

Example Governance Structures

Governance Function	Waldorf School of Garden City (NY)	Chicago Waldorf School	Seattle Waldorf School	Haleakala Waldorf School
Headmaster	N/A	N/A	N/A	Chair of School
Administrative leader(s)	Administrative Director	Administrative Director	Head of Administration	Finance and Operations Director Advancement Director
Management Group	Administrative Circle: <ul style="list-style-type: none"> Faculty Chair Administrative Director High School Chair College Chair 	Management Team: <ul style="list-style-type: none"> College Chair Administrative Director Chairs of ECC, LS, HS 	Head of Administration/Head of Pedagogy	Leadership Council: <ul style="list-style-type: none"> Chair of school Faculty Dean Chairs of schools (including Specialist) Finance and Operations Director Advancement Director
Management Group Responsibilities	<ul style="list-style-type: none"> Administrative decisions (e.g. computer policy, truancy policy) 	<ul style="list-style-type: none"> Decisions on day-to-day operations – budget, enrollment 	Jointly accountable for the school's overall performance	<ul style="list-style-type: none"> Advisory group to Chair of School and Faculty Dean Makes decisions on day-to-day operations and that do not fall on any committee
Pedagogical Chair	Faculty Chair	N/A	Head of Pedagogy	Faculty Dean
PC/FC Leadership Model	<ul style="list-style-type: none"> Servant leadership Makes recommendations to College and Admin Circle Has authority to require compliance and initiate corrective procedures Liaison to parents and Board 	N/A	<ul style="list-style-type: none"> Final decision-maker if issue/question cannot be resolved within College 	<ul style="list-style-type: none"> Servant leadership – reports to Chair of School Makes recommendations to Leadership Council and Chair of School Has authority to require compliance and initiate corrective procedures Liaison to parents and Board
Pedagogical Group	College of Teachers <ul style="list-style-type: none"> 10-12 members Includes LS, MS, HS chairs 	College of Teachers <ul style="list-style-type: none"> 17 members Includes school chairs 	College of Teachers <ul style="list-style-type: none"> Full faculty Pedagogical Carrying Group Chairs of ECC, LS, HS plus PC 	College of Teachers College Wisdom Council (5 “elders”)
Pedagogical Group Responsibilities	<ul style="list-style-type: none"> Pedagogical and curriculum related decisions Hiring and firing of teachers 	<ul style="list-style-type: none"> Decisions on principles of education, hiring, firing schedule 	<ul style="list-style-type: none"> Subgroups of college work on issues and make recommendations to College for decision 	<ul style="list-style-type: none"> College makes no decisions or recommendations College members chair schools and lead committees Council deliberates on large pedagogical questions, trends and issues
Committees	<ul style="list-style-type: none"> Buildings & Grounds Faculty Study Festivals TLC Faculty Recruitment Faculty Support & Development Glen Brook Care Group 	<ul style="list-style-type: none"> Teacher development/evaluation (made up of 3 college members – ECC, LS, HS) Enrollment Building 	<ul style="list-style-type: none"> Personnel Advisory Group HR Group Practical Needs Group (Bldgs/supplies, etc) Programs and Curriculum 	Relevant decisions are made within committees <ul style="list-style-type: none"> Personnel Curriculum Evaluation Mentoring Educational Support Festivals Waldorf Education

Despite some differences, all four structures have a number of common functions

1. Administrative Director
2. Management group composed of administrative personnel and faculty responsible for day-to-day operations and administrative decisions
3. Pedagogical group comprised of elected or self-selected faculty
 - Decision making authority varies
 - Generally responsible for decisions related to pedagogical issues, curriculum, hiring and firing of faculty
 - 3 out of 4 have Pedagogical Chair positions
4. Multiple committees responsible for various functions
 - Decision making authority at the committee level varies