



December 20, 2011

Dear Members of the Baldwin Community:

As everyone knows the Board of Directors, along with the Head of School Search Committee, have been actively working to find, identify, and select our next Head of School. Unfortunately, we have so far been unsuccessful in our quest.

Over the past three months, we brought down and interviewed eight semi finalists; of those eight semi finalists, three finalists were selected to participate in a second and more rigorous interview process. The three finalists were brought back to Puerto Rico for a two day visit and a series of interviews that included the participation of our entire school community.

I can unequivocally say that every candidate was very impressed with the Baldwin campus; and in the case of our finalists, they were immensely impressed with the Baldwin family. Sadly, the candidates, who at the end of the interview process were considered by the Search Committee to be the best matches for our school, withdrew their names from the search. The reasons given for their withdrawals were polite and much generalized, but I sensed that making Puerto Rico their permanent residence was something they had trouble internalizing.

I believe that the challenging reality in which we all live today in Puerto Rico makes selling "*The Island of Enchantment*" to an outsider a very difficult thing to do. Nevertheless, following the holiday break we will carry on our search with optimism and a renewed sense of urgency. Jim Wickenden informed me yesterday morning that he will be contacting five additional semi finalist candidates that could probably be invited for a preliminary interview on January 21, 2012.

As is customary, I will continue to keep everyone informed as the search process moves forward. Wishing everyone a Happy Holiday and a safe and healthy New Year!

Felicitades a todos!

Cordially,

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