

**Rudolf Steiner School of Ann Arbor
Pedagogical Governance Model 2024-
25**

Approved by the College of Teachers (10/24/24)

Approved by the Board of Trustees (11/06/2024)

Purpose Statement: The purpose of this governance model is to clearly define the governance structure of RSSAA for the 2024-25 school year.

Governance Overview:

Administrative Staff: At RSSAA, supervision and accountability of administrative staff is done through the School Administrator and Level Coordinators. The School Administrator is accountable to the Board of Trustees.

Teaching Staff: The College is responsible for supervision and accountability of teaching staff but refrains from taking a direct role to reduce the number of individuals responsible for making decisions and ensuring timely responses to processes. The College entrusts this work to Carrying Groups for each level of the school, as outlined below. Carrying Groups for each Level of the school (Early Childhood, Lower School, High School) work out of recognition of the role of full-time teachers in decision making and the life of the school. Carrying Groups are responsible for managing the following processes with support from the College, or when applicable, from HUB or other College committees:

- Crisis management, accidents, and safety issues
- Teacher recruitment and hiring (part-time and full-time), Class Teacher looping, managing Support and Improvement Plans, resignations, and separations.
- Student admissions, suspension, probation, and dismissals.

When making decisions on behalf of the College, the Carrying Groups will seek and consider meaningful input and involvement from full-time or other core faculty members. The amount of input varies for each type of process and each individual case, depending on the sensitivity of the issue.

Carrying Groups and HUB membership will be determined on a yearly basis. In general, the Carrying Groups will consist of four people, including the Level Coordinators, Faculty Chair, and School Administrator.

RSSAA Governance Structure 2024-25 – Approved by College (10/24/24), Approved by Board ()

2024-25 Carrying Groups will be:

- a. EC –Maegan Pierson (Administrative Coordinator), Angela Gladstone (Pedagogical Coordinator), Anne Birney (Early Childhood Faculty Chair), Knut Hill (Interim School Administrator).
- b. LS – Kim Likosky (Administrative Coordinator), Megan Rotko (Pedagogical Coordinator), Robert White (Lower School Faculty Chair), Knut Hill (Interim School Administrator).
- c. HS - Sara Deon (Pedagogical Coordinator), Katie Simon (Administrative Coordinator), Noelle Frerichs (High School Faculty Chair), Knut Hill (Interim School Administrator).

For 2024-25 HUB will consist of the following members:

- Knut Hill, Interim School Administrator
- Gary Banks, College Chair
- Maegan Pierson, EC Administrative Coordinator
- Angela Gladstone, EC Pedagogical Coordinator
- Anne Birney, EC Faculty Chair
- Kim Likosky, LS Administrative Coordinator
- Megan Rotko, LS Pedagogical Coordinator
- Robert White, LS Faculty Chair
- Noelle Frerichs, HS Faculty Chair
- Sara Deon, HS Pedagogical Coordinator
- Katie Simon, HS Administrative Coordinator

Oversight by a Review Team: When major decisions (as outlined below) are in process, and prior to finalizing major decisions, the Carrying Group will meet with a Review Team, which will be defined as the College Chair and a Coordinator from a different level of the school who is not directly involved in the process. The Review Team has the responsibility to be familiar with school policy, to ask questions directly related to this process, and to support the Carrying Group to clarify anything they might have overlooked. Process checklists for major decisions are provided for this purpose. Major processes include:

- Full-time hiring
- Separation of full-time employees
- Student separations

Evaluation of Carrying Groups' roles and the Governance Structure: Evaluation, review, and improvement of the Governance Model of the school will take place each spring. From May 1 to June 20 the school will be in a Continuous Improvement period during which the following will happen:

- Processes from the current school year (hiring, separations, etc.) will be reviewed for how they went and whether there are needed changes to the Governance Model to manage the work of the school more successfully.
- The College and Board will discuss the Governance Model and identify any changes needed.
- The College will review Committee Mandates and Leadership and approve for the coming year.
- The Board will review Board Committee Mandates and Leadership and approve for the coming year.
- Any policy changes made during the current school year will be integrated into the Governance Model
- The goal will be to approve the Governance Model for the coming school year during the end of school meetings. Any updates to the Employee or Parent handbook that have pedagogical implications at other levels will be reviewed by the College during Continuous Improvement or before the back-to-school meetings.
- An annual summary of new policies and procedures will be highlighted for employees at each level at the beginning of the school year.
- If there needs to be an adjustment to the Governance Plan mid-year, and the College and Board agree that it can't wait until Continuous improvement, they can decide to implement the change mid-year.
- Any mid-year change will become official once documented and communicated to the appropriate groups.

Conflict Resolution: If any employee or community member feels that a process was mismanaged, they should speak to the School Administrator and/or College Chair, who will implement a conflict resolution process. They will bring the concern back to the appropriate Carrying Group, HUB, and/or the College of Teachers for discussion and evaluation until the conflict is resolved. Learning from this review will be incorporated during the Continuous Improvement period.

Decision Making: The school values consensus decision making and has outlined the consensus making in detail. In general, employee hiring and separations, and student admissions and separations will be decided by consensus of a small group, as specified below.

Committees: The Rudolf Steiner School of Ann Arbor conducts work, both pedagogical and administrative, through a committee structure. All full-time faculty and staff participate in at least two committees per year, as well as help to carry one festival per year. Exceptions may be approved by the appropriate level Carrying Group. The Committees are overseen by the originating body, for example the [College](#), or a level faculty.

The [Committees](#) for the 2024-25 School Year are:

Board Committees:

- Finance Committee
- Development
- Committee Executive
- Committee

- Personnel Committee – co-held with the College

- Diversity, Equity, and Inclusion Committees – co-held with College

College Committees:

- Curriculum Support
- Committee Faculty
- Evaluation Team

- Faculty Development
- Committee Festivals
- Committee

- Pedagogical Integration Team

- Personnel Committee – co-held with the Board

- Diversity, Equity, and Inclusion Committees – co-held with Board

Lower School Committees:

Student Social Action
Committee Care Coordinating
Group

LS Safety Committee

LS Building and Grounds
Committee

High School Committees:

HS Safety
Committee HS
Building and
Grounds Committee

Administrative Committees:

Outreach and
Enrollment
Marketing
Sunshine

A new committee can be originated by the area responsible for the work when a clear need is seen for a new working group. When forming a new committee, the group originating it should be conscious of whether there is sufficient staffing for the committee and should create a mandate for the committee that is supported by the membership of the originating group (College members for College Committees for example).

A committee can be ended with the following process:

- a. The originating body discusses the committee that suggests that it may no longer be meeting a school need, or that it is unsustainable in some way.
- b. A meeting is held between the originating body and the full membership of the committee to discuss whether the committee has reached the end of its purpose, of the best way to continue to achieve the work the committee was carrying, and whether some other structure is the best way to meet the school's needs.
- c. The goal is for the originating body and the committee members to come to about the future of the committee. However, if there is no agreement the committee can be ended by the consensus of the originating body alone.

- d. A committee that is created for a limited purpose (Strategic Planning for instance) can be created for a specific period of time and be dissolved when the work is complete without the need for this process.

PRACTICES and PROCEDURES – HIRING PART-TIME FACULTY Part-time teachers for lead positions will be hired under the full-time guidelines. Primary responsibility for hiring all other part-time faculty will rest with at least two members of the relevant Carrying Groups. The Carrying Groups will create the job description, manage the job posting and applicant pool, conduct interviews and model teaching, and make a final hiring decision. They will seek input from full-time faculty (core faculty at High School) if determined appropriate. Carrying Group makes the final job offer after confirming the salary and offer with the Business Office.

PRACTICES and PROCEDURES – HIRING FULL-TIME FACULTY

Decisions Regarding Class Teacher Looping

- The success of the Class Teacher model depends on mutual support between teachers. Successful decisions around Class Teachers depend on working together as a faculty to continually assess the needs of each class and group of parents, and each Class Teacher.
- The Class Teacher Model is used to support Class Teachers through transitions at the end of 5th and 8th grades. The Class Teacher Model applies to teachers in good standing with no unresolved SIPs. All matters of teacher support and separation should be handled under the support and separation of employment processes. The assumption for each Class Teacher transition will be that the teacher will be continuing.
- When a Class Teacher meets a transition point identified in the Class Teacher model (currently 4th and 7th grades leading to decisions after 5th and 8th grades), the Class Teacher Looping Model (below) will be used to facilitate the looping process.

Class Teacher Looping Model

The Class Teacher Looping Model is used to support Class Teachers through transitions at the end of 5th and 8th grades. The Class Teacher Looping Model applies to teachers in good standing

RSSAA Governance Structure 2024-25 – Approved by College (10/24/24), Approved by Board ()

with no unresolved Support and Improvement Plans. The assumption for each Class Teacher looping transition will be that the teacher will be continuing, and the process outlined in this document will be used to support all teachers in good standing at the end of 4th and 7th grade.

Process to be followed:

- A. By the spring of 4th or 7th grade the Lower School Carrying Group will meet with the Class Teacher to discuss his or her future plans, including which, if any, class, or classes they are interested in leading after completing their 5th or 8th grade year. No commitments are expected either way during this conversation, but it should be the start of an open and clear process.
- B. In September of the 5th or 8th grade year the Carrying Group will have a second meeting with the individual teacher and, if they are still interested in looping into another classroom in the following fall, will arrange for the Class Teacher to observe the children and talk with the current teacher(s) of each class.
- C. After this period of observation and reflection, the Class Teacher will have a period of time to speak with colleagues and to reflect and is then asked to write a letter of intent to the College of Teachers, submitted through the Carrying Group. The general content of this letter should be shared with the College as soon as the transitioning teacher is confident of the route they wish to take, but at the latest it must come to the Carrying Group by the Monday after the end of the Winter Break. The Carrying Group will then share the content with the College.
- D. After the letters are received and the Carrying Group has had conversation with the involved teachers, if it is clear that the decisions that need to be made are not within the classic Teacher Looping Model then the Carrying Group will inform the College and ask them for approval to move forward in one of two ways:
 - a. The College can approve the Carrying Group working to make the best decisions possible and to move forward without additional College review.
 - b. The College can ask the Carrying Group to return to the College for a review cycle (as in a full-time hire process) before the Teacher Looping Model decisions are finalized.

Example of situations that might meet this requirement include when a class teacher in another grade has shared an intention to leave the school (meaning that there are more than the two regular potential openings), or when a class teacher has requested a move to a position other than the two traditionally available positions.

- E. If the teacher chooses to loop and continue on with the school the process will continue as below (step G). However, if the teacher has decided to step back from class teaching in some way (applying for a different position in the school, moving to part time work, retiring, resigning, etc.) the Carrying Group will work with the teacher to communicate with the College, promptly inform the school community, and start the search for a teacher for the open position.
- F. If the teacher is choosing to take a year's break before continuing on with a class, the College, with the support of the Carrying Group, will take up the discussion of how the teacher will re-enter the rotation of class teachers and will work to provide as much certainty as reasonable for the teacher. The College may be unable to guarantee a position for the teacher, but everyone should be clear about what the teacher has been assured of.
- G. If the teacher chooses to loop and continue on with the school the Carrying Group will then meet with the teacher to hear their intention and to ask questions that arise. The Carrying Group will decide which class the teacher will lead, taking into consideration the needs of the school. This decision will be made by the Carrying Group using the consensus model outlined in the College Manual. Ideally, decisions about Class Teachers for the following school year will be made by January 15. As soon as the Carrying Group has made these decisions they will be shared with the College and the College will meet with the teachers to hear of their intentions, talk through their new commitments, and provide care and support for the transition.
- H. Once a decision is made about the class that the looping Class Teacher will be taking in the following school year the Carrying Group will coordinate the communication to other colleagues, the upcoming class parents, and the community as a whole. In addition, the Carrying Group will work with

the FDC to ensure that mentoring and support is in place for the looping teacher.

Applications for Open Positions by Current Employees

Annually the Carrying Group at each level of the school will meet with all full-time (core faculty at the High School) teachers to discuss the current school year and the individual teacher's plans and aspirations for the coming year(s). All positions part-time and full-time, unless they fall within the class teacher looping model, will be posted externally. A Carrying Group may seek permission from the College to alter the usual process.

Process for Hiring Full-Time Faculty and Administration

1. The Carrying Group-for each Level (if this is a hire for the Admissions Director, we will seek a Carrying Group member from each level), in consultation with the College Chair, will propose a job description. Hiring Team members will include the Carrying Group, Faculty members, and College members.
2. Hiring teams will be agreed upon in level meetings. The Faculty Chair for each Level will bring the recommendation for the Hiring Team composition to the Faculty Meeting for input and approval at a regular meeting of the appropriate level(s). At this meeting, the broader full-time faculty may have a conversation about the job descriptions and necessary skills and qualifications, and if appropriate together create the final job description and the Hiring Team membership. Major changes to job descriptions and new job descriptions should be approved by the College. The Hiring Team should include members from all relevant levels.
3. If a Full-Time employee leaves mid-year, it is recognized that there will often be an immediate need to fill a position. The Carrying Group(s) is authorized to find a temporary substitution solution for a period of weeks or a few months. However, a long-term replacement will be determined through the full-time hiring process as with other full-time hires.
4. The Hiring Team will operate under the RSSAA confidential consensus decision making process. All Hiring Team members will sign the Hiring Team Agreement and work within the guidelines presented in that agreement.

5. Members of the Carrying Group(s) will work together to determine meeting times and to determine the appropriate personnel to perform the following steps in the hiring process:
 - a. Posting job openings on the appropriate websites gathering and reviewing applications.
 - b. Checking references.
 - c. Communicating with applicants.
 - d. Vetting the applicant pool, sorting into the more viable and least viable candidates.
 - e. Communicating with and thanking applicants who are not qualified.
6. Screening interviews:
 - a. The Hiring Team will decide if screening interviews are appropriate – they are not a necessary part of the process.
 - b. Screening interviews will be organized and conducted by a subset of Hiring Team members with one consistent member present at all interviews.
 - c. The Hiring Team will decide which candidates to proceed with for model teaching and in-person interviews.
7. Preliminary and final interviews:
 - a. The Carrying Group(s) will organize interviews and take on such tasks as setting dates of interviews, arranging travel and housing, setting up model teaching, and setting up opportunities for candidates to speak with the teachers in whose classes they will be teaching. The Carrying Group(s) may set up an event so every full-time teacher (core faculty at the High School) within that Level of the school can meet the candidate. This is recommended if the candidate is not already part of our school community.
 - b. The Hiring Team will decide on verbal and written questions to be addressed to the candidate in advance of the formal interviews.
 - c. Hiring Team members will attend model teaching and interviews. The Carrying Group(s) will establish regular meeting times for the Hiring Team to work towards a consensus recommendation as candidates are interviewed.
 - d. Ideally, the strong candidates will have a meeting with the College of Teachers. The purpose of the meeting will be for the College to get to know the candidates through a biographical introduction and questions, and for the

candidates to get to know more about the school. In some cases, for instance if candidates are from out of town, the College meeting may occur before the Hiring Team has come to a recommendation if they feel this is a strong candidate. Members of the Hiring Team will be invited to join the College for this meeting.

- e. The College of Teachers will have an opportunity to offer feedback about the candidates. After a visit by a candidate the College members will go around to share feedback and input.

2. Making a recommendation

- a. When the formal interviews have been completed, the Hiring Team and the College Chair will meet to share feedback and discuss which candidate seems best suited for the position and the school.
- b. After a visit to the campus by a candidate, other employees who have had contact with the candidate, may give written or verbal feedback about the candidate to the Carrying Group(s) which will be shared with the Hiring Team if deemed appropriate by the Carrying Group(s).
- c. The Hiring Team will come to a recommendation using the consensus model outlined in the College of Teachers Manual.

3. Making a decision

- a. The Carrying Group(s) is the decision-making group in full-time teacher hiring.

After the Hiring Team makes a recommendation, the Carrying Group(s) will meet to confirm the decision by consensus. For an Administrative hire, the School Administrator will make a final decision based on the recommendation from the Hiring Team. For the Pedagogical Coordinator, the College Chair will make a final decision based on the recommendation from the Hiring Team.

- b. If the Carrying Group(s) agrees to move forward with the hiring recommendation, they will meet with a Review Team to review the process.
- c. If the Carrying Group(s), after reviewing the Hiring Team's recommendation, has strong reason not to follow the recommendation of the Hiring Team (for instance, some confidential information is uncovered in references, a background check, or other extenuating circumstances are learned that cannot be shared with the full Hiring Team), they are given the authority to not follow the recommendation. However, before any further decision is made (for instance, to hire another applicant in the pool), the Carrying

Group(s) will reconvene the Hiring Team, inform them of their decision, and embark on a new consensus process to decide the next steps as outlined in Step 6 above. If the Hiring Team is not in agreement to proceed with any remaining candidates, then the hiring process may be opened again, and a new job posting made. Alternatively, if the position is not critical and can go unfilled, the Carrying Group(s) may decide not to fill the position at that time. The Review Team will be apprised of these developments and ensure that the school's policies and procedures have been followed at all steps, and the College will be kept informed.

- d. Once a decision has been made the Carrying Group(s) will communicate it to the full Hiring Team. The Carrying Group(s) will also ensure that there is consciousness around informing the affected students once the candidate accepts.
- The School Administrator and Business Office will calculate salary and benefits and prepare the offer packet. The School Administrator will be the primary communicator around salary and benefits.
 - The Carrying Group(s) will communicate the job offer. The offer around salary and benefits will be communicated by the School Administrator. Any discussion about salary and benefits will be conducted by the School Administrator.
 - Once a job offer has been formally accepted, communications around the announcements of the new teacher will be managed by the Carrying Group.

Once a job offer has been formally accepted, the Hiring Team will meet one final time and make a recommendation to the Faculty Development Committee about appropriate support and mentoring. This is an opportunity for any areas where support would be useful that have been identified in the hiring process to be shared with FDC before they arrange mentoring. The Carrying Group will meet with the new hire to communicate about their recommendation to FDC regarding mentoring needs for the coming year. If the Hiring Team did not identify any areas where this would be helpful, then no recommendation needs to be made. Either way, FDC is still free to

choose a mentor and to use the information offered by the Hiring Team as FDC chooses.

The Hiring Team for that particular job will be dissolved after the hiring process is complete.

PRACTICES and PROCEDURES – Support and Improvement Plans

- The Faculty Development Committee (FDC) and Curriculum Support Committee (CSC) exist to provide mentoring and curriculum support to teachers. The Faculty Evaluation Team (FET) exists to perform regular evaluations of all teaching employees. The Pedagogical Integration Team (PIT) helps to coordinate these committee's activities and integrate them in a meaningful way.
- The school recognizes that teaching in a Waldorf School is a complex and nuanced task that takes many years to master. The school makes every effort to support new teachers and to address performance issues through mentoring, curriculum support, and evaluation and to separate the processes of mentoring and evaluation.
- When concern about teacher performance rises to a level that cannot be addressed through the FET, FDC, and CSC work, or the Carrying Group becomes aware of a significant concern, the appropriate Carrying Group will meet to decide upon the appropriate steps to support the employee which could include developing a Support and Improvement Plan (SIP). In some cases, when an employee works in more than one Level (for example LS and HS), the Review Team will work with the Carrying Groups to help determine which Carrying Group will handle the SIP. Carrying Groups are responsible for implementing all SIPs.
- Should the need for a SIP for a Pedagogical Coordinator arise, it will be implemented by the College Chair, School Administrator, and one other HUB member, preferably at the same level as the Pedagogical Coordinator, as determined by the College Chair and School Administrator. In the subsequent sections, the term "Carrying Group" means the group outlined here.

- A SIP draft will be written by the Carrying Group plus at least one experienced full-time teacher chosen by FET, preferably one who has completed an FET evaluation of the teacher in question. The SIP will be created in discussion and collaboration with the teacher in question and may include the teacher's mentor if the teacher or Carrying Group feel this would be supportive. The College Chair will be informed of this process at this time and given an opportunity to provide input. A SIP will include the following:
 - a. A clear statement of the concerns and challenges the teacher is facing.
 - b. A set of expectations the teacher is asked to meet to improve the situation.
 - c. A support plan that may include mentoring, curriculum support, extra lesson support, or other appropriate support (*e.g.*, counseling, a brief leave of absence, etc.).
 - d. A clear timeline for the school and teacher to implement the requested changes and receive additional feedback, support, and evaluation, and for the SIP to reach closure. The timeline will vary for different cases but must be sufficient for development and growth. A SIP will generally last from two to eight weeks.
 - e. The SIP will be signed by the teacher and Carrying Group and becomes part of the teacher's employment record.

- After the SIP has been agreed on and prior to implementation, the Carrying Group will meet with the Review Team who will ensure that all policies and procedures have been followed. The Carrying Group will work with the Review Team to determine a communication plan, if appropriate. This will include informing the College of Teachers that a SIP has been implemented, and may include, with the teacher's involvement and agreement, informing other colleagues and parents if it would be appropriate to coordinate support or reassure them about known concerns.

- Evaluation of the employees' progress will involve the FET for classroom issues. The FET will select an experienced evaluator and will meet with them to ensure a useful and objective evaluation, which will be completed and then shared with the Carrying Group. At the end of the agreed timeline, progress on the SIP will be reviewed. The

College Chair will be informed of the outcome and involved in any further steps. If the teacher and the school fulfill the commitments of the SIP, then the SIP will be closed. Upon closing, a summary which is agreed on and signed by the teacher and Carrying Group, will be placed in the employee's file. If the SIP cannot be closed because the teacher has not met the conditions of the SIP, then the Carrying Group will consider the next best steps, which could include redesigning the SIP or moving towards separation of employment. If the SIP cannot be closed because of some unusual situation within the school, then the teacher will be supported in moving forward and the time limit expectations be adjusted to allow the closing of the SIP.

PRACTICES and PROCEDURES – Resignation and Separation of Employment for Full-Time Employees

- Separation of employment may be triggered by several circumstances outlined in the Employee Manual, including:
 - a. When a teacher or other employee violates the Code of Conduct.
 - b. For budgetary reasons.
 - c. For failure to successfully bring closure to a SIP.
 - d. Resignation.
- When an employee wishes to resign or transition from full to part time, they should communicate with the Carrying Group who will work with them to manage the process and communication.
- In the case that an employee is unable to meet the agreements in a SIP, the Carrying Group will consult with the College Chair before convening to decide about separation. Decisions will be made by consensus of the Carrying Group as outlined in the College of Teachers Manual. Any decisions will be reviewed by the Review Team prior to implementation.
- The Carrying Group then communicates with the employee and manages the exit and communication strategy throughout the community, with the support of the Review Team. The College of Teachers will be informed about separation decisions before the community at large.

- Policy for Separation from a Full-Time Employee due to a Budget Constraint:

Note: This policy is to be used when a cut to full-time faculty or staff is necessary because of limited budget resources. This is not a policy for separation due to cause.

- a. The Operations Manager and the School Administrator are responsible for identifying when a situation that necessitates the use of this policy is occurring and will communicate this information to HUB and the College and include the following:
 - i. Detailed explanation of the issue resulting in the budget challenge (could be lack of enrollment in a program, shortfall in tuition money, change in programmatic focus that leads to reallocation of funds, a pandemic, etc.)
 - ii. Proposal for which area of the school and group of teachers or staff the cut should be made in. Following is a list of example scenarios leading to staffing cuts in particular levels of the school, though by no means does this list anticipate all possibilities:

1. Low EC enrollment leading to long-term reduction in the number of EC classes, and reduction in EC teachers or coordinators.
2. Low LS enrollment leading to reduction of full-time special subject teachers or coordinators.
3. Low LS enrollment in particular classes leading to combining grades into a multi-age class with only one Class Teacher.
4. Low HS enrollment or program reorientation leading to reduction of high school faculty or coordinators.

- iii. Proposal for which Carrying Group is responsible for making the final decision on who is to be separated from, and any possible temporary replacement of a regular Carrying Group Member for the purposes of this process. (see details below).

Note: The process should be initiated in a timely manner, but also when the enrollment/financial picture is clear for the coming year. For changes based on enrollment it is likely that this process will be initiated at the end of April.

- b. The College will then discuss the need for the separation from a full-time staff member and either approve the proposal, amend the proposal, or find an alternative way of meeting the budget concern (one that meets Finance Committee and Board approval). Once the College has approved the separation from a full-time employee, the School Administrator will inform the Board Executive Committee that this process is underway.
 - c. The responsible Carrying Group will be identified by the College as part of the approval of the need for a separation process.
 - i. If the cut is from a specific level of the school, then the Carrying Group for that level will be responsible for the final decision.
 - ii. If a member of the Carrying Group is in the potential pool of teachers eligible to be cut, then as part of the HUB recommendation for College approval an alternative person will be named to the Carrying Group solely for the purpose of making this decision. The replacement individual will come from the same type of employment category (for instance a teacher replaces a teacher, and an administrator an administrator). Following are some example scenarios:
 - 1. Early Childhood: If the group of teachers out of which staffing changes need to be made is a Faculty Chair, then either the LS or HS faculty chair will serve as the third member of the decision- making group.
 - 2. Lower School: If the group of teachers out of which staffing changes need to be made is a Faculty Chair, then either the EC or HS faculty chair will serve as the third member of the decision- making group.
 - 3. High School: If the group of teachers out of which staffing changes need to be made is a Faculty Chair, then either the EC or LS faculty chair will serve as the third member of the decision- making group.
- Administration: If the cut might be made from administration and the group of individuals that may be cut includes the Level Coordinator(s), then a Coordinator from another level of the school will be chosen to be the alternate member of the decision group.

- iii. If the staffing cut must be made from multiple areas of the school at the same time, the final recommendations should be coordinated between the two responsible Carrying Groups.
 - iv. If a staffing cut is likely to involve a faculty member who works in multiple levels of the school (for instance, Lower School and High School), the group making the decision should include at least one Faculty Chair or Coordinator from each level, plus the School Administrator.
- d. The Criteria for making the decision:
 - i. The fit of the individual employee's capacities, skills, training, and abilities for the needs of the school is the primary criteria.
 - ii. Longevity of the individual employee's tenure with the school may be used as a secondary criterion, with recent hires being more likely to be separated from
 - iii. Performance is not a selection criterion for this process. Any separation for cause should be completed under that process, and this is not a way to remove someone because of performance issues.
- e. Individuals who are interested in volunteering for the separation should have a private conversation with the appropriate Carrying Group and not have any conversation about their interest in stepping forward outside of that group. This is important as although volunteers can be helpful in this type of situation sometimes a potential volunteer is unaware of how dependent the school is on specific skills or capacities.
- f. The College will be informed of the Carrying Group decision within three weeks of starting the process with the College Approval – this will mean that the process does not drag on for individuals and cause more damage to the school than necessary.
- g. Once an individual is identified and informed that they will not be offered a full- time contract, or that an offered contract is being rescinded, for the coming year the following will be offered:

- i. Continued Faculty Tuition Remission for two years after the separation for any children enrolled in the school using the same Tuition Remission process as in effect during the school years this app
- ii. Two months' salary as separation, paid on July 1, as the fulltime position ends
- iii. Any appropriate fully budgeted part-time employment that does not require that another part-time employee be separated from
- iv. Right of first refusal if the position they were holding is reinstated within two calendar years.

PRACTICES and PROCEDURES – Student Acceptance, Probation and Dismissal

- Admissions decisions are made differently at each level of the school. The process for admissions decisions is documented at each level in the following documents:
- The school recognizes that children face many challenges, and that most issues can be resolved through conversation and management between parents and teachers. However, when a child is not able to meet expectations around behavior and/or academic performance, additional steps will be taken.

- a. In the Lower School and Early Childhood, CCG holds the process for students during light and medium holding. When the process gets to firm holding the Carrying Group, Class Teacher and Student Support Coordinator will create a Holding Team to support the process. The Holding Team will ideally consist of the Class Teacher, relevant Special Subjects Teachers, at least one member of the Carrying Group, and a member of the Care Coordinating Group, with frequent communication with and involvement of the parents.
- b. The Holding Team will form a change plan with clear steps, goals, expectations, communication plan, timeline for completion, and team-member responsible for follow-through and completion of tasks. The Holding Team will meet regularly (usually weekly). The College Chair will be informed of any students that are in firm holding.
- c. The Carrying Group will be kept apprised of the change plan and monitor progress. If a change plan cannot be resolved successfully, then the

Carrying Group and Class Teacher will make decisions about the next steps.

- d. In High School, the behavioral or academic probation process will be instigated by the Carrying Group. If a support plan involves probation, at the end of a probationary period, all probationary documents will be placed in a student's file.
- When an issue cannot be resolved through a Circle change plan or probationary process, or if a student commits a violation that could lead to immediate dismissal as outlined in the [School Handbook](#), the Carrying Group will make decisions around probation and dismissal. In the EC and LS, the Carrying Group will always include the Class Teacher. The way to proceed will be determined by the level of confidentiality and the time sensitive nature of the general situation or incident. Depending on the nature of the incident, the student may be suspended until an appropriate course of action can be determined.
 - The three decision making groups for student dismissals will be as follows and will make decisions based on consensus. The groups will seek input from the College Chair and Student Support Coordinator as part of the decision-making process.
 - A. HS: the Carrying Group and two High School Core Faculty members
 - B. Lower School: the Carrying Group and the student's Class Teacher.
 - C. Early Childhood: the Carrying Group and the student's Lead Teacher
 - Prior to implementation of a student dismissal, the Carrying Group will meet with a Review Team which will include the College Chair and review the process and communication strategy.
 - The decision-making group as described in step 4 will then communicate with the family and manage the exit and communication strategy, with the support of a Review Team. The College of Teachers will be informed about student dismissal decisions significantly before the community at large is.