

## Waldorf School of Tampa Bay Decision-Making Matrix

**Owner:** There is only one owner per activity and this owner has decision-making authority

**Co-Owner:** There are multiple owners of this activity who collaboratively share decision-making authority

**Consulted:** Decision-makers seek consultative input from these areas

**Informed:** This realm receives timely information about decisions

**N/A:** The activity does not involve this realm

### Board / Governance Decisions

	Legal & Risk Management Policies	Establish financial policies and approve budget	Hire the Administrator	Supervise and review the Administrator	Strategic planning	Set compensation policies and procedures
Board of Trustees	Owner	Owner	Owner	Owner	Owner	Owner
Administrator	Consulted	Consulted	Informed	Consulted	Consulted	Consulted
Faculty	Consulted	Consulted	Consulted	Consulted	Consulted	Consulted
Parents/PC	Informed	Informed	Informed	Consulted	Consulted	N/A

	Coordinate development	Fundraising events	Determine school-wide decision-making including leadership structure changes	Approve and change corporation's by-laws	Oversee tuition assistance and financial aid policies
Board of Trustees	Owner	Consulted	Owner	Owner	Owner
Administrator	Consulted	Owner	Consulted	Consulted	Consulted
Faculty	Informed	Consulted	Consulted	Consulted	N/A
Parents/PC	Informed	Consulted	Informed	Informed	N/A

### Pedagogical Decisions

	Establish agreements for the educational program (curriculum, methods, assessment)	Primary Decisions re Hire/ oversee / dismiss Faculty	Educational policies	Implement annual program offering & teaching assignments	Determine & implement student support policy	Classroom management
Board of Trustees	Informed	Informed	Informed	Informed	Informed	N/A
Administrator	Informed	Consulted	Consulted	Consulted	Consulted	Consulted
Faculty	Owner	Owner	Owner	Owner	Owner	Owner
Parents/PC	Informed	Informed	Informed	Informed	Informed	Informed

	Teacher development	Determine & hold festival life	Social events (owner varies by event)
Board of Trustees	Informed	Informed	Informed
Administrator	Consulted	Consulted	Owner / Consulted
Faculty	Owner	Owner	Informed
Parents/PC	N/A	Consulted	Owner / Consulted

## Administrative Decisions

	Establish & implement policies for health, safety, legal areas / regulations and compliance	Maintain facilities & physical plant / buildings and grounds	Oversee school finances in alignment with delegation of authority / Fiscal policies	Hire/oversee Admin staff	Set tuition	Establish & implement policies for student acceptance, suspension, and dismissal
Board of Trustees	Consulted	Consulted	Owner	Informed	Owner	Informed
Administrator	Owner	Owner	Consulted	Owner	Consulted	Co-Owner
Faculty	Consulted	Consulted	Consulted	Consulted	Informed	Co-Owner
Parents/PC	Informed	Informed	Informed	Informed	Informed	Informed

	HR aspects of employment decisions schoolwide	Payroll	Supplies	Manage reception	Setting School Wide Calendar	Accounts payable (AP) / Accounts Receivable (AR)	Marketing
Board of Trustees	Informed/NA	N/A	N/A	N/A	Informed	Informed	Informed
Administrator	Owner	Owner	Owner	Owner	Owner	Owner	Owner
Faculty	Informed	Informed	Consulted	Consulted	Consulted	N/A	Consulted
Parents/PC	N/A	N/A	N/A	N/A	informed	N/A	Consulted

	Faculty / Staff appreciation (Role varies by occasion)	Volunteer appreciation	Tuition assistance and financial aid	Establish & implement policies for addressing parent grievances and conflict resolution	Manage enrollment process	Enrollment acceptance
Board of Trustees	Informed/Consulted	Informed	Owner	Informed	Informed	Informed
Administrator	Consulted/Owner	Consulted	Consulted	Owner	Owner	Consulted
Faculty	Consulted	Consulted	N/A	Consulted	Consulted	Owner
Parents/PC	Owner	Owner	N/A	Informed	Informed	Informed

## Collaborative Decisions

	Determine annual program offering (what is offered)	Determine structure of annual program (how offered, what schedule & teaching assignments)	Allocation of budget toward annual program offering	Accountability for alignment of programs with strategic plan	Establish School Vision & Mission	Resolve any questions about this Matrix, ie, how decisions are made or by whom
Board of Trustees	Informed	Informed	Informed	Co-Owner	Co-Owner	Consulted
Administrator	Co-Owner	Co-Owner	Co-Owner	Co-Owner	Consulted	Consulted
Faculty	Co-Owner (by section, ie EC or Grades)	Co-Owner (by section, ie EC or Grades)	Co-Owner	Consulted	Co-Owner	Consulted
Parents/PC	Informed	Informed	Informed	Informed	Informed	Informed
Steering Committee	Consulted	Consulted	Consulted	Consulted	Consulted	Owner

## Notes about the practical application of the Decision-Making Matrix:

- The Steering Committee consists of the Administrator, the Board Chair, and the Faculty Chair. The Steering Committee is a collaborative working group whose purpose is to facilitate communication between the bodies of the school, identify issues that need attention, refer matters to the appropriate bodies within the school for decision or resolution, and to hold the overall picture of the school and its best interests.
- The Steering Committee makes decisions as set forth in the Decision-Making Matrix or as necessary in the event of unforeseen or extenuating circumstances.
- When a decision is owned by a particular body, that body may fulfill the responsibility for that area of decision-making by delegating the decision to: (1) the Chair of that body, (2) an appropriate committee; or (3) making the decision in any way that is consistent with that body's policy.
  - For example, faculty hiring decisions may be delegated to a hiring committee.
  - The Administrator may delegate decisions regarding operations to the appropriate staff member, such as the Enrollment Director or Facilities Manager.
  - The Board may delegate certain financial policy and oversight decisions to a finance committee.
- The body that owns a decision is responsible for obtaining consultative input from any body or bodies that must be consulted. In most situations, this will require the owner to include the consulting body's leadership (or representative(s) of the consulting body who have been designated by the consulting body to consult on the decision) in any meetings and discussions where the decision is discussed and the decision is made. Ideally, the owner obtains both meaningful consultative input and buy-in from the consulting bodies.
- As set forth in the Matrix, when questions arise regarding how a decision should be made or by whom (in other words, questions about the day to day application of this Matrix), those questions shall be resolved by the Steering Committee, who will then refer the decision to the appropriate body or bodies.
- This Decision-Making Matrix is intended to be reviewed and affirmed each year to provide clarity around decision making for the following school year.

## Examples

The following are examples of decisions that could be made in a typical year and how they would run through the decision-making matrix.

For example, a decision regarding whether to add an additional Kindergarten would fall under Collaborative Decisions on the Matrix, under Determine Structure of Annual Program Offering. The Co-Owners of that decision are Faculty and Administration. Faculty's participation in the decision may be fulfilled by the EC section together with the Faculty Chair.

Additional examples:

- Decision regarding whether to add an additional Kindergarten. Collaborative Decision, Determine Structure of Annual Program Offering
- Hiring decision regarding hiring of EC teacher. Pedagogical Decision, Primary Decisions re Hiring (Admin owns the HR aspects). If the hire actually reflected a new program or an addition to our current structure, then it would be under Collaborative Decisions, Determine annual program offering/structure of programming.
- Decision regarding whether an administrative employee should be dismissed due to poor performance/lack of fit. Administrative Decision, Hire/oversee Admin Staff.
- Decision regarding whether a member of faculty should be dismissed due to poor performance/lack of fit. Pedagogical Decision, Primary Decisions re Hiring. (Admin owns HR aspects)
- Decisions regarding combined class progression and structure in the grades. Collaborative Decision, Determine Structure of Annual Program
- Decisions regarding considering programming for under 3 years old, or grades 9-12. Collaborative Decisions, Determine Annual Program Offering as well as Accountability for alignment of programs with strategic plan.
- Decisions regarding teaching assignments. Collaborative Decisions, Determine Structure of Annual Program.
- Decisions regarding when to hold the May Faire Festival. Pedagogical Decision, Determine and hold festival life.
- Decisions regarding dates of first day of school, last day of school, start and end times of school, etc. Administrative Decisions, Setting School Wide Calendar
- Decisions regarding school-wide calendar as a whole. Administrative Decisions, Setting School Wide Calendar, with the understanding that Administration will establish and hold a process for developing the calendar and that Faculty will have an opportunity for robust input as the consulting body.
- Decisions regarding classroom assignments, such as which teacher/class will be using which classrooms for a given year. Collaborative Decisions, Determine structure of annual program.