

**BALDWIN SCHOOL
STRATEGIC PLAN 2007-2012**

Baldwin School is in the process of updating its five-year strategic plan. Strategic planning is not new to Baldwin School. In fact, including the current IV Strategic Plan in process, we have been doing it for the past twenty (20) years!

The purpose of a strategic plan is to serve as a blueprint or guiding document for the development of Baldwin School's most important goals and objectives in several critical areas, such as governance and administration, facilities and finance, community relations, academic programs and faculty/staff development, for the next five (5) year period. To guide in the preparation of this plan, the Board of Directors appointed a steering committee. The steering committee invited representatives of Baldwin's different constituent groups to attend a Strategic Planning Workshop on March 31, 2007, led by our experienced facilitator Lucilla Marvel. These interest groups included members of Baldwin's Administration, Faculty, Staff, Students, Parents, Board and Alumni.

During this planning workshop, participants reviewed the School Mission statement, and worked on the foundations of an overall vision for Baldwin. From this planning workshop the Steering Committee formed five (5) planning teams to work on each strategic area. Great effort was placed into the selection process of the members of each strategic area group so as to insure representation from all stakeholder groups which constitute the Baldwin family. As a direct result of this process, we obtained 92% overall increase in participation when compared to the previous strategic plan. Below we are presenting a comparison table by interest group.

2002-2007 Plan

2007-2012 Plan

	Members	Members	Change
Faculty	3	14	+367%
Administration/Staff	8	15	+88%
Parents	15	17	+13%
Alumni	3	3	0
Students	3	9	+200%
Board of Directors	5	13	+160%
Total	37	71	+92%

As can be appreciated, representation was significantly increased in all interest groups, except one, which remained the same.

During the fall semester of 2007, area groups have been meeting and working diligently on strategic area goals and objectives. We are indebted to all the people who have participated in these strategic area groups. The Steering Committee will examine the reports submitted by the area groups prior to submittal to the Board of Directors for review and adoption.

In closing, we strongly feel the success Baldwin School has had thus far, has been due, in part, to the long term strategic planning that has been made over the years. Similarly, the future sustained success of our school will be dependent upon the continuation of this strategic planning process.

STRATEGIC AREAS:

- I-Financial Sustainability
- II-Campus & Facilities
- III-Community
- IV-Curriculum
- V-Faculty & Staff

STEERING COMMITTEE:

- Dr. Enrique N. Arsuaga
- Sonia Látimer de Caso
- M. Cecilia Lloréns de Rivera
- Jeanette Stewart
- Lucilla Marvel
- Dr. Günther Brandt

On behalf of the Board of Directors I wish to thank all participants for their constructive input and support.

Dr. Enrique Arsuaga
Vice-Chairman of the Board