



Head of School THE BALDWIN SCHOOL of Puerto Rico Guaynabo, Bayamón

For a position to begin in July 2012, Baldwin is seeking a well-credentialed, experienced educational administrator and an inspirational leader. This is an excellent career opportunity for a confident, adaptable, and personable leader who enjoys all aspects of school leadership and who would welcome the opportunity to join this warm and diverse community of individuals who share a commitment to high standards and a holistic education.

On the web: www.baldwin-school.org

Founded in 1968, The Baldwin School of Puerto Rico is a vibrant institution that strives to be the school of choice on the island for families seeking a rigorous college-preparatory education. An independent, English-language school for children in PrePre-K through grade 12, Baldwin offers its more than 800 students a demanding curriculum and a broad array of enriching extracurricular opportunities. Serving both local families and expatriates from around the world, the school is a spirited and close-knit community of students and adults.

Baldwin students consistently rank among the top academic performers on the island and each year are admitted to highly selective universities in the U.S. and abroad. The 41-member Class of 2011 boasted six Presidential Scholar candidates, an honor based upon standardized test scores and accorded to only 2,600 students across the U.S.

Located on 23 tree-shaded acres in the San Juan metropolitan area, the Baldwin campus is attractive and well maintained. Facilities include a science center, two libraries, two computer centers, art rooms, and music and band studios. Athletic facilities include the Pennock Field House, which includes a covered court, music room, dance room, and weight room; a 25-meter swimming pool; tennis and volleyball courts; two outdoor basketball courts; and soccer, softball, and baseball fields.

Construction is under way on a beautiful, 500-seat Performing Arts Pavilion that will serve both the school family and the broader community.

Able led for the past three years by Head of School Albert Cauz, The Baldwin School is well positioned for a new leader who can build upon its strong record of growth and progress.

Application deadline: ASAP (no later than November 4)

THE SCHOOL
AT A GLANCE
2011-12

Founded: 1968

Location: a country setting in the San Juan metropolitan area

Physical plant: 23 acres

2011-12 enrollment: 817
Early Childhood (Pre-PK-K): 132
Elementary (1-5): 312
Middle (6-8): 184
Upper (9-12): 189

Faculty: 85; 50% with advanced degrees
Average faculty tenure: 12 years

Operating budget: \$9 million

Indebtedness: \$5.5 million

Total funds raised, 2011-12: \$1.5 million

Tuition, 2011-12: \$7,500-\$11,665

Board of Trustees: 12

Accreditation: Middle States Association of Schools and Colleges (2013), Puerto Rico Department of Education

Member: National Association of Independent Schools



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.



DEFINING STRENGTHS AND UNIQUE ATTRIBUTES OF BALDWIN SCHOOL

The Baldwin School of Puerto Rico combines a broad and challenging educational program with a school culture that is warm, affirming, and joyful. The faculty's approach is holistic – dedicated to developing each student's potential in intellect and character, as a social and cultural being, and physically. The school aspires to produce high-achieving students who are disciplined, independent, humble, and eloquent. They are encouraged both to lead and to collaborate with others in accomplishing their goals.

Particularly in recent years, Baldwin has made a concerted effort to develop within this relatively young school community a strong sense of belonging and school pride. A popular Spirit Week helps to strengthen bonds among students and between students and faculty. Numerous community service efforts – some local and others with an international focus – also help to build a sense of shared purpose. Outreach to alumni has been stepped up considerably, and stories of alumni successes are being more broadly circulated.

THE STUDENTS

The Baldwin School of today is more diverse, more academically oriented, and less international in its enrollment than was the case a decade ago. Approximately 80 percent of the students are native Puerto Ricans, most from highly educated families where Spanish is the first language. The rest of the students are from expatriate families representing several countries. The result is a richly diverse and multicultural environment.

Intelligent, hardworking, and broadminded, the students appreciate the diversity of their school environment and the myriad opportunities available to them. Well prepared and well rounded, virtually all Baldwin graduates go on to college, with many attending top universities on the island and in the continental U.S. Mean SAT scores for the Class of 2011 were 566 Critical Reading, 575 Math, and 591 Writing. Among the colleges and universities to which Baldwin students have recently been accepted are the following:



Amherst College
Babson College
Barnard College
Boston College
Boston University
Brown University
Bryant University
Columbia University
Cornell University
Duke University
Duquesne University

Embry-Riddle Aeronautical
University
Georgetown University
George Washington University
Georgia Tech
Harvard University
Lehigh University
Manhattanville College
Marquette University
MIT
New York University

Northeastern University
Pratt Institute
Princeton University
Providence College
Purdue University
Rhode Island School of Design
Rice University
Swarthmore College
Syracuse University
Texas A&M
Universidad Interamericana

U.S. Military Academy
U.S. Naval Academy
Villanova University
Yale University
University of Chicago
University of Manchester
University of Miami
University of Pennsylvania
Puerto Rico, Rio Piedras, and
Mayaguez Campus
Sagrado Corazón

THE FACULTY AND ADMINISTRATION

Baldwin is blessed with a talented and stable administrative team, many of whom have served the school for years. The administrative team includes the Director of Admission, a 34-year veteran who was previously the Elementary School Principal; the Business Manager, a 21-year employee; the Facilities Manager; division heads for the early childhood program, Elementary School, and Upper School; and the Middle School Coordinator. The two-person development staff includes the Director of Publications and Communications. The Director of Technology oversees both academic and administrative uses of technology as well as hardware, the school's wireless network, and the website. Other program-related administrators include the Director of Athletics, the Dean of Students, the Director of Studies, and two school psychologists.

Also among the school's key assets is a dedicated faculty with an average tenure at the school of 12 years. Nearly all are women. Faculty turnover at the younger grades is rare. Finding teachers at the upper levels is more of a challenge, exacerbated by modest compensation packages and the requirement proficiency for English that eliminates many local candidates. Students report that their teachers are helpful and supportive, in and out of the classroom. Visibility at school events and activities is the norm for faculty and administrators, including the Head of School.

CAMPUS AND FACILITIES

Baldwin has the largest pre-collegiate campus in Puerto Rico, a suburban 23-acre parcel that is appealing and well maintained. Its facilities include a science center; a seminar room; a conference center; two media centers and two computer centers; an air conditioned cafeteria; tennis, volleyball, and basketball courts; soccer, softball, and baseball fields; and a 25-meter swimming pool.



Ground was broken for the new \$3 million Performing Arts Pavilion in September 2011; it is slated to open in 2012. The new pavilion will have a full-size stage and classroom space, as well as advanced acoustics, lighting, and sound systems that will allow it to be used for an array



of performing arts endeavors, including plays, concerts, and the school's legendary Third Grade Opera. The fully air-conditioned building will accommodate more than 500 people. It will be equipped with retractable seating, which will make it possible to use the building for events such as college fairs, art exhibitions, dinners, and galas.

HIGHLIGHTS OF THE EDUCATIONAL PROGRAM

Throughout their years at Baldwin, students are provided with a challenging and carefully balanced curriculum that promotes their intellectual, social, and physical development. Students receive a strong academic foundation that is supplemented by a wide variety of athletic, community service, and extracurricular activities. The Baldwin School's nurturing community provides the space and support for students to explore a multitude of talents and interests. Early childhood classes range in size from 18 to 20, with a full-time teacher and assistants in each class. In grades 1-12, class sizes average 22, with some as small as five students depending upon the subject taught. For detailed information about the curriculum, visit the school's website: www.baldwin-school.org. Here are a few highlights:

OXMAN EARLY CHILDHOOD CENTER

Baldwin's well-established program for its youngest students fosters children's cognitive, socio-emotional, and physical growth through developmentally appropriate activities within a safe, supportive, and playful environment. In 2010, the school inaugurated its very popular PrePre-K, a classroom of 20 three-year-olds with a teacher and two aides. The Pre-K and Kindergarten classes serve four-year-olds and five-year-olds, respectively. To complement the core curriculum – English, Spanish, math, social studies, and science – the division integrates music, art, physical education, kitchen time, and computer class throughout each week's activities.

THE ELEMENTARY SCHOOL

The Elementary School (grades 1-5) places a strong emphasis on writing skills, reading comprehension, and mathematical proficiency. Although the core curriculum is taught in English, mastery of the Spanish language is an important component of the program as well. The academic curriculum is complemented by activities designed to foster a sense of belonging. Annual activities such as Spirit Week, Fun Day, and Family Day bring the school together and encourage family involvement.



THE MIDDLE SCHOOL

Baldwin's Middle School (grades 6-8) fosters independent thinking, questioning, and reflection skills in a supportive and nurturing environment. The school takes pride in promoting the growth and development of the whole student, focusing on the specific challenges facing students during the early teenage years. Core offerings including mathematics, English, Spanish, science, health, and social studies are enhanced with exploratory courses in which students can experience, French, robotics, art, music, and drama.

THE UPPER SCHOOL

For students in grades 9-12, Baldwin provides a strong college-preparatory curriculum that includes Advanced Placement and honors courses as well as a variety of athletic and other extra-curricular activities. Teachers use various educational methods and techniques to develop students' creative talents, teamwork abilities, critical thinking skills, and potential strengths while striving to improve basic skills in English, mathematics, science, Spanish as a Second Language, and the social sciences. Graduation requirements include 4 credits in English, Spanish, Science (including biology and chemistry), Math (including geometry, algebra I and algebra II), and Western Civilization

(including U.S. History and History of Puerto Rico); 2 credits in physical education, kinesiology, art appreciation or music appreciation; and 1 credit in fine arts and computers. Students must also complete two electives.

The challenging math curriculum includes an honors track that prepares students for Calculus AB and BC. Baldwin's High School Math Team this fall took first place in an island-wide invitational math. One Baldwin student scored in the top 1 percent nationwide in the American Mathematics Contest. In May of 2011, 66 Baldwin students sat for 78 Advanced Placement tests in 10 subjects. Eighty-seven percent of those exams earned qualifying scores of 3 or higher.

Baldwin is the only school in Puerto Rico that belongs to the Virtual High School Global Consortium, a nonprofit, 400-school cooperative that offers semester and year-long online courses. The school has made available spaces for 11th- and 12th-graders interested in taking an advanced course not available at Baldwin. Parents pay an additional fee for the opportunity. In addition to the benefits of interacting with teachers and students in other parts of the world, course participants can take AP classes in Economics, Statistics, or Physics. Other offerings include Mandarin, Introduction to Engineering, and International Business.

LIBRARY AND TECHNOLOGY OFFERINGS

Baldwin's Library and Media Center houses more than 20,000 volumes, 30 periodical subscriptions, 5 databases, an online catalog, an audiovisual collection, and 12 Internet-enabled work stations. Baldwin also has two computer labs, a wireless network, classroom SmartBoards, and a web portal for parents, students, and teachers. Student information systems have also been introduced.



THE ARTS

The goal of Baldwin's Fine Arts program is to inspire the development of each student's natural talents by creating an ideal environment for artistic expression. The Pre-school and Elementary curricula are enhanced by music and art courses at every level. In the Middle and Upper School, students may choose to explore the arts further in areas of their interest, including visual arts, drama, dance, music and art appreciation, and band. The Fine Arts program is supported by FAB (Friends of Baldwin Fine Arts), a booster club of school parents.

ATHLETICS AND OTHER ENRICHMENT PROGRAMS

Baldwin offers a comprehensive athletic program that includes JV and Varsity teams in soccer, indoor soccer, volleyball, basketball, baseball, softball, golf, swimming, tennis, and cross country. The Juvenile Program (grades 7 and 8) includes basketball for boys and volleyball and swimming for boys and girls. A Mini-Sports Program for students in grades 4 to 6 provides interscholastic competition in volleyball, cross country, and tennis. Many of Baldwin's sports teams are top-ranked in their leagues. Friends of Baldwin Athletics (FOBA), a nonprofit organization of volunteer parents, supports the athletic program by helping to fund additional sports programs, events, and equipment.



Non-athletic extracurricular activities include National Honor Society, National Junior Honor Society, Student Council, and a variety of clubs including Model UN, Golden Key Club, Forensics, French, Math, Science, Yearbook, Art, Photography, and Community Service. Students in PrePre-K to grade 4 may participate in an After-Care Program.

OPPORTUNITIES AND CHALLENGES AWAITING THE NEXT HEAD OF SCHOOL

Head of School Albert Cauz has positioned The Baldwin School well for its next leader. Morale is high and pride in the school is growing. As it embarks on its reaccreditation process and a new five-year strategic planning cycle, the school's leadership is moving methodically to ensure that this young institution continues to evolve and prosper. The Board is now seeking a leader who will be eager to stay and grow along with the school. Among the opportunities and challenges awaiting the new Head are the following:

ADMISSIONS AND MARKETING

Like most schools, Baldwin has felt the effects of the economic downturn. Enrollment has fluctuated between 767 and 846 over the past decade and is currently at 817. Despite its status as a relative newcomer to the island's educational marketplace, Baldwin's early childhood and elementary programs are popular and highly regarded. The new three-year-olds class introduced in 2010-11 has been a great success; it is full, with a substantial waiting list for next year.

The school has traditionally struggled, however, to position its middle/upper school as a top choice among local families – many of whom have longstanding allegiances to other private schools. As a result, attrition entering the 7th

and 9th grades has been an ongoing concern. To address that issue, Baldwin two years ago embarked upon an aggressive “Way Ahead” marketing campaign that included a new website and local billboards. The school also shifted the 6th grade from the Elementary School to the Middle School. Both efforts have paid dividends: Attrition at the 6th-grade level hit an all-time low this year, and enrollment overall is up by 40 students.

The next Head of School will have an important role to play in furthering this marketing effort – and in driving the school improvements and cost controls that will make the school even more attractive to prospective families in the years ahead.



EDUCATIONAL PROGRAM

While Baldwin already offers an impressive educational program, the next Head will be expected to support and drive programmatic improvements already under way at the school. The establishment this year of a more distinct Middle School division – with the addition of grade 6 and the introduction of other best practices in middle school education – is viewed by many as a very positive step toward strengthening the program and encouraging families to remain at Baldwin for the middle years. The new position of Middle School Coordinator, reporting to the Middle/Upper School Head, has been created to oversee this effort. A block schedule has been introduced for grades 6-12, and curriculum mapping has begun. Promoting a more student-centered approach to teaching will be a priority in all divisions. Though teachers are generally supportive of students’ individual needs and some tutoring is available, there is no formal learning center. The ESL program could be strengthened as well.

The school has made strides in educational technology in recent years and wants to continue that progress through increased professional development and the engagement of more faculty members in planning technology-related initiatives. The educational program would also benefit from a more robust library.

The 2012 completion of the wonderful new Performing Arts Pavilion will open up opportunities for strengthening the arts program and expanding Baldwin’s outreach to the broader community.

Also being discussed are ways to improve the quality of the athletic program and enhance its prominence within the life of the school. Among the options being considered are the establishment of scholarships, an earlier start to intramural programs in the Elementary School, more attention to recruiting well-qualified coaches for the Middle and Upper Schools, and more time in the schedule for student practices.

GOVERNANCE AND ADMINISTRATION

The next Head of School will have the benefit of a strong and experienced administrative team that is accustomed to exercising initiative and operating fairly independently. The administrative team is eager to welcome a Head who will appreciate their strengths, tap their wisdom, and continue to encourage their contributions.

Baldwin’s Board is dedicated to the school and eager to support the new Head. The trustees would benefit from a Head who is well versed in governance best practices and able to advise the Board on ways in which it could focus its efforts and increase the transparency with which it operates.

FINANCE AND DEVELOPMENT

The financial assets of The Baldwin School have been carefully managed. Conservative budgets with built-in reserves have enabled the school to make many capital improvements in recent years. While faculty salaries are modest by independent school standards, this year’s enrollment increase will enable the school to provide Christmas bonuses to the faculty. The school has a very limited endowment (about \$1 million designated for scholarships) and a \$5.5 million debt that is being serviced through the operating budget. Approximately half of the \$3 million cost of the Performing Arts Pavilion has been raised through an ongoing capital campaign.

Baldwin’s development office is small and busy, with many communications and event-planning responsibilities. The school does not yet have a full-fledged development program, however. Significant efforts have been made in recent years to reach out to the alumni, but this is a long-term effort that has not yet translated into major giving.

Although Puerto Rico does not have the robust culture of giving that mainland independent schools depend upon, the Puerto Rican government has just passed a new law creating tax deductions for philanthropy. The next Head of School will have the opportunity to work with the Board and development office to capitalize upon this new incentive for

giving. If Baldwin is going to build the endowment resources necessary to support continued facilities improvements, scholarship aid, and much needed enhancements to faculty compensation and professional development resources, the new Head will need to devote considerable energy and attention to the creation of a full-fledged advancement office.

WHO SHOULD APPLY: QUALITIES & QUALIFICATIONS

The headship of The Baldwin School of Puerto Rico is an extraordinarily appealing opportunity for the right candidate. Compensation is competitive with the U.S. independent school marketplace, and benefits include a beautiful home for the Head of School and a school-supplied car. The Board is seeking a talented and ambitious leader who is excited about the opportunity to live in Puerto Rico and who will make a wholehearted commitment to Baldwin. The ideal candidate will offer most or all of the following:

PROFESSIONAL QUALIFICATIONS

- Excellent academic credentials, including an advanced degree.
- A record of success in teaching and administration, ideally in an independent school setting.
- Demonstrated ability to hire well; supervise and delegate effectively; and promote ongoing professional development.
- A keen aptitude for management and financial oversight.
- A strong interest in the external aspects of school leadership, including the willingness and ability to play a key leadership role in fundraising and marketing initiatives.
- Knowledgeable about governance best practices.
- Superior communication and interpersonal skills.
- An interest in technology as an educational and administrative tool.
- Fluency in Spanish, while not required, would be a major asset.



LEADERSHIP STYLE

- A moral leader with strong character and high standards – one who is both firm and fair.
- An inspirational, energizing leader who can communicate with and motivate all constituencies.
- A resourceful, adaptable leader who can manage a multifaceted program within an environment of limited resources.
- A confident leader who is able to earn the respect of talented and high-achieving individuals and who will demonstrate respect for the knowledge and experience of others.
- A warm, engaged, approachable, and visible leader.



PERSONAL QUALITIES

- Cultural sensitivity and finesse.
- A real interest in understanding and embracing the culture of the island.
- The ability to foster community and build consensus.
- Creativity and optimism.
- Energy and enthusiasm.
- Confidence without arrogance.
- Genuine interest in and enjoyment of children and young adults.
- Sound judgment and diplomacy, coupled with a willingness to make difficult decisions and require accountability of both students and adults.
- Compassion and a big heart.





Anticipated Search Calendar:

This is an accelerated search. Candidates should submit their application materials via email attachment **as soon as possible, but no later than Friday, November 4, 2011.**

The Search Committee will conduct a round of semifinalist interviews over the weekend of **November 12-13, 2011.** Depending upon the outcome of those interviews, the committee may either move to the finalist stage or continue accepting applications.

Information about the progress of the search will be available on our website, www.wickenden.com, and we will keep individual candidates informed about their status throughout the process.

APPLICATION REQUIREMENTS AND PROCESS

Applicants should submit, **as soon as possible and no later than Friday, November 4**, the following:

- A cover letter explaining why they are particularly interested in and qualified for this position.
- A current résumé.
- A statement of educational philosophy and/or other supporting material (e.g. articles or speeches) that would be useful to the Search Committee.
- The names, addresses, and telephone numbers of three references. (We will obtain permission from candidates before contacting references.)

This information should be sent to Dr. James Wickenden via email to:

searches@wickenden.com

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed over the weekend of November 12-13. Finalists (and their spouses, if applicable) will be invited to the school for a more comprehensive series of interviews with representatives of the school's constituencies in late November and early December. Ideally, a final selection will be made by early 2012. The successful candidate will become the Head of The Baldwin School of Puerto Rico on July 1, 2012.

Prospective candidates interested in learning more about this opportunity or the search process are invited to call Wickenden Associates at 609-683-1355. Wickenden Associates will keep all applicants informed of their status throughout the process.