

# **BALDWIN SCHOOL OF PUERTO RICO**



## **STRATEGIC PLAN 2007-2012**



December 19, 2007

To the Baldwin Community

It is a pleasure to present the Baldwin School **Strategic Plan 2007-2012** to the Baldwin Community. This **Strategic Plan** embraces Baldwin's mission and vision, and outlines the goals, objectives and actions proposed for the next five years in five priority areas: Financial Sustainability, Campus, Building and Infrastructure, Community, Curriculum, and Faculty and Staff. While the 2007-2012 Strategic Plan builds upon our previous five-year strategic plan, it introduces innovative programs and major steps to be taken to assure that Baldwin remains in the vanguard of the finest education available in Puerto Rico.

As with all of our planning initiatives at Baldwin, this document represents the participation of many people from all of the stakeholder groups of Baldwin: students, parents, faculty, administration, alumni and the Board of Directors. We know that a pillar in the continued success of planning at Baldwin over the years is the meaningful participation of the different groups: working toward our common mission.

The Board of Directors has formally adopted this Strategic Plan December 12, 2007. It will serve as a guide and establish priorities for the Head of School and Board for decisions related to programming and resources allocation on an annual basis, as well as the major capital improvements on a longer term basis.

The **Strategic Plan 2007-2012** will be as effective as the steps taken to put it into practice. Planning is a dynamic process. We look forward to the annual reviews of this plan in order to make any justified modifications. The continued involvement of those who have dedicated time and thought to this Strategic Plan will be welcomed.

Sincerely,

Douglas W. Pennock  
President of the Board  
Chairman of the Corporation

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## THE BALDWIN SCHOOL STRATEGIC PLANNING PROCESS

Baldwin School's **Strategic Plan 2007-2012** presents a five-year guide for achieving goals and objectives, established to direct the school toward its desired mission within an ever-changing environment.

The **Strategic Plan 2007-2012** states Baldwin's mission and vision, sets out the policy and programming parameters for decision-making, and identifies the major strategic areas and their objectives, and specific actions for meeting these objectives.

The plan serves as a framework for the budget process, and thus becomes an integral part of the school's operations, positioning the school to achieve maximum support and results for its efforts.

Baldwin School's strong commitment to planning continues with the preparation of this document, its fourth five-year plan. In the early 1980's Baldwin embarked upon a methodological and on-going planning process, with the intent and dedication to make the most of the potential of Baldwin's resources, and expand and enhance its curriculum, student body, and facilities. The planning effort has encompassed both a strategic plan and a master plan. The latter serves to guide the physical development of the outstanding campus in accord with Baldwin's vision. The school's plans are reviewed and updated, as needed, knowing that plans are dynamic documents responding to change.

Baldwin undertook a formal strategic planning process in February 1992, and produced a five-year Strategic Plan 1992-1997, outlining critical areas and objectives for guiding the school's future. A broad and meaningful participation of the school's varied stakeholders was built into the planning process at that time, an involvement that continues today.

Subsequent five-year plans (1997-2002 and 2002-2007) approved by the Board of Directors, have provided direction and inspiration for growth and progress. The *Report of Evaluation of the School* (October 2005) by a visiting team of the Middle States Association concluded that the Planning Standard is met. "The team wants to commend the school for focusing their plan on student

performance and organizational growth; actions that will promote continuous improvement across all aspects of the school community and organization.” Periodic assessments of the plans show that the majority of the major objectives specified in the planning documents are achieved.

The current plan is the product of a steering committee and larger planning group composed of the Head of School, members of the Board of Directors, staff representatives, the principals, faculty members, students, parents and alumni. The planning group met during a Strategic Planning Workshop in March 2007. Participants confirmed the School Mission with some minor changes, such as targeting cultural diversity. Discussions of the underlying values of the school community served as the foundation for creating an overall vision for Baldwin. Workshop participants engaged in an overview of trends such as educational and economic opportunities and risks facing Puerto Rico in the next 5 to 10 years. Then, following an analysis of Baldwin’s strengths and needs in the school’s programs, student performance and involvement, the group selected the strategic planning areas for the next 5 years. These continue to be:

1. Financial Sustainability
2. Campus, Buildings and Infrastructure
3. Community
4. Curriculum
5. Faculty and Staff

For the purposes of drawing up the individual Strategic Area Action Plans, individual planning teams composed of representatives of different stakeholders, met to:

1. Identify accomplishments and continuing unmet needs.
2. Prepare, review and update goal statements.
3. Identify major objectives and actions to be carried out to achieve the objectives, ordered by priority, within a five-year time frame.

A planning team, designated by the Board and Head of School, will convene on an annual basis to review the **Strategic Plan 2007-2012**. The purpose will be to monitor the plan's proposed goals, objectives and actions. This annual assessment will permit Baldwin to gauge the degree and effectiveness of the Plan and to make any needed modifications.

**MISSION AND VISION  
OF  
THE BALDWIN SCHOOL OF PUERTO RICO**

**MISSION**

Baldwin School is an independent, non-profit, non-sectarian, college preparatory, English language school whose mission is to offer a rigorous curriculum in a nurturing environment, challenging students to be thoughtful learners and engaged, compassionate, culturally aware citizens in a diverse world.

**VISION**

Baldwin School will be the leader in independent school education in Puerto Rico, providing a rigorous and innovative educational program through a devoted and well-supported faculty and staff, for students who have the passion to learn critically and believe in responsible leadership, with up-to-date technology resources, an exceptional green campus and facilities, and a school community that sustains and values accomplishments in service, the arts, and global understanding.

## PLANNING PRINCIPLES

The Strategic Plan is guided by a framework of principles through which the School strives to achieve its mission and evaluate its progress. The principles, which also reflect policy parameters, relate the mission directly to the current and future needs of the School, and serve as criteria for assessing how well goals, objectives, and actions address those needs.

**PRINCIPLE 1:** Students are the heart of the school. All actions must meet their needs and aspirations. Student performance should meet high expectations.

**PRINCIPLE 2:** Mutual trust, team building and collaboration, and individual accountability guide relationships and actions.

**PRINCIPLE 3:** Respect for individual integrity and community diversity is crucial to a positive and dynamic school culture.

**PRINCIPLE 4:** A clean, safe and orderly learning environment will be maintained as essential to the growth and development of our students.

**PRINCIPLE 5:** An appropriate student / teacher ratio will be maintained to ensure effective instruction and individual attention.

**PRINCIPLE 6:** Existing programs will be evaluated on the basis of mission-related needs, and will be retained only if they demonstrate consistency with the mission.

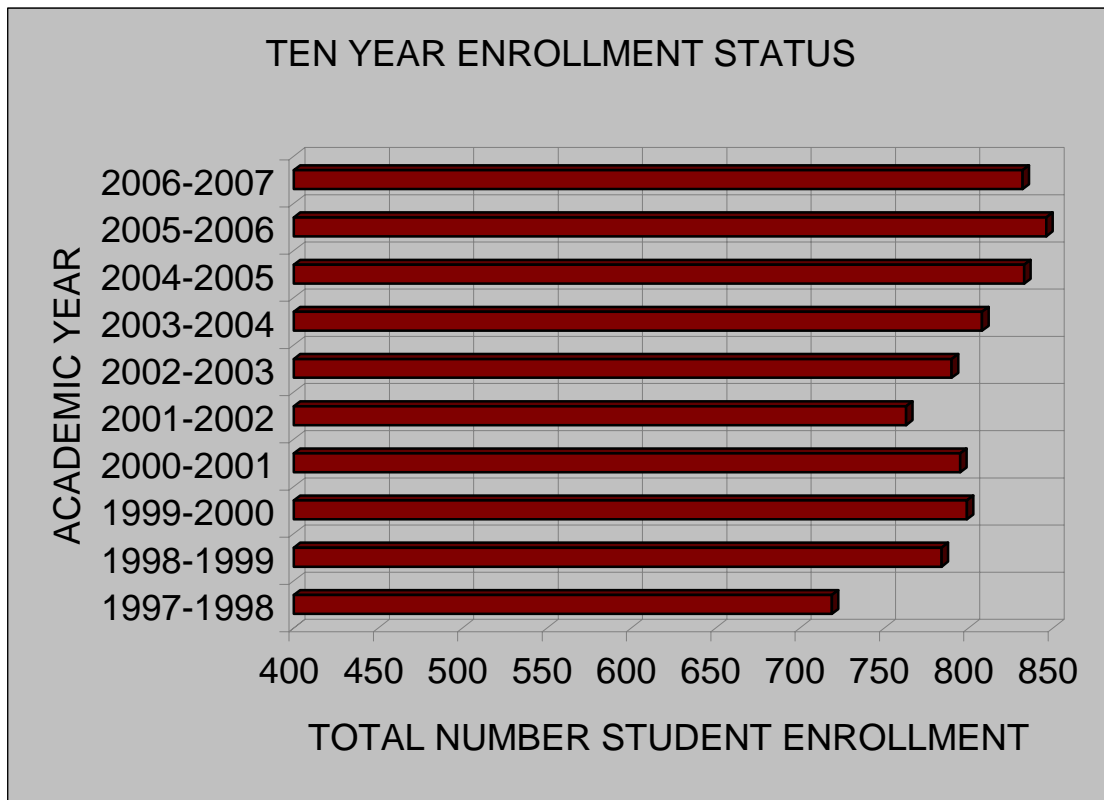
**PRINCIPLE 7:** New programs, courses, or services will be added only if they satisfy the following standards:

- meet a clearly demonstrated mission-related need
- have a measurable impact on other programs, courses, and services
- are financially sound, based on a cost / benefit analysis
- provide for adequate training and staffing to ensure successful implementation

**PRINCIPLE 8:** All physical improvement plans will be consistent with the Strategic Plan and the Master Plan.

**BALDWIN SCHOOL OF PUERTO RICO  
STUDENT ENROLLMENT 1997 - 2007**

<b>ACADEMIC YEAR</b>	<b>STUDENT ENROLLMENT</b>
2006-2007	832
2005-2006	846
2004-2005	833
2003-2004	808
2002-2003	790
2001-2002	763
2000-2001	795
1999-2000	799
1998-1999	784
1997-1998	719



## **ACHIEVEMENTS OF THE 2002-2007 STRATEGIC PLAN**

### **AREA I FINANCIAL SUSTAINABILITY**

- A series of “Breakfast Meetings with the Headmaster” and Board members were held to educate the Baldwin community on the importance of generating additional sources of income and to solicit from the parents their feedback and input regarding these issues
- A Fundraising Committee was created to oversee the development and implementation of Baldwin’s fund raising activities. A Fundraising Assistant was hired to coordinate on a part-time basis these efforts
- Special projects were identified that required special fundraising efforts [i.e. a Performing Arts Center] and a comprehensive plan to generate contributions is being implemented
- Databases of the Baldwin population were improved as an important tool for the success of all fundraising activities, an ongoing process
- The fund raising efforts needed to support short and long-term goals of the Scholarship Program have been expanded, through foundation/ grants solicitation and school golf tournaments

### **AREA II BUILDING, FACILITIES AND PLANNING**

- The two guardhouses were enlarged and remodeled, greatly enhancing a more functional set of campus entrances
- A new wing on the Middle School/Upper School (MS/US) campus was built replacing the former temporary facilities
- A portion of the proposed new wing was completed on the Elementary School campus, adding four additional classrooms

- Modifications to the playground and outdoor basketball courts, along with appropriate landscaping, including placing new grass on the soccer field have been accomplished
- The process of evaluating the design and the location of a multiuse Performing Arts Center has begun

### **AREA III COMMUNITY RELATIONS**

- All existing Community Service Programs were reviewed; some were enhanced and many new ones were implemented, so that each grade level has at least one “hands-on” permanent group project per year
- Strong commitment to the Scholarship Program continues and the endowment fund continues to gain support
- Campus facilities are actively used for after school and weekend activities with adequate security measures
- Increased interaction of clubs within Baldwin with other schools and organizations continues to grow and expand
- The establishment of a well designed Baldwin website, and the continuous update of information has improved communication and coordination between the administration, teachers, the Parent-Teachers Organization (PTO), students, parents and alumni
- Effective involvement of PTO has promoted better participation in activities and has helped increase student school spirit and parent commitment
- An alumni affairs office was created and the alumni association was reestablished, promoting a greater participation of alumni in school activities

### **AREA IV CURRICULUM**

- Curriculum continuity was improved and academic course offerings at MS/US level were expanded

- Opportunities were increased for teachers of different grade levels and between divisions to meet
- Communication with parents through the Internet was increased
- Standardized tests in Spanish were updated at all levels
- Opportunities for student leadership and participation in community service have grown
- Positions for a MS/US counselor/psychologist and an elementary psychologist were created, with increased communication between the divisions as regards guidance issues
- Resources and services were improved in the MS/US College Guidance office, and career day occurs in alternate years

## **AREA V      FACULTY AND STAFF DEVELOPMENT**

- Every classroom has been provided with at least one computer
- School network has been improved and all teachers all have access to the Internet from their classrooms. An expanded website has been created
- The library has continued to expand professional publication offerings for teachers
- A professional development five-year project has been implemented as a re-accreditation protocol for the Middle States Association. Professional development opportunities have been greatly expanded for teachers and staff
- A Professional Development Coordinator has been hired to promote school-wide programs
- We have continued to seek ways to improve compensation for faculty and staff, including ways to achieve greater equity

# STRATEGIC AREA PLANS

## STRATEGIC AREA I FINANCIAL SUSTAINABILITY

### GOAL

To strengthen the financial foundation of the school by expanding the sources of funding to include tuition and fees, philanthropic contributions, and other revenues deemed necessary and appropriate.

**Objective 1-** Maximize the school's operational efficiency and expand sources of income including tuition and fees.

### Actions

- Periodically review and restructure tuition and fees
- Establish an Annual Giving Campaign
- Expand Summer Programs
- Expand "After School Programs" to take advantage of the school facilities
- Provide alternatives for payment of tuition and fees
- Establish a protocol for managing expenses pro-actively

**Objective 2-** Develop sources of funds to support Baldwin's capital projects.

### Actions

- Evaluate the school's borrowing capacity
- Periodically convene a financial review committee under the leadership of the Board treasurer and Head of School to assess long term financial sustainability objectives

- Research and develop sophisticated credit instruments as an alternative to traditional lending facilities
- Continue with the current Capital Campaign
- Develop communications to all members of the Baldwin Community [Parents, Teachers, Alumni] on the importance of philanthropic contributions

**Objective 3-** Identify and develop long term opportunities of income to assure Baldwin's continuous growth and financial sustainability

### **Actions**

- Continue studying the feasibility and timing of creating an Endowment Fund to ensure Baldwin's financial stability
- Research and study the possibility of creating new fundraising through tax benefits

**Objective 4-** Broaden support for the Scholarship Fund to continue its growth, achieve self-sufficiency and secure the perpetuity of the Fund and of the Baldwin Scholarship Program.

### **Actions**

- Promote and carry out fundraising activities to generate donations from the Baldwin Community
- Continue seeking support from Foundations that sponsor scholarship students
- Seek and cultivate sponsorship from Baldwin organizations within the school [i.e. PTO, Student Council, Honor Society]
- Promote alumni donations to provide financial aid to alumni children at Baldwin School

- Approach financial planning entities to encourage them to include the Baldwin Scholarship Program as part of their legacy beneficiary recommendations

## **STRATEGIC AREA II**

### **CAMPUS, BUILDINGS AND INFRASTRUCTURE**

#### **GOAL**

To continue to expand and improve the physical facilities and the layout of the Baldwin School campus, in accordance with the MASTER PLAN: VISION 2030, in order to provide for and enhance appropriate support for the educational programs in an environmentally responsible, harmonious, safe, secure and integrated manner.

#### **Objective 1- Campus Design And Environment**

Ensure that the campus and facilities are planned, designed and constructed with the student's interest and needs in mind, creating an environment geared to promote higher learning in a safe and secure, yet physically open and green setting, blending the natural beauty with facilities that possess the highest technological standards.

#### **Actions**

- Continue to enhance campus security by the strategic placement of cameras and additional lighting for parking lots and walkways
- Provide secured parking for outside visitors at the west entrance, and explore additional parking opportunities for students and visitors outside the north entrance. Maintain aesthetic harmony by including appropriate landscaping and lighting
- Initiate and maintain the documentation of the Baldwin campus, preparing a photographic catalogue, to ensure adherence to stated school policies and approved Strategic Plan and Master Plan compliance. The catalog should be updated annually

- Continue the tradition of maintaining an open campus with no walls or significant barriers designed to separate or partition sections of the school grounds
- Conduct a periodic review of the Master Plan to ensure that it reflects any changes related to campus design, enhancements, buildings and the environment, as envisioned under this and the following objectives.

## **Objective 2- Construction Of Major Buildings**

Prioritize the design and construction of major buildings in accordance with the Master Plan and the financial resources available and funding sources as determined by the Board of Trustees.

### **Actions**

- Construct a multi purpose performing arts center large enough to hold major school assemblies, theater and music productions or other presentations and ceremonies
- Complete the design and construction of a new facilities maintenance building to be equipped with the appropriate tooling and machinery
- Identify a suitable site, plan and construct a combination library and media center. It is recommended that this center provide adequate space for a minimum of 50,000 volumes, seminar rooms and a technology area with various media for student and faculty research. The center could also house administrative offices, including many of the current staff functions such as business development, Admissions and the office of the Head of School
- Complete the construction of new classrooms on the elementary campus, including drop off areas, in such a way that temporary facilities are eliminated. It is recommended that the facilities include areas for

- elementary administrative offices, a new infirmary, and an office for the school psychologist, plus labs for science, music and the Spanish language
- Begin the process to plan for and design additional class space for the MS/US students, including administrative offices for appropriate staff and faculty. Based upon the Master Plan, one possible location could be the site of the current school administration and library area, if it should become available with the advent of the construction of a new library/media center as described above

### **Objective 3- Improvements To Existing Facilities**

Complement future construction of major facilities and maximize the use of the space currently available on campus, by planning improvements and relocations involving various departments and functions.

#### **Actions**

- Expand the cafeteria for upper school students, following an analysis of the optimum way to carrying this out
- Evaluate and upgrade all rest room facilities including the infrastructure system
- Plan for, design and construct a new “kiosk” for the soccer field to include seating, lighting, and appropriate amenities
- Evaluate all options for improvements to the covered court, especially air conditioning, storage and spectator seating, taking into consideration that the area could serve the school for assemblies and performances, while awaiting a performing arts center

### **Objective 4- Maintenance and Infrastructure**

Plan for future maintenance and infrastructure improvements, giving special attention to the upkeep of the current facilities, assuring that any

modifications of the campus facilities and surroundings are done in accordance with the Master Plan and the architectural integrity of the school.

## **Actions**

- Prepare a study of infrastructure enhancements for electrical, fresh water, sanitary and storm sewers, lighting systems, and air-conditioning throughout the campus
- Analyze and recommend action for the need of generator power to ensure that all critical facilities on campus have back-up power
- Prepare a study of all existing facilities to ensure compliance with government fire and evacuation codes
- Implement alarm systems and adopt procedures separate for fire drills and campus lock down drills. Evaluate as part of this process all campus door locking mechanisms, fire escapes and a campus wide evacuation plan
- Study investments in fiber optics to cover most technical communications requirements
- Implement a sound campus-wide green technology program, to include recycling, solar power, for existing and new construction, in order to achieve conservation of resources and energy efficiency

## **STRATEGIC AREA III COMMUNITY**

### **GOAL**

To foster and enrich community service programs, shape and increase school spirit, cultural exchange, and educational development through a coherent program of activities that maximizes participatory citizenship within the school, and reaches out to alumni and the wider community through a well-defined agenda of mutual interaction and support.

**Objective 1-** Strengthen and increase community interaction, coordination and communication within all members and groups of the school to achieve greater school spirit, participation and respect for one another.

### **Actions**

- Improve awareness about the existence of programs to increase participation in clubs and afternoon school sponsored, supervised programs
- Promote school spirit through increased student participation in school clubs and athletic programs
- Improve awareness of conservation and recycling in the school
- Assess needs for extension programs to offer professional courses that will enhance curriculum offerings for students
- Offer specialized courses in the afternoon, such as yoga, fencing, etc., which promote participation of students and families
- Continue the Scholarship Program to maintain a culturally diverse student body
- Improve and expand summer school programs at the high school level

- offering courses such as SAT prep, speed-reading, and expository writing
- Maintain a school wide calendar of academic and extracurricular activities on the website for the purpose of increasing communication
  - Maintain active involvement of all members of the community in the activities and fundraisers so as to optimize the efforts of PTO, Development Office, community service and other endeavors
  - Support and promote PTO involvement in activities that are conducive to community involvement such as conferences related to parent/children relations, social issues and volunteer work
  - Strengthen the "Expat-buddy Program" of the PTO for incoming students and parents

**Objective 2-** Expand Baldwin's interaction with the wider community, maximizing the use of Baldwin's great resources (students, teachers, campus) to the benefit and enrichment of both the school and wider community.

## **Actions**

- Promote an active exchange with other private and public schools on the island and abroad
- Increase interaction with the greater community by bringing motivational speakers to increase awareness of world issues, foster interest in social issues, etc.
- Assess using the campus to connect with other communities and promote the arts, sports, and other educational endeavors under well established parameters
- Continue to provide use of facilities to surrounding neighborhoods and families after school and during weekends (rental of facilities for activities can provide a source of income)
- Continue and improve the use of campus for programs such as summer

camp and summer school

- Foster community relations with local companies who could provide and familiarize our students with professional careers and opportunities
- Make a difference in our community through reciprocal relations with non profit organizations and agencies in the San Juan Metropolitan Area
- Assess options and needs to promote teacher mentoring in other schools

**Objective 3-** Promote participation in community service projects to inculcate service as a way of life.

### **Actions**

- Institutionalize within the school the coordination of the Community Service Program through all grade levels (1-12) to guarantee the continuity of the program
- Coordinate a counseling office where students can go for guidance about further community service possibilities, for example, for tutoring others. This office will also promote service engagement for better college placement opportunities
- Improve the Positive Action Program in the Elementary School to reinforce values and character development in students
- Reestablish the Parenting Program geared toward discussing positive parenting skills and strategies

**Objective 4-** Strengthen alumni involvement in the community.

### **Actions**

- Strengthen alumni involvement in the community by inviting alumni back to campus on a regular basis to participate in classroom instruction,

- extracurricular activities and the college counseling process
- Promote alumni participation in student mentoring and internship placement
  - Communicate the accomplishments of alumni in highly visible formats to motivate our students
  - Expand the alumni association that was re-established in 2006
  - Promote the alumni Face Book on the website
  - Foster greater alumni financial support for the school
  - Promote alumni's children enrollment in the school
  - Continue to update and expand the school's database

## **STRATEGIC AREA IV CURRICULUM**

### **GOAL**

To offer and further strengthen a rigorous and articulated Pre-K- 12<sup>th</sup> grade college preparatory curriculum, enhanced by appropriate co-curricular activities as well as effective guidance and communication, that challenges students to be “*thoughtful learners and engaged, compassionate and culturally-aware citizens.*”

### **Objective 1- Curriculum**

Continue to improve, strengthen, articulate and provide continuity in the curriculum.

### **Actions**

- Provide ample opportunities for teachers between grades to meet, so that gaps can be effectively resolved
- Improve the Physical Education curriculum of Pre-K-and K focusing on *gross* motor development and age appropriate practices.
- Emphasize fitness and health in Physical Education in grades 1<sup>st</sup>-6<sup>th</sup>
- Strengthen the elementary school Spanish curriculum
- Offer Puerto Rican History at the elementary level
- Emphasize vertical team planning for MS/US courses
- Continue to expand academic course offerings at the MS/US level by establishing distance learning options for our students
- Explore the possibility of teaching the 12<sup>th</sup> grade Puerto Rican History course in Spanish to students who are native speakers
- Strengthen the Music Program for Grades Pre-K – 6th

- Develop mechanisms for student assessment of courses at the MS/US level

## **Objective 2 - Special and Co-curricular Programs**

Expose students at all levels to information and activities that promote all aspects of health and wellness; adopting an age appropriate and holistic approach to the teaching of health and stressing the importance of an all around healthy lifestyle, and continue to ensure that community service is a vital component of each student's educational experience

### **Actions**

- Support activities that introduce students to experiential learning, leadership and emotional intelligence development
- Promote environmental awareness programs throughout the school
- Strengthen and invigorate the Positive Action Program at the elementary level
- Establish and implement an after school intramural sports program for elementary school students
- Make available to students, through division principals, opportunities and contact information necessary to engage them in individual community service activities

## **Objective 3 - Guidance and Communication**

To promote emotional well-being throughout the student body, ensure that college guidance is a continuous, effective, informative and dynamic process for 7<sup>th</sup>-12<sup>th</sup> grade students and parents, and establish effective strategies of communication with parents.

## **Actions**

- Establish a Parenting Program that addresses all issues related to the needs of Baldwin students and parents
- Create a pamphlet that offers information to MS/US parents about the university planning process, summer enrichment programs, and internship opportunities
- Continue to offer Career Day for MS/US students
- Implement the use of EDLINE so that parents can have access to students' Grades and assignments
- Continue to enhance and update the school's website

## **STRATEGIC AREA V FACULTY AND STAFF**

### **GOAL**

To improve compensation for faculty and staff against bench-marked objectives, strengthen faculty growth, leadership opportunities and student achievement through a comprehensive professional development plan, and establish new positions that will enhance the quality of student life, human resources support, and school and community programs in theater arts and facility uses.

### **Objective 1- Compensation**

Substantially improve our ability to support, retain, and hire the best possible faculty and staff through bench-marked salary improvements measured against schools in CAIS and NAIS; to develop an open, transparent scale/band of salaries, and concurrently to improve key benefits covering faculty stipends and staff benefits for leaves, tuition discount, and professional support.

### **Actions**

- Develop a salary scale/band that achieves equity in terms of credentials and experience while allowing discretionary support (non-salary) in cases of highly competitive hiring
- Devise a system, and seek improvements in compensation, for existing and newly stipended positions based on time investment, task complexity, and the number of special activities or tournaments in advising roles, clubs, and coaching

- Monitor benchmark data at CAIS and NAIS with a view to maintaining a top position in CAIS and making gains against NAIS schools with comparable profiles
- Re-evaluate the staff tuition discount policy and improve staff leave allowances

## **Objective 2- Professional Development**

Promote comprehensive professional development opportunities for all faculty and staff with a view to strengthening teaching skills, subject knowledge, and student achievement, through technology resources, conferences and in-service opportunities, peer review and coaching, and the support, through financial incentives, of further studies and teaching certification.

### **Actions**

- Continue to provide in-service and external conferences as well as summer study opportunities on specific subject areas and instructional themes, based on school needs and MSA requirements, and to put knowledge and experience gained through professional development at the service of colleagues from other schools
- Provide financial incentives to promote teaching certification and further study through graduate course work in teacher specific areas and levels of instruction, in line with pertinent school policy. Improve stipends for advanced degrees
- Continue to promote the use of a wider range of instructional methods and assessment in the classroom
- Develop a mentoring program for peer coaching and peer review for teachers to consult, observe, and support one another, in order to strengthen quality teaching that ensures optimal student learning

- Supply resources to sustain effective and diverse teaching and learning, to include best practices in the use of technology resources appropriate to class/division levels
- Provide access to “webinars” and virtual workshops that broaden teachers’ knowledge of subject area, curriculum content and innovative practices
- Develop appropriate mechanisms to assess the impact of professional development support on the quality of teaching and learning

### **Objective 3- New Positions**

Broaden and strengthen the school's programs and commitments in the quality of student life and leadership, counseling and advising, strategic human resource management, and programs in the arts supported by new facilities and outreach to the community.

### **Actions**

- Create at the earliest possible time, as a result of growing enrollment at MS/US levels and the broad vision of education as stated in the revised school mission, the position of Dean of Students with responsibility for directing the quality of student life, college and personal guidance, activities in clubs and service, and student discipline
- Consider enhancing human resource/personnel support through the business department with a view to ultimately create a position of Human Resource Director, in order to provide for strategic planning in employee orientation, wellness, and benefits that enhance positive performance and loyalty
- Create a position for theater arts and Performing Arts Center (PAC) facilities management that will ensure the fullest possible development of all aspects of performing and creative programs and activities (dance, drama, music, forensics) while ensuring the use of the future PAC as a

performing and community gathering facility for the school and the wider community

## **THE PLANNING TEAM**

The Baldwin School Strategic Planning Committee was selected to be representative of the entire community. Our thanks to each of the following members for their time, effort and dedication.

## **STEERING COMMITTEE**

Dr. Enrique N. Arsuaga, Vice-President, Board of Directors  
Sonia Látimer de Caso, Board of Directors  
Dr. Gunther Brandt, Head of School  
Janette Stewart, Elementary School Teacher  
M. Cecilia Lloréns de Rivera, Elementary and Upper School Parent  
Lucilla Marvel, Member of the Baldwin School Corporation

## **FINANCIAL SUSTAINABILITY AREA**

Antonio Casellas, Board of Directors / Area Chair  
Federico Sánchez, Board of Directors / Area Co-Chair  
Miguel A. Soto-Class, Board of Directors  
Marjorie Barreto, Middle and Upper School Teacher  
Alexandra M. Calderón, Parent  
Helaine Gregory, Alumna  
Alvaro Jaramillo, Parent  
Rachel Lazoff, Student  
M. Cecilia Lloréns de Rivera, Parent  
Ely Mejías, Director of Admission  
José R. Pertierra, Student

## **CAMPUS, BUILDING AND INFRASTRUCTURE AREA**

Arthur J. Torno, Board of Directors / Area Chair  
Alberto Ledesma, Board of Directors / Area Co-Chair  
Vivian Vallejo, Board of Directors  
José G. Fagot, Esq., Board of Directors / Alumni  
Lawrence Duffy, Esq., Member of the Baldwin School Corporation  
Ety Berezdivin, Parent  
Elaine Chavez-Santos, Parent  
Ana I. Córdova, Elementary School Teacher  
Maritere Irizarry-Roselli, Parent  
Mayra Maldonado, Elementary School Teacher  
Dirk Moran, Director of Athletics  
Nancy Pagán, Elementary School Principal  
Adriana Saltz, Student  
Ramón F. Suarez, Director of Technology

## **COMMUNITY AREA**

Sonia Látimer de Caso, Board of Directors / Area Chair  
Ileana Shub, Board of Directors / Area Co-Chair  
Shula Klapper, Member of the Baldwin School Corporation  
Fernando Campos, Student  
Anabelle Cidre, Parent  
Blancamaris Gaztambide, Parent  
Patricia Grosek, Parent  
Maritza Irizarry, Head Librarian  
Ely Mejías, Director of Admission  
Mercedes Nakachi, Elementary School Teacher  
Suzette Parkhurst, Parent

Nicole Pérez, Student  
Nancy Pertierra, Parent  
Gertrude Pennock, Events/Director of Alumni Affairs  
Maicha Porrata, Oxman Early Childhood Center Principal  
Adriana Saltz, Student  
José Juan Sánchez-Vélez, Esq., Alumnus  
Janette Stewart, Elementary School Teacher  
Naydie Suárez, Parent

## **CURRICULUM AREA**

Dr. Enrique N. Arsuaga, Board of Directors / Area Chair  
José G. Fagot-Díaz, Esq., Board of Directors / Area Co-Chair  
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Sebastian Cambó, Middle and Upper School Teacher  
Ceida Fernández, Upper School Teacher  
Yvonne Fortuño, Middle and Upper School Teacher  
Laura Maristany, Middle and Upper School Principal  
Nancy Pagán, Elementary School Principal  
Priya Parrotta, Student  
Nancy Pertierra, Parent  
María Pizá, Professional Development  
Maicha Porrata, Oxman Early Childhood Center Principal  
Dr. Isabel de Puigdorfila, Elementary School Psychologist  
Gail Riordan, Kindergarten Teacher  
Natalia Ríos, Student  
Janette Stewart, Elementary School Teacher  
Naydie Suárez, Parent

## **FACULTY AND STAFF**

Douglas W. Pennock, Board of Directors Chair / Area Chair

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Jacqueline Cabanillas, Administrative Assistant

Oti Colón, Student

Laura Maristany, Middle and Upper School Principal

Carola Murray, Elementary School Teacher

Amelia O'Neill, Alumna

Isabel Puigdorfila, Elementary School Psychologist

Christie Zoba, Parent