



# Committee Summary MANUAL

December 2025

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## Committee Overview

Collaborative leadership is a tenet of Waldorf Education and at Sunrise Waldorf School, there are several committees that make decisions to strengthen and support the ongoing growth and evolution of the school.

This committee summary includes the Terms of Reference for each committee. It is recommended that each committee reviews their terms of reference at least once every two years to ensure the mandate is current and serving the school in the best way.

### Board Committees

Board committees are generally made up of board members and the Head of School, or a Designate. Ideally, the committees meet monthly, however the schedules may vary with the needs and capacity of committee members and priorities. Community members with expertise in specific areas may be welcome to join a board committee, if additional members would support the work. If you are interested in volunteering in this way, please reach out to the Head of School. If the Board is unable to secure enough volunteers to hold a committee, then those topic areas become the responsibility of the Board and/or the Head of School.

The Board must approve changes to Board Committees' Terms of References.

### Accessibility Committee

[New April 2024]

**Role:** To take responsibility for all areas of accessibility. To evaluate accessibility barriers and achievements and work on increasing overall accessibility at Sunrise Waldorf School. This committee is a legal requirement of the [Accessible BC Act](#), established in June 2021.

**Decision Making Authority:** To make decisions that strengthen accessibility, in consultation with the Finance Committee, Faculty and the Head of School.

#### Responsibilities:

- Identify accessibility barriers and achievements.
- Monitor Accessibility Feedback tool.
- Follow, maintain and update the Accessibility Plan.

**Membership:** Minimum of three people, including one administrative employee, and one faculty member. Society members are welcome to join with a special invitation to people who live with a disability.

**Accountability:** To the Board of Directors

**Reporting Procedures:** Faculty and Board reporting at a minimum of bi-annually.

## Board Development Committee

[New April 2024]

**Role:** The Board Development Committee (BDC) acts in an advisory capacity to the Board of Directors regarding matters of board governance. The BDC strives to build and maintain a strong, diverse, and effective board of directors. The BDC supports board planning, ensuring the short and long-term stability of Sunrise Educational Society.

**Decision-Making Authority:** The Board Development Committee shall bring recommendations to the Board of Directors for approval.

### Responsibilities:

- Creates and maintains a board development plan.
- Outlines the goals, strategies, and activities for recruiting, orienting, training, evaluating, and retaining board members.
- Receives and reviews applications for board membership.
- Activates the nomination committee annually in preparation for the AGM.
- Supports new Director Orientation, as needed.
- Coordinates board committee oversight, structure and committee membership.
- Communicates committee structure and membership to the community.
- Supports Terms of Reference development for board committees.

**Membership:** At least 2 members including a member of the Board, the Head of School and is open to members of the Society; and, faculty members are encouraged to participate. The committee will elect a chair.

**Accountability:** To the Board of Directors.

**Reporting Procedures:** The Board Development Committee provides meeting reports to the Board of Directors prior to each board meeting, or on request from the board chair. If there has not been a BDC meeting within the month, a report is not required.

**Decisions:** The Committee shall make decisions by consensus. If consensus cannot be reached, the Board will be provided with all pertinent information to make a decision.

## Campus Development Committee

[Revised June 2024]

**Role:** The Campus Development Committee (CDC) acts in an advisory capacity to the Board of Directors and supports Sunrise in pursuing goals and objectives regarding long-term campus initiatives relating to physical infrastructure expansion. The CDC holds special responsibility to ensure compliance with the Agricultural Land Commission and meeting all regional and provincial zoning requirements.

**Decision Making Authority:** The CDC presents recommendations to the Board of Directors for decisions regarding infrastructure development. In pursuing research, planning, requests for proposals, etc., the committee can move ahead on this work within its scope.

**Responsibilities:**

- Supports planning and/or execution of campus expansion initiatives.
- Communicates with the Finance Committee around costs of projects and to bring collaborative proposals for approval and fundraising needs

**Membership:** The Head of School, a Board Member, or designate, which could be the Head of School, faculty, administrative staff, and experienced and qualified parents or community members.

**Accountability:** To the Board of Directors.

**Reporting Procedures:** The CDC shall provide minutes of committee meetings to the Board of Directors.

## Policy Committee

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

**Responsibilities:**

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

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

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

**Accountability:** To the Board of Directors.

**Reporting Procedures:** Each representative reports to their constituent group.

## Finance Committee

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

**Responsibilities:**

- Develop financial policies as necessary and as requested and submit them to the Board and Head of School for approval.
- Operations Budgets: Make salaries, benefits and tuition recommendations.
- Capital Expenditures and Capital Budgets: Address requests for new capital expenditures and make recommendations for approval, and monitor the capital budgets.
- Financial Statements: Review all financial statements as necessary.
- Enrollment: Review enrollment and attrition statistics on a regular basis. Make recommendations for school enrollment goals.
- Fund Management: Make recommendations for fund borrowing and fund investment.
- Develop and update tuition adjustment policies.
- Communicate tuition adjustment policy to the parent community.

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

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

**Accountability:** To the Board of Directors.

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

## Tuition Adjustment Sub-Committee

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

**Responsibilities:**

- Review tuition adjustment applications and determine the amount of tuition adjustment provided.
- Respect the confidentiality of personal and financial information submitted by applicants.
- Work with the Finance Committee to determine future funding requirements for the tuition adjustment program.

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

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

**Accountability:** To the Board of Directors.

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

## Health and Safety Committee

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

**Responsibilities:**

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

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

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

**Accountability:** To the Board of Directors.

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

## Facilities Committee

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

**Responsibilities:**

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

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

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

**Accountability:** To the Board of Directors.

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

## Fundraising Committee

(previously called the Development Committee)

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

**Responsibilities:**

The Fundraising Committee, with the assistance of the Director of Admissions and Development



(and any future supporting staff), will:

- Create an Annual Philanthropic Action Plan, recommend it to the Board for its approval.
- Seek to maintain a committee, and its members, that advances the notions of joy and freedom in fundraising, volunteering and volunteer leadership.
- Proactively communicate with the Board, the Head of School, the Faculty and any other organizations of the school (e.g., Parent Association).
- Work proactively with the Finance Committee to ensure that long-term philanthropic financial goals are realistic and timely.
- Recruit individual members of the committee such that each one takes up a leadership function in at least one of the philanthropic activities (annual giving, gala auction, capital campaign planning, etc.).
- Act as the collecting place for individuals who wish to take minor, but necessary roles, in supporting philanthropic activities but who do not wish to (or are not suitable for) ongoing membership in the committee.
- Carry the primary banner for education in philanthropy for the school community.
- Carry the primary banner for advocacy for philanthropy in the school.

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

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

**Accountability:** To the Board of Directors

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

## Enrollment Committee

(Updated May 2024)

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

**Decision Making Authority:** Makes decisions in collaboration with Full Faculty, Administration and Parent Association.

**Responsibilities:**

- Develop ideas and strategies to fulfill the role of the committee and actively support their implementation.
- Research, plan, and create enrollment and PR goals.
- Research, organize and actualize outreach opportunities and ways to bring new parents to the school.
- The Enrollment Committee plans, oversees, or participates in the following festivals and events:
  - Participates in Winter Faire (with the Parent Association)
  - Alumni Day
  - Participates in Mayfest (with Parent Association and Faculty)
  - Kindergarten Open Houses
  - Grades Tours
  - Information evenings for new parents
  - Events in the wider community such as school fairs, Early Application Day with Cowichan Tribes, Markets and more.

**Membership:**

Membership consists of at least five members, including a Board member, the Director of Admissions (Chair), parents and faculty. The Head of School acts in an advisory capacity but does not attend all meetings. Membership is chosen with a focus on relevant skill sets including, PR, marketing, design, community relations, and communications. Except for the Chair, members serve for a one-year term. The chair shall ensure an annual debrief meeting and opportunity to continue or end involvement at the end of the term, based on individual contribution and capacity.

**Accountability:** To the Faculty and Head of School

**Reporting Procedures:** Reports during Faculty meetings and PA meetings. And records Enrollment Committee meeting minutes.

**Ad Hoc Committee**

An ad hoc committee may be formed to address a situation that requires the input and participation of members of different groups. Any member (Faculty, Board, Administration, Parent Association) who realizes that a certain situation needs action must bring the concern to the Head of School. At their discretion, the Head of School can create an ad hoc committee to address the concern(s). The ad hoc committee thus created will draft a TOR for approval and then proceed to address the issue that best supports the overall interest of Sunrise Waldorf School, and the parties involved. At a minimum, one report will be submitted at a Faculty, Board or Parent Association meetings as needed.

## Faculty Committees

Faculty committees are generally made up of teachers and staff. Most committees meet monthly, some weekly, however the schedules may vary with the needs and capacity of committee members and priorities. Community members with expertise in specific areas may be welcome to join a faculty committee if additional members would support the work. If you are interested in volunteering in this way, please reach out to the Head of School, Education Director or Faculty Chair. If the Faculty is unable to secure enough members to hold a committee then those topic areas fall to the responsibility of the Faculty and/or the Head of School.

The Head of School must approve changes to Faculty Committees' Terms of References.

## Care Coordinating Group

(Updated Dec 2025)

**Role:** The Coordinating Care Group (CCG) at Sunrise Waldorf School supports students needing extra care by fostering collaboration among teachers, staff, parents, and community professionals. Guided by confidentiality, inclusivity, and self-efficacy, the CCG monitors and adapts its strategies to meet diverse student needs. Using Kim John Payne's Integrative Support model, the CCG provides support in three areas: Behaviour/Guidance, Social, and Academic. When student needs exceed the CCG's scope—for example, requiring disciplinary action or support beyond classroom capacity—they are referred to the Education Director and the Head of School.

**Meeting:** weekly meetings, Wednesday 2:20-3:00pm. ED Office

### Responsibilities:

- Ongoing training and professional development for faculty, and onboarding for new faculty, on 3-streams process
- Oversee 3-streams process implementation school-wide
- Provide consultation to ED on student resources required
- Support and ensure teacher completion of ILP and ISP's
- Track the progress of students on plans, including deciding when students move on, or off, plans
- Update the 'Traffic Report' as a central communication tool for documentation and communication with faculty
- Support teachers and parents in support circles, as needed
- Ensure students requiring support in the school are referred to CCG in a timely manner

**Membership:**

- Director of Education and/or CCG Coordinator – Chair
- Resource Teacher
- 2-3 experienced teachers with Kim John Payne training/experience, representation from a range of grades

**Accountability:** To the Education Director

**Reporting Procedures:** The CCG will maintain a weekly update of the Traffic Report, providing a summary of the report and notable changes at the Full Faculty meeting. Student documentation processes will be updated monthly with updated plans, observations, communications, assessments and/or resources

**Decisions:** The Committee shall make decisions by consensus. If consensus cannot be reached, the Education Director will be provided with all pertinent information to make a decision.

## Diversity, Reconciliation, Equity and Inclusion Committee

[Revised June 2024]

**Role:** To support Sunrise Waldorf School Faculty, Administration and the SES Board as collectively we strive towards a more equitable and inclusive schooling experience for all students, families and staff.

**Decision Making Authority:** the DREI Committee (the Committee) holds an advisory role to the faculty, administration and parent body.

**Responsibilities:**

- To foster and support activities linked to diversity and reconciliation such as festivals, seasonal and annual cultural celebrations and local events.
- To provide resource advice (library, curriculum, festivals, place-based education).
- To promote and advise on staff professional development and learning opportunities related to diversity, reconciliation and equity, as they arise.
- To respond to questions and concerns from faculty, parents, PA, board, and administration.

**Membership:** The Committee is made up of Faculty members and ideally represents all parts of the school (e.g. ECE, primary and middle grades).

**Accountability:** To the Head of School

**Reporting Procedures:**

- Providing biweekly faculty reports about DREI committee work.
- Keeping notes from weekly DREI meetings.

- Supporting the SES Board reports via the faculty board representative, as needed

## Festivals Committee

[Revised June 2024]

**Role:** Oversee, plan, and execute festivals at Sunrise.

**Decision Making Authority:** Makes decisions in collaboration with Full Faculty, Administration, and the Parent Association.

### Responsibilities:

- Creates an annual calendar of festivals and events and enters them into the Master Calendar, taking into consideration which holidays the school recognizes and ensures agreement within the Faculty on these decisions.
- Organizes school-held festivals and works with the Parent Association on joint festivals, events, and celebrations.
- Creates and maintains a checklist of responsibilities for each festival.
- Prepares and presents festival studies as needed in Faculty meetings.
- Works with Faculty around festival-related tasks and space usage for festivals.
- Works with the DREI committee to keep festivals relevant and sensitive to our current time/place.
- Works with the Health and Safety (H&S) Committee to ensure that events meet H&S protocols.
- Schedules janitor for required cleaning after festivals and special events, and works with the Maintenance Manager, as needed.
- Organizes festival-related contributions to the school newsletter.
- Maintains documentation and feedback systems to create continuity and ongoing improvement.
- Helps with Faculty events and celebrations.
- Ensures that donations and volunteering for events and celebrations are acknowledged.
- The Festivals Committee manages the list of celebrations and currently oversees the following festivals and events:
  - Welcome Potluck
  - Truth and Reconciliation Day
  - Michaelmas
  - Halloween/Pumpkin Path (with the Parent Association)
  - Collaborates on Winter Faire (with the Parent Association)
  - Advent Assemblies
  - Advent Spiral
  - Santa Lucia (with Grade 8)
  - Shepherds Play (with Faculty Chair)
  - Lunar New Year
  - Earth Day

- Mayfest
- Graduation Week

**Membership:** Membership consists of a minimum of 3 members, including music/performing arts teachers, and other Faculty members. The Festival Committee regularly includes parents who take on roles in creating and organizing events.

**Accountability:** To the Faculty and Head of School.

**Reporting Procedures:** Reports during Faculty meetings and Parent Association meetings, and keeps records of Festival Committee meetings.

## Garden Committee

**Role:** Coordination of activities in the gardens and green spaces on campus.

**Decision Making Authority:** Makes recommendations to the Faculty and / or Head of School for approval

### **Responsibilities:**

- Facilitate collaboration and communication between Faculty and Garden Committee and between Parent Association including Class Parents.
- Creation and maintenance of garden calendar
- Oversight of green spaces including forest
- Meet monthly and add meetings as needed

**Membership:** Garden coordinator, teachers (2), parent volunteers (2), grades 6-8 students (2)

**Accountability:** To the Head of School

### **Reporting Procedures:**

- Reports to Faculty monthly / as needed
- Reports to Parent Association every two months
- Meeting minutes to Head of School and to landscaper
- Minutes placed on Sharepoint site
- Determine chair / minute taker at the start of the year

## Human Resources Committee

### **Role:**

- Support employee professional development, wellness, belonging and success

- Execute comprehensive recruitment strategies
- Ensure robust employee compensation
- Deliver fair and accountable HR policy and practice
- Meet legislated HR responsibilities

**Decision Making Authority:** Makes collaborative decisions and consults with Faculty as need.

**Responsibilities:**

- Reviews HR policies and recommend updates as needed
- Ensure fair treatment of employees
- Review and approve job postings
- Select hiring panels with appropriate area representation based on specific position
- Recommends actions for social health of staff team
- Aware of Letter of Permission applications as submitted (& when approved) to the MOECC
- Provides input into Employee contracts and benefits
- Assess conflict of interest situations in HR work
- Ensure equitable, inclusive, and broad hiring practices

**Reporting Procedures:** Reports, as appropriate, during Faculty meetings

**Membership:**

- Head of School as chair
- Education Director and a minimum of two other employees
- The two employees participate in a selection process as agreed on by the Faculty
- A Board Member will participate on the committee when possible

**Accountability:** To the Head of School

**Human Resource Committee Schedule:**

- Monthly meetings between September and June

## Human Resources Addendum

**Head of School Responsibilities:**

- Meeting HR Legislated Policies: PIPA, Human Rights, Worksafe
- Personnel file management
- Leave of Absence Requests
- Hiring process oversight
- Co-organizes professional development opportunities and approvals with the ED
- Sets Pro-D Annual Budget

- Disciplinary action including Letters of Direction, Termination
- Employment Contracts
- Benefits Programs
- Class observation
- Verifications of employee certifications, TRB, ECE, 1<sup>st</sup> Aid, CRC
- HR Budget Planning
- Recommitment discussions
- Timetable oversight with support from the Education Director and Faculty Chair

#### **Education Director Responsibilities:**

- Manages the Mentorship Program
- Co-organizes professional development opportunities and approvals with the Head of School
- New employee orientation
- Performance Review facilitation
- Class observation
- Substitute oversight

#### **Finance Director Responsibilities:**

- Payroll & Bookkeeping
- Sick and away time tracking
- Benefits enrollment and management
- Hiring forms delivery and completion

#### **What is conflict of interest?**

A conflict of interest occurs when an individual's personal interests – family, friendships, financial, or social factors – could compromise his or her judgment, decisions, or actions in the workplace.

#### **Ad Hoc Committee**

An ad hoc committee may be formed to address a situation that requires the input and participation of members of different groups. Any member (Faculty, Board, Administration, Parent Association) who realizes that a certain situation needs action must bring the concern to the Head of School. At their discretion, the Head of School can create an ad hoc committee to address the concern(s). The ad hoc committee thus created will draft a TOR for approval and then proceed to address the issue that best supports the overall interest of Sunrise Waldorf School, and the parties involved. At a minimum, one report will be submitted at a Faculty, Board or Parent Association meeting as appropriate.



