a culture of inclusion and excellence and for ensuring the health and sustainability of the institution.

The School Director oversees all aspects of school operations including faculty and staff leadership, enrollment, community relations, finance, facilities, and compliance. While not the pedagogical head, the School Director is a vital member of the faculty-mandated Leadership Team and works collaboratively to uphold high standards of teaching and learning rooted in Waldorf education. The School Director supervises the faculty collaboratively with the Leadership Team. In relation to the administration, the School Director directly supervises the Director of Operations and the Director of Admissions and Advancement and indirectly supervises the administrative team. With the Board of Trustees, the School Director works closely to ensure sound governance and strategic visioning. The School Director facilitates communication and collaboration across all domains of school life.

Key Responsibilities

Leadership & Governance

- Build, nurture, and grow relationships across the school community.
- Provide strategic and mission-aligned leadership across all areas of school operations and culture.
- Partner with the Board of Trustees on institutional priorities, planning, and assessment.
- Act as a bridge between the faculty, administration, and board to ensure coherence and shared purpose.
- Serve on and support the Leadership Team to guide pedagogical integrity, program development, and fidelity to Waldorf principles.

Operations & Administration

- Directly supervise the Director of Operations to ensure effective financial management, HR, compliance, and facilities oversight.

- Guide the administrative team in operational excellence, clear communication, and responsive support to faculty, families and students.
- Maintain a culture of professionalism, warmth, and accountability across all departments.

Personnel & HR

- Oversee all hiring, evaluation, support, and resolution processes for faculty and staff, in collaboration with relevant teams.
- Promote a collegial and inclusive work environment, with an emphasis on transparency, relationships, and growth.
- Foster professional development opportunities and encourage reflective practice.

Enrollment, Advancement & Outreach

- Supervise the Director of Admissions and Advancement to ensure cohesive strategy across enrollment, marketing, fundraising, and community engagement.
- Support mission-aligned admissions practices that reflect the school's values of diversity, inclusion, and Waldorf education.
- Represent the school publicly and cultivate relationships with local and regional partners.

Finance & Development

- Oversee financial strategy in collaboration with the Director of Operations and the Board Finance Committee.
- Support fundraising efforts in alignment with development priorities and community needs.
- Ensure the long-term sustainability of the school through careful planning and resource stewardship.
- Ensure compliance with legal and regulatory standards.

Qualifications

- Proven leadership experience in education or nonprofit administration; Waldorf school experience strongly preferred.
- Demonstrated capacity to manage people, programs and processes with clarity, compassion, and decisiveness.
- Strong interpersonal, organizational, and communication skills, and the ability to build consensus while making timely, informed decisions.
- Deep familiarity with Waldorf education and its guiding principles.
- Commitment to equity, inclusion, and a relational approach to leadership.
- Bachelor's degree required; advanced degree and/or Waldorf training preferred.

Administrative Structure

Camellia's administration is organized into two complementary areas of work:

- **Admissions, Advancement, and Revenue (Inflow):** including admissions, enrollment, development, fundraising, tuition and fees, and family relations. This area is overseen by the Director of Admissions and Advancement.
- **Operations and Administration (Stewardship):** including facilities, human resources, financial expense management, policies, compliance, and general administrative functions. This area is overseen by the Director of Operations.

This structure supports both the growth of the school community and the responsible stewardship of its human and financial resources.

Admin Team

The "Admin Team" is composed of all full-time staff members and meets once a week. This meeting is in many ways a compliment to the weekly full faculty meeting. The Admin Team reviews requests for events, facilities use, facilities improvements or modifications, and is a place where the two domains of Inflow and Stewardship meet and interchange.

The Board of Trustees

The Board of Trustees holds responsibility for the financial and legal wellbeing of the school. This includes setting tuition and developing the budget. The Board is composed of up to 15 members, including at least two faculty members, the School Director (ex-officio), and both current and alumni parents.

Board of Trustees Roles

President

“The president shall be chief executive officer of the Corporation and shall, subject to the control of the Board, supervise and control the affairs of the Corporation and the activities of the officers. Except as otherwise expressly provided by the law, the article of incorporation or the bylaws, the president shall, in the name of the Corporation, execute such deeds, contracts, checks, or other instruments which may from time to time be authorized by the Board” (Bylaws of Camellia Waldorf School, page 6).

Vice President

“In the absence of the president or in the event of his or her inability or refusal to act, the vice-president shall perform all the duties of the president and, when so acting, shall have all the powers of and be subject to all the restrictions on the president” (Bylaws of Camellia Waldorf School, page 6).

Treasurer

“The treasurer shall be the office charged with oversight of the financial affairs of the Corporation. The treasurer shall be available to meet with any auditor or accountant hired by the Corporation. The treasurer shall also be prepared to report to the Board regarding whether the financial records are being properly maintained by the Corporation’s staff. The treasurer shall have such other duties and powers as the Directors may determine” (Bylaws of Camellia Waldorf School, page 6).

Secretary

“The secretarial duties shall include keeping at the principal office of the Corporation a copy of the articles of incorporation and the bylaws as amended to date and a book of minutes of all meetings of the Board and committees. The minutes shall include the time and place of each meeting, whether regular or special, how called, how notice was given, the names of those present or represented at the meeting and the proceedings. The secretary shall see that all notices are duly given in accordance with the bylaws” (Bylaws of Camellia Waldorf School, page 6).

Board Meetings

The Board of Trustees holds regular monthly meetings which are open to visitors. Sometimes board meetings will have executive sessions that are closed to visitors. Special meetings may be called, as needed.

Board-Mandated Committees

The Board of Trustees has established seven committees which serve at the pleasure of the Board. Each committee’s membership includes at least one Board member and may include other Board members and/or non-Board members. Decisions made by the committees are reviewed and approved by the Board. Each committee develops a mandate, which is approved by the Board and reviewed on a regular schedule, as defined in the mandate.

Advancement Committee

Supports the vision for the future of Camellia Waldorf School by guiding, defining and directing the school’s fundraising endeavors, building community participation, and supporting outreach.

Buildings and Grounds Committee

Ensure the safe, efficient, and sustainable management, maintenance, and strategic development of all physical assets owned by Camellia Waldorf School, with the primary goal of creating an enriching and safe environment for learning and growth. The committee is responsible for providing strategic oversight, guidance, and decision-making authority for all high-level matters related to the school's buildings and grounds, including but not limited to major renovations, expansions, improvements, sustainability initiatives, and long-term

planning. Mission, authority, and responsibility: To ensure the school's financial stability by providing oversight on budget, financial and related procedures, and investments.

Finance Committee

Ensures the school's financial stability by providing oversight on budget, financial and related procedures, and investments.

Governance Committee

Supports the healthy governance of Camellia Waldorf School and its Board of Trustees, specifically focusing on board recruitment, policies, organization, and strategic planning oversight.

Personnel Committee

Works to resolve personnel issues referred by the Administrative Team, faculty, or the Board of Trustees, and provides general oversight of the employee evaluation process.

Tuition Assistance Committee

Supports the school's commitment to help our diverse community of families and meet their commitments to a Waldorf education by administering a tuition assistance program within the funds allocated in the annual budget.

Administrative Oversight Committee

Supports, mentors, and evaluates the School Director and Pedagogical Chair. Also, assists the School Director with reviewing and assessing the organizational structure of the administrative team on an annual basis.

Bylaws of Camellia Waldorf School

A California Nonprofit Public Benefit Corporation

Section 1. Name and Offices

1.1 Name. The name of this corporation is CAMELLIA WALDORF SCHOOL (the "Corporation"). The Corporation is a nonprofit public benefit corporation incorporated under the laws of the State of California.

1.2 Principal Office. The principal office of the Corporation for the transacting of its business is located at 5701 Freeport Blvd., Sacramento, California 95822. The board of directors (the "Board" or "Directors") may change the principal office from one location to another. Any change of location of the principal office shall be noted by the secretary on these bylaws, or this section may be amended to state the new location.

1.3 Other Offices. The Corporation may also have offices at any place where the Corporation is qualified to conduct its activities.

Section 2. Purposes and Policy

2.1 Purposes. The general purpose of the Corporation is to own and operate a coeducational, non-sectarian, non-governmental school in the County of Sacramento, State of California for the education of children from pre-school through 8th grade. The Corporation is an independent institution working out of the pedagogical indications of Rudolf Steiner and principles shared by Waldorf schools worldwide. The specific purposes of the Corporation shall include but not be limited to:

- a. Maintaining and operating an adequate plant for the school;
- b. Administering all economic affairs of the school and providing for all needs of the school;
- c. Establishing and collecting tuitions to be paid for the students enrolled;
- d. Sponsoring of lectures of educational interest;

- e. Cooperating nationally and internationally with all other Waldorf schools in the furtherance of the Waldorf school shared principles;
- f. Promoting fund raising campaigns and soliciting contributions with the goal of minimizing financial barriers to attendance at Camellia Waldorf School.
- g. Securing and supporting well qualified teachers for the school;
- h. Supporting and appreciating the independence of the members of the faculty in their work;
- i. Publishing and distributing newsletters and other material relative to the school;

j. Promoting the cooperation between the faculty of the school and the families of the children enrolled. Sponsoring and administering the parent-faculty association known as the Francis Guild as an auxiliary to this Corporation;

k. Providing public relations services for the school.

2.2 Election Policy. The Corporation shall not support or oppose and political party or candidate.

2.3 Non-Discrimination Policy. The Corporation does not discriminate against faculty, staff or volunteers on the basis of age (40 and over), ancestry, color, religious creed, disability (mental and physical) including HIV and AIDS, marital status, medical condition (cancer and genetic characteristics), national origin, race, sex, and sexual orientation. This policy extends to administration of employment decisions including but not limited to hiring, compensation, promotion and job assignment.

The Corporation does not discriminate against any student or individual applying as a student on the basis of ancestry, color, religious creed, disability (mental and physical) including HIV and AIDS, marital status, medical condition (cancer and genetic characteristics), national origin, race, sex, and sexual orientation.

This policy extends to administration of the Corporation's educational policies, admission policies, tuition assistance, athletic and all other school administered programs.

Section 3. Membership

3.1 The Corporation shall have no members.

Section 4. Directors

4.1 Number of Directors. The Corporation shall have at least five and no more than fifteen Directors until changed by amendment to these bylaws. The exact number of Directors shall be fixed, within those limits, by a resolution adopted by this Board.

a. Prospective board members are required to attend several meetings to observe and understand the workings of the Board. Once the Board has had an opportunity to understand the capacities of any prospective member, the Board will conduct an election to vote upon that person. Nominees shall not be present in the room when the vote is taken. A person is elected

to the Board by a simple majority of the Directors attending the meeting in which the election is held. An election can only be held if there is a quorum of Directors present.

b. The Board shall include at least two(2) sitting members of the faculty. The faculty members shall be nominated by the faculty for election to the board. Elections will be held in accord with the above process. Not more than 40% of the membership of the Board shall be sitting members of the faculty.

4.2 Restriction On Interested Persons as Directors. No more than 49 percent of the persons serving on the Board may be interested persons. An interested person is:

- a. Any person compensated by the Corporation for services rendered to it within the previous 12 months whether as a full-time or part-time employee, independent contractor or otherwise, excluding any reasonable compensation paid to a Director as Director; and
- b. Any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law or father-in-law of such person.

However, any violation of the provisions of this Section 4.2 shall not affect the validity or enforceability of any transaction entered into by the Corporation.

4.2.1 Annual Meeting. The Annual Meeting of the Board shall be held at the regularly scheduled May Board Meeting of each year, or as soon afterward as it can conveniently be held. Directors and officers shall be elected at the Annual Meeting as set forth herein.

4.3 Terms of Office. Each Director shall hold office for three years following the Annual Meeting at which he or she is elected.

4.4 Vacancies.

- a. Events Causing Vacancy. A vacancy on the Board shall exist on the occurrence of:
 - i. the removal of a Director who is absent, without prior approval, from more than two regularly called Board meetings in any calendar year at

- the discretion of a majority of the Board;
 - ii. the death or resignation of any Director;
 - iii. the declaration by resolution of the Board of a vacancy because of a breach of a duty under the Standards of Conduct set out in Sections 5230 through 5239 of the California Corporation Code;
 - iv. the increase of the authorized number of Directors; or
 - v. the failure of the Directors to elect the required number of Directors at the Annual Meeting.
- b. Resignations. Except as provided below, any Director may resign by giving written notice to the president. The resignation shall be effective when the notice is given unless it specifies a later effective date. Except on notice to the Attorney General of California, no director may resign if the Corporation would be left without any director.
- c. Filling A Vacancy. A vacancy shall be filled by appointment by the president with the concurrence of the Board for the remainder of any vacated term.

4.5 Compensation. Directors shall serve without compensation except that they shall be allowed reasonable reimbursement for expenses incurred in the performance of their regular duties.

4.6 Regular Monthly Meetings. The Board shall hold regular meetings each month on a date as determined by the Board. Regular meetings shall be held at the Corporation's principal place of business unless otherwise determined by the Directors.

4.7 Special Meetings. Special meetings may be called by the president, the vice-president, the secretary or by any two Directors, and such meeting shall be held at the place designated by the person calling the meetings or, in the absence of such designation, at the principal office of the Corporation.

4.8 Notice of Meetings. Regular monthly meetings shall be held at the previously agreed upon time and date for the meeting as reflected in the minutes of the prior meeting. The Annual Meeting may not be held without notice and notice for the Annual Meeting shall

specify that it is the Annual Meeting and include a notice as to which Directors, are up for election or reelection. Special meetings of the Board shall be held upon four days notice by first class mail or 48 hours notice delivered personally or by telephone or email. If sent by first class mail, the notice shall be deemed to be delivered upon its deposit in the mail. Such notices shall be addressed to each director at his or her address as shown on the books of the Corporation. Email and oral notice shall be deemed to have been given at the time it is communicated, via email, in person or by telephone, to the recipient. Notice of meetings shall specify the place, day and hour of the meeting. The purpose of any Board meeting need not be specified in the notice.

4.9 Quorum for Meetings. A quorum shall consist of a majority of the Board.

4.10 Majority Action as Board Action. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board unless that majority is less than three Directors.

4.11 Conduct of Meetings. Meetings of the Board shall be presided over by the president or, in his or her absence, the vice-president. In the absence of both officers, the Directors present shall elect a presiding officer for that meeting. The secretary of the Corporation shall act as secretary of all meetings of the Board provided that in his or her absence, the presiding officer shall appoint another person to act as secretary of the meeting.

4.12 Action Without A Meeting. Any action that the Board is requested or permitted to take may be taken without a meeting if a majority of Directors consents to the action in writing. Action by written consent shall have the same force and effect as any other validly approved action of the Board. All consents shall be filed with the minutes of the proceedings of the Board.

4.13 Committees.

- a. Executive Committee. The Board may create an Executive Committee which shall consist of the president, vice-president, secretary, and two other Directors appointed by the president. The Executive Committee shall have all the authority of the Board, within the limits of the Board resolution creating the Executive Committee and the applicable laws for nonprofit public benefit corporations.

- b. Other Committees. The Board may create other committees, to serve at the pleasure of the Board, which committees shall be composed of one or more Directors and may include other persons who are not Directors. Director members of such committees shall report to the Board as needed. At the discretion of the Board, the decisions of these committees shall be reviewed and approved by the Board before any action can be taken.

4.14 Powers. Subject to the provisions of the California Corporations Code and any limitations in the articles of incorporation or bylaws of the corporation, the activities and affairs of the Corporation shall be conducted and all corporate powers shall be exercised by or under the directions of the Board, and the Board shall have the power to delegate authority.

4.15 Gifts. The Board may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the charitable/public purposes of the Corporation.

4.16 Duties of Directors. It shall be the duty of the Directors to:

- a. Perform any and all duties imposed on them collectively or individually by law or by the articles of incorporation or bylaws of the Corporation.
- b. Appoint and remove, employ and discharge and, except as otherwise provided by these bylaws, prescribe the duties and establish the compensation, if any, of all officers, agents and employees of the Corporation.
- c. Supervise all agents and employees of the Corporation to assure that their duties are properly performed.
- d. Meet at such times and places as required by these bylaws.
- e. Register their addresses and email addresses with the secretary of the Corporation so that notices of meetings emailed to them or mailed to them at such addresses shall be valid.

4.17 Non-Liability of Directors. The Directors shall not be personally liable for debts, liabilities or other obligations of the Corporation.

4.18 Indemnification by the Corporation of Directors, Employees, and Other Agents. In accordance with the requirements of Section 5238 of the California Corporations Code, the Corporation shall indemnify any person who is or was a director, officer, employee or other agent of the Corporation, for the expenses, judgments, settlements or other amounts reasonable incurred in connection with defense of any claim, issue or matter brought against him or her by reason of the fact that he or she was an agent of the Corporation.

4.19 Insurance for Corporate Agents. The Board may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the Corporation, including Directors, officers, employees or other agents, against any liability other than for violating provisions of law relating to self dealing, whether or not the Corporation would have the power to indemnify any agent against such liability under the provisions of Section 5238 of the California Corporations Code.

Section 5. Officers

5.1 Numbers of Officers. The officers of the Corporation shall be president, vice-president, secretary, and treasurer. The Corporation may also have, as determined by the Board, one or more vice-presidents, assistant secretaries, assistant treasurers and other officers. Any number of offices may be held by the same person except that neither the secretary nor the treasurer may serve concurrently as the president. In addition to the duties described below, each officer shall have such other powers and perform such other duties as may be prescribed by the Board.

5.2 Qualification, Election, and Term of Office. The Board shall choose the officers from among the Directors at the Annual Meeting, and each officer shall hold office for one year. Officers may resign, be removed or disqualified as stated herein.

5.3 Subordinate Officers. The Board may appoint such other officers or agents as it may deem desirable, and such officers shall serve such terms, have such authority, and perform such duties as may be prescribed from time to time by the Board.

5.4 Removal and Resignation. Any officer may be removed, either with or without cause, by the Board at any time. Any officer may resign at any time by giving written notice to the Board. Any such resignation shall take effect at the date of the receipt of such notice unless a later date is specified and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

5.5 Vacancies. Any vacancy caused by the death, resignation, removal, disqualification or otherwise of any officer shall be filled by the Board.

5.6 Duties of President. The president shall be chief executive officer of the Corporation and shall, subject to the control of the Board, supervise and control the affairs of the Corporation and the activities of the officers. Except as otherwise expressly provided by law, the articles of incorporation or the bylaws, the president shall, in the name of the Corporation, execute such deeds, contracts, checks, or other instruments which may from time to time be authorized by the Board.

5.7 Duties of Vice-President. In the absence of the president or in the event of his or her inability or refusal to act, the vice-president shall perform all the duties of the president and, when so acting, shall have all the powers of and be subject to all the restrictions on the president.

5.8 Duties of Secretary. The secretarial duties shall include keeping at the principal office of the Corporation a copy of the articles of incorporation and the bylaws as amended to date and a book of minutes of all meetings of the Board and committees. The minutes shall include the time and place of each meeting, whether regular or special, how called, how notice was given, the names of those present or represented at the meeting and the proceedings. The secretary shall see that all notices are duly given in accordance with the bylaws.

5.9 Duties of Treasurer. The treasurer shall be the officer charged with oversight of the financial affairs of the Corporation. The treasurer shall be available to meet with any auditor or accountant hired by the Corporation. The treasurer shall also be prepared to report to the Board regarding whether the financial records are being properly maintained by the Corporation's staff. The treasurer shall have such other duties and powers as the Directors may determine.

5.10 Compensation. No compensation shall be paid to any officer except reimbursement for reasonable expenses incurred in the performance of duties.

Section 6. Corporate Records and Reports

6.1 Maintenance of Corporate Records. The Corporation shall keep at its principal office or at a location designated by the Board:

- a. Minutes of all meetings of the Board and committees, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, the names of those present and the proceedings.
- b. Adequate and correct books and records of account including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gain and losses.
- c. A copy of the articles of incorporation and bylaws as amended to date which shall be open to inspection by the Directors at all reasonable times during office hours.

6.2 Director's Inspection Rights. Every Director has the right to inspect at any reasonable time the books, records, minutes of the Board and committees and other documents. The inspection may be made in person or by the Director's agent or attorney. The right of inspection includes the right to copy and make extracts of documents.

6.3 Annual report. The Board shall cause an Annual Report to be furnished not later than 120 days after the close of the Corporation's fiscal year to all Directors. The Annual Report shall contain the following information, in appropriate detail, for the fiscal year:

- a. The Assets and liabilities, including the trust funds, of the Corporation as of the end of the fiscal year.
- b. The principal changes on assets and liabilities, including trust funds, during the fiscal year.
- c. The revenue or receipts of the Corporation for both unrestricted and restricted to particular purposes.
- d. The expenses or disbursements of the Corporation for both general and restricted purposes.
- e. Any information required by Section 6.4, below.

The Annual Report shall be accompanied by any report on it of independent accountants or, if there is no such report, the certificate of an authorized officer of the

Corporation that such statements were prepared without audit from the books and records of the Corporation.

6.4 Annual Statement of Certain Transactions and Indemnifications. The Corporation shall mail or deliver via email or in person within 120 days after the close of its fiscal year to all Directors a statement which briefly describes the amount and circumstances of any indemnification or transaction in which the Corporation was a party and in which a Director or officer of the Corporation had a direct or indirect material financial interest.

Any statement required by this Section 6.4 shall briefly describe the names of the interested persons involved in such transaction, stating each person's relationship to the Corporation, the nature of such person's interest in the transaction and, where practical, the amount of such interest; provided, that in the case of a transaction with a partnership of which such person is a partner, only the interest of the partnership need be stated.

Section 7. Fiscal Year

7.1 Fiscal Year. The fiscal year of the Corporation shall end June 30.

Section 8. Amendment of Articles

8.1 Amendment of Articles. Subject to any provision of law applicable to the amendment of articles of incorporation by a nonprofit public benefit corporation, the articles of incorporation may be amended by the Board.

8.2 Certain Amendments. Notwithstanding Section 8.1 above, the Corporation shall not amend its articles of incorporation to alter any statement which appears in the original articles of incorporation including the name and address of the first director and of its initial agent, except as permitted or required in the Required Biennial Filings specified in pursuant to Section 6210 of the California nonprofit public benefit corporation law.

Section 9. Amendment of Bylaws

9.1 Amendment. Subject to any provision of law applicable to the amendment of bylaws by a nonprofit public benefit corporation, the bylaws may be amended or repealed and new bylaws adopted by a majority vote of the Board.

Section 10. Prohibition Against Sharing Corporate Profits and Assets

10.1 Prohibition Against Sharing Corporate Profits and Assets. No director, officer, employee or other person connected with the Corporation shall receive, at any time, any of the net earnings or pecuniary profit from the operations of the Corporation. This provision shall not prevent payment of reasonable compensation to such person for services performed for the Corporation in effecting any of its charitable purposes, provided that such compensation is otherwise permitted by the bylaws and is fixed by Board resolution. No such person shall be entitled to receive or share in the distribution of any of the corporate assets on dissolution of the Corporation. All Directors of the Corporation shall be deemed to have agreed expressly that, upon dissolution or winding up of the Corporation, whether voluntary or involuntary, the assets of the Corporation which remain after all debts have been satisfied shall be distributed only in accordance with the articles of incorporation.

Camellia Community Circle (CCC) Charter

Approved by the Board of Trustees, October 2024

The Camellia Community Circle is chartered by the Board of Trustees and made up of Camellia Waldorf School parents and guardians. The Community Circle strengthens the social life of the community by nurturing healthy relationships between families and classes and fostering engagement with Camellia Waldorf School.

This is accomplished through:

- Informal gatherings of adults (such as coffee socials, happy hours, book clubs, for example)
- Activities for families (such as back to school picnic, harvest gatherings, campus cleanup/workdays, for example)
- Providing input to faculty and administration on parent education opportunities and experiential events by suggesting themes and supporting day-of logistics, providing refreshments, etc.
- Class Parents, who connect the parents and teacher in each class with the Community Circle and foster engagement between classes

Membership:

All Parents are members of the Camellia Community Circle, and all meetings are open to the whole community.

Leads:

Chair: Leads and facilitates meetings and creates meeting agendas. Manages calendar of events with administration. Communicates events, CCC updates, and community needs to administration and BOT after CCC meetings. Authorizes expenses.

Communications Coordinator: Leads on community communication, advertising, recruitment, event reminders to community. Leads meetings, if the Chair is absent. Oversees the collection of administration/staff holiday and end-of-year gifts from the larger community. Takes meeting notes and shares them with the CCC and community.

Events Coordinator: Leads the coordination of event logistics (venue, quotes, materials, etc.). Works with Communications Coordinator to promote events and organize volunteers, if necessary. Works with administration to balance Community Circle funds. Takes meeting notes if the Communications Coordinator is absent or leading the meeting.

*These roles will be appointed by the CWS Board of Trustees from the Class Parents group the first year, then selected by the Community Circle thereafter.

Class Parents:

The Class Parent is an integral part of the association, as they facilitate communication between individual classes/class teachers and the Community Circle by sharing updates from Circle meetings with their classes and sharing updates from their classes with the Community Circle. Class Parents are selected by each classroom teacher and are responsible to:

- Check in with class teachers every 4-6 weeks and prepare for the class parent meetings
- Attend all class parent meetings where they are given time to share news, requests, information and solicit feedback from other parents
- Attend all Community Circle meetings to share feedback from their respective classes. If the Class Parent is unable to attend a meeting, they must arrange for a replacement from their class
- Collect teacher holiday and end-of-year gifts from the class (overseen by each Class Parent for their respective classes) and collect admin/staff holiday and end-of-year gifts from the larger community (overseen by Communications Coordinator)

During the early years of the Community Circle, a Board of Trustees task force will work together with the Class Parents to develop a Class Parent Guide for coming years.

Meetings:

- The Camellia Community Circle meets a minimum of four times during the year, or as needed to share feedback from class meetings, receive information to share in future class meetings, and plan activities and communication
- Meeting dates will be scheduled by the start of the school year and posted via messenger when nearing occurrence, as they are open to the community
- A member of the Board and/or administration will attend all meetings with the goal of supporting the Community Circle with the logistics of planning

Scheduling:

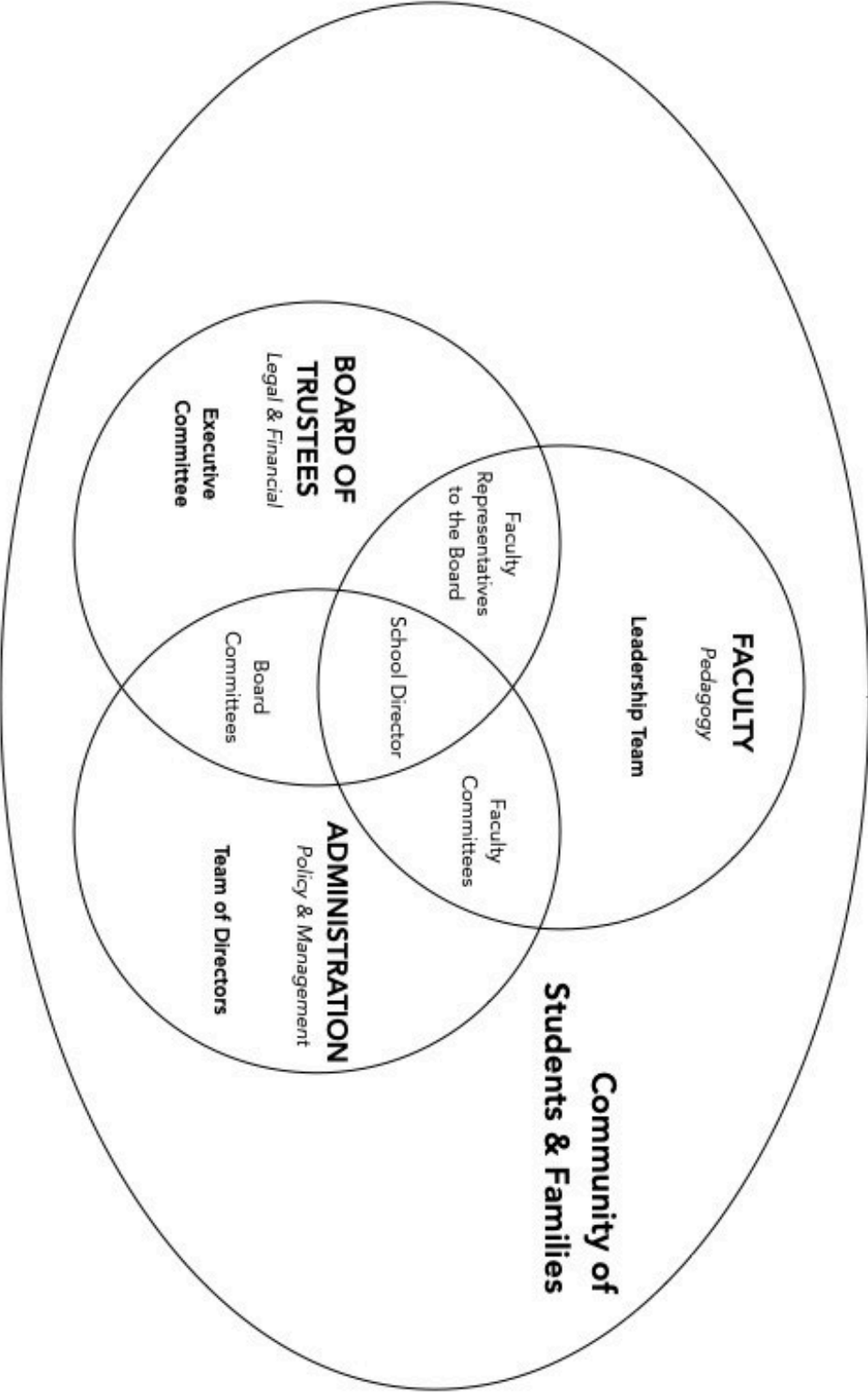
All events need to be calendared in coordination with school administration before the start of the school year, if possible, using the event form in the front office. Events must reflect and promote the core values of Camellia Waldorf School. On-campus events, or events that include children, will require advanced school approval.

Funding:

Funds to support the Camellia Community Circle are collected from each family at the time of registration and used throughout the school year by the group to support Circle events, as described above. The Events Coordinator works with the Director of Operations to balance budget, submit invoices, and request reimbursements.

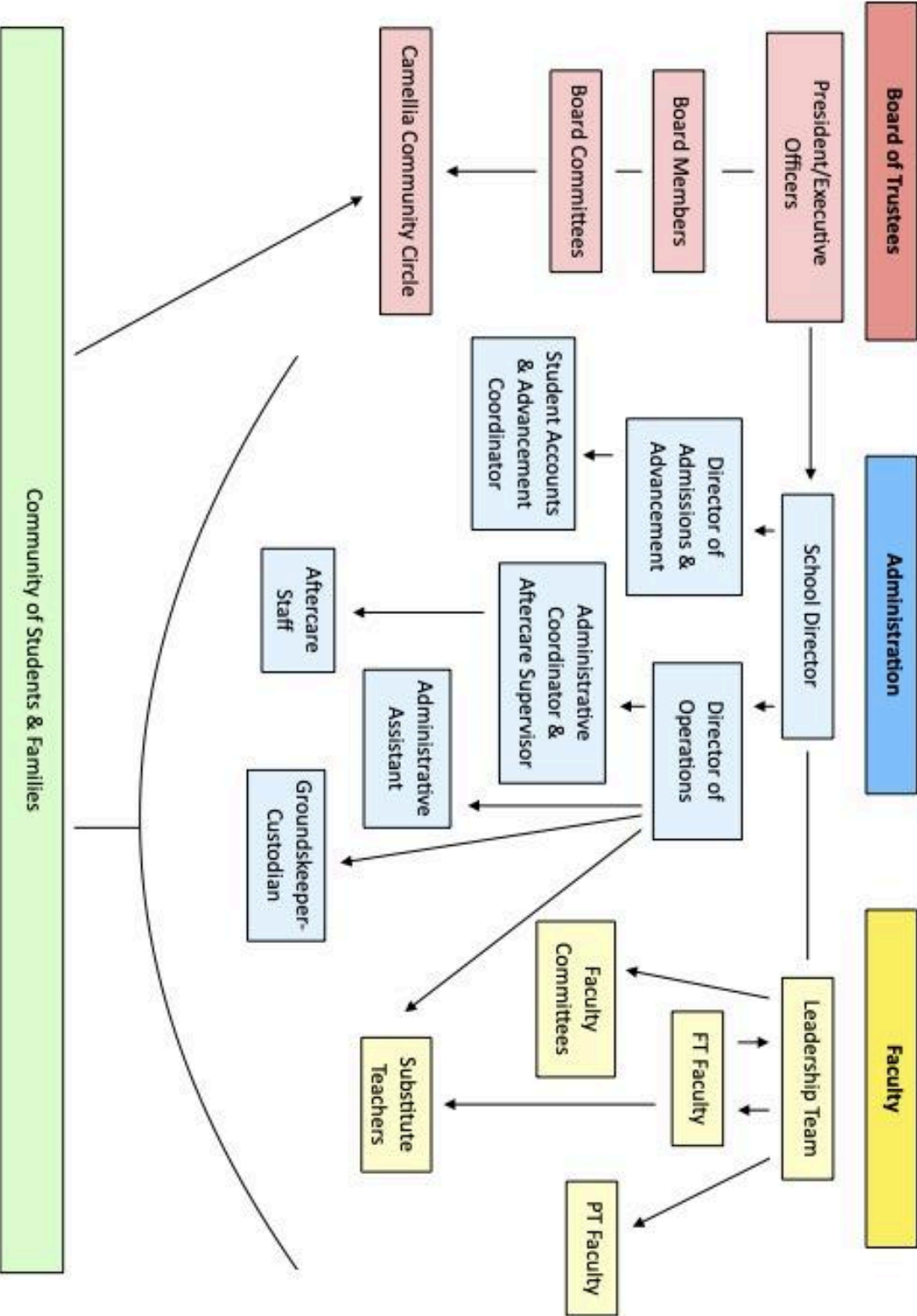
Appendix A: Organizational Overview Chart

Camellia Waldorf School Organizational Overview



Appendix B: Organizational Chart - Roles & Reporting

Camellia Waldorf School • Organizational Chart - Roles & Reporting



Last Edited July 2025

Appendix C: Decision-Making Matrix

Camellia Waldorf School - Decision-Making Matrix

Last Revised February 2026

Board Governance and School Leadership Decisions

Responsibility / Role	Board of Trustees	School Director	Leadership Team	Administrative Team	Full-time Faculty
<i>Establish School Mission</i>	X	X	X	Input	Input
<i>Hire/Oversee School Director</i>	X		Input	Input	Input
<i>Determine Educational Offerings</i>			X		Input
<i>Establish Strategic Plan</i>	X		X	Input	Input
<i>Keeper of Community Life & Culture</i>			X	Input	Input
<i>Financial Policies & Budget</i>	X	Input	Input	Input	Input
<i>School-wide Decision-making</i>	X	X	X		

<i>Approval/Changes to By-laws</i>	X				
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Administrative Decisions

Responsibility / Role	Board of Trustees	School Director	Leadership Team	Administrative Team	Full-time Faculty
<i>Establish & implement policies for health, safety, legal areas</i>	Input	X	Input	Input	
<i>Maintain facilities & physical plant</i>	Input	X	Input	Input	
<i>Development of facilities & physical plant</i>	X	X	Input	Input	
<i>Oversight of school finances (delegation of authority)</i>	X	X	Input	Input	
<i>Hire/oversee Admin staff</i>		X		Input	
<i>Dismiss Admin staff</i>	Input	X			

<i>Policies for student acceptance, suspension, dismissal</i>		Input	X	Input	Input
<i>Implementation of tuition assistance & financial aid</i>	X	Input		Input	
<i>Policies for parent grievances & conflict resolution</i>		X	X	Input	Input

Pedagogical Decisions

Responsibility / Role	Board of Trustees	School Director	Leadership Team	Administrative Team	Full-time Faculty
<i>Establish Educational Program Agreements</i>		Input	X		Input
<i>Hire Faculty</i>		X	Must Endorse		Must Endorse
<i>Oversee Faculty</i>			X		Input

<i>Dismiss Faculty</i>	Input	X	Input		
<i>Annual Program & Teaching Assignments</i>		Input	X		
<i>Student Support Policy</i>		Input	X	Input	Input
<i>Determine & Hold Festival Life</i>			X		Input
<i>Oversight of Supplemental Programming</i>		X	Input	Input	Input