



STRATEGIC PLAN

Summary | 2016-2020



OUR *Position*

At TASIS Dorado, we are blessed in many ways. The vision, courage, and generosity of our founders has resulted in a flourishing school and community with an international perspective, which we trust will outlast the current challenges we all face together.

In 14 short years, our school has grown in size and beauty even as enrollment has increased to over 750 students from PPK to 12th grade. Our campus has been enhanced most recently with the Performing Arts Center and technology has been added steadily to classrooms at all levels. Curriculum and programming have grown in scope and quality. Earlier this year, our Early Childhood Program was awarded a Program of Distinction honor, while upper school students took part in 22 AP Courses. Our students continue to gain admission to many competitive colleges and universities both abroad and on the island. TASIS Dorado students and teams have won top honors in athletics, mathematics, science and many other extracurricular activities at the national and international level. We have great reason to be proud of our students, teachers, curriculum and campus!

TASIS Dorado's position in the community and on the island remains strong, due in part to leveraging the hallmarks that set it apart from other local schools:

- 1) Student-Centered Teaching and Learning
- 2) Beautiful, Serene and Safe Campus Setting
- 3) Connection to our Sister Schools in Switzerland and England
- 4) Award-Winning Early Childhood Program
- 5) Students Graduate with Three Languages and are Rigorously Challenged and Nurtured
- 6) Vibrant School Culture in a Modern Physical Plant with Latest Technology

It is from this position of strength – our drive for continual improvement and recognition that our needs are always evolving – that the strategic-planning committees sought to further raise the bar. Equally important, the world is increasingly complex, technology is accelerating change and global connections are a necessity. Educational approaches that were effective in the past will need to adjust for the future. To prepare our students for these new demands, we must be flexible, responsive and adaptable. Our commitment as a school remains firm to deliver on our mission with passion, joy and love. So, in the spirit of academic excellence, development of the whole child, the strength of our PPK-12 community, and recognition that the School's culture and environment are valued, we embark on our Strategic Plan 2016- 2020. The strategic planning process has allowed us to articulate who we are and whom we serve, and move us forward. I am enormously grateful to all those who have contributed to this plan and for the constant care and support of our entire community! Together, we will achieve these ambitious goals and help our students pursue their dreams!

Sincerely,

Tim Howard, *Headmaster*

OUR *Mission*

TASIS Dorado challenges and nurtures students to pursue academic and personal excellence so that they become engaged global citizens and innovative, selfless leaders.

OUR *Vision*

TASIS Dorado aspires to be a world-class school that transforms students' lives through love of learning, beauty, truth, goodness and wisdom.

OUR *Values*

TASIS Dorado instills in its students the values of courage, kindness, integrity, humility and a commitment to building community.

THE *Process*

The strategic planning process began in January 2016 when the Board of Director revisited the School's mission, vision and values statements to rearticulate our enduring principles. The Board presented the revised mission statement to faculty and parents and invited participation from interested constituents. The response was strong and positive; seven committees—made up of faculty, parents, students, teachers, administrators, and Board members—were formed in February and charged with the task of creating goals and action plans by April.

Several principles guided our work. First, the strategic planning process had to be inclusive. The 2016-2020 Strategic Plan reflects input from the entire community. Almost 70 individuals worked directly on the Plan and many more contributed through surveys, forums and interviews. Second, the plan had to reflect the School's mission, vision and values. Third, it had to be research-based and include best practices for PPK-12 education. Lastly, our plan had to be ambitious and measurable, guided by an objective assessment of the School's strengths and opportunities for improvement.

This 2016-2020 Strategic is the result of your input and our collaboration. We trust its blend of aspirational ideals and achievable goals will guide our work well over the next four years.

THE *Plan*



OPTIMIZE THE STUDENT EXPERIENCE FOR QUALITY, BALANCE, WELLNESS AND RELEVANCY

We will focus our energies on an educational experience for students that reflects the skills, knowledge and character needed for 21st century global citizens while promoting healthy balance.

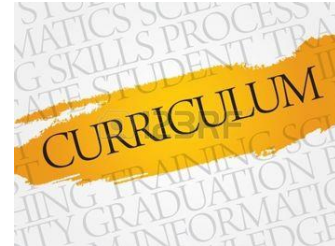
- Prepare Students for Future by Aligning Curriculum to Rigorous Standards
- Create Improved, More Balanced Academic & Extracurricular Schedules
- Enhance the Quality of PPK-12th Grade Community and Wellness Programs
- Use Ongoing Research to Examine and Optimize Student Experiences
- Rebrand the HSA and Increase Parent Involvement
- Facilitate the Integration of New Students and Families



INVEST IN FACULTY: ENHANCE HIRING, EVALUATION AND PROFESSIONAL DEVELOPMENT

We will commit time and resources to attract, develop, and retain a highly educated, talented and diverse faculty.

- Enhance the Faculty Recruitment and Hiring Plan
- Provide an Attractive Quality of Life for Teacher Candidates
- Design and Implement a Teacher Appraisal Program that Improves Student Outcomes
- Invest Strategically in Educator Professional Development
- Increase Teacher Retention by Enhancing Employee Benefits



IMPLEMENT TEACHING AND CURRICULUM INNOVATION

We will ensure a systematic coherence to our curricular scope and sequence by division and department as well as program progression and alignment from PPK to 12th Grade.

- Optimize Curricular Coherency and Rigor
- Promote Strong Communication Skills, Particularly in Writing
- Support Academic Department Leadership
- Utilize and Integrate Educational Technology and Applications



CONCEPTUALIZE AND CREATE A FUTURE- ORIENTED AND CHALLENGING SCIENCE/TECHNOLOGY PROGRAM

We will develop a more impactful, collaborative, exploratory-based STEAM program that equips and inspires students' passion for science.

- Invest in Faculty Training and Recruitment
- Design and Create New STEAM Resources, Spaces and Equipment
- Investigate and Implement Best Practices in Curriculum and Pedagogy
- Develop and Nurture Key Partnerships



BRING LEADERSHIP AND SERVICE TO LIFE: A PROGRAM OF GLOBAL CITIZENSHIP AND EXPERIENTIAL EDUCATION

We will commit to reframing our campus, country and world as laboratories for our students to live out our mission and vision.

- Develop Institutional Best Practices for Leadership and Service
- Connect with other TESIS Schools as well as Community Partners to Identify Venues for Service Learning
- Develop a Global Citizenship Curriculum Scope & Sequence
- Expand the School's Diversity Reach & Enrollment Zone



CONTINUE PROACTIVE STEWARDSHIP OF FINANCES AND FACILITIES TO FORTIFY INSTITUTIONAL SUSTAINABILITY

We will build on our strong foundation with effective financial and investment leadership.

- Implement Budget Management Strategies and Control Mechanisms
- Strengthen the Financial Aid and Scholarship Program
- Update and Enhance our Campus Master Plan
- Harness Resources to Implement the Strategic Plan
- Review Existing Marketing Efforts and Launch Campaign to Create Awareness of School's Strengths
- Study and Create Emergency Protocols to Ensure the Safety of All Members of the School
- Conserve Water and Decrease our Energy Consumption

THE *Details*

Optimize the **student experience** for quality, balance, wellness and relevancy



Today's world is complex, fast-moving and ever-changing, making it challenging to forecast and prioritize the skills, knowledge and character necessary for future success. TASIS Dorado has built a strong foundation of educating the whole child. This Strategic Plan calls for us to build on our strengths and re-examine our educational model while ensuring quality, balance, wellness and relevancy in our students' lives.

PREPARE STUDENTS FOR THE FUTURE: ALIGN CURRICULUM TO RIGOROUS STANDARDS

For the past 14 years, TASIS Dorado has exposed its students to a comprehensive curriculum in all areas of learning, from Mathematics to Languages. It has led our students to the finest Universities in Puerto Rico and the United States. As we look at our offerings, we have identified several academic areas we would like to strengthen, including technology, writing and history. We will expose our students to deeper learning experiences as we implement a rigorous, coherent curriculum that will ensure our students' continued success.

CREATE IMPROVED, MORE BALANCED ACADEMIC & EXTRACURRICULAR SCHEDULES

To better meet the challenges of educating today's whole child, each division will evaluate, develop and implement revised academic schedules. Items to be addressed include optimizing the effectiveness and pace of teaching and learning in each academic area, coordinating student workload and homework, restructuring possibilities for experiential and extra-curricular education, and ensuring our divisions maximize opportunities for high quality PPK-12 programming.

REBRAND THE HSA (now TPA) AND INCREASE PARENT INVOLVEMENT

Parent involvement and support is vital to student success, enhances the School's programs and helps to create the welcoming, supportive school community we envision. To encourage increased parental involvement in the School, the TPA will be repositioned and revitalized as the umbrella organization to both organize and support activities in close communication with School administration. Opportunities for both academic and co-curricular involvement will be created and communicated to reach a diverse range of parents from all levels, backgrounds and interest areas.

ENHANCE THE QUALITY OF PPK-12TH GRADE COMMUNITY and WELLNESS PROGRAMS

In pursuing excellence, we commit to ensuring our students' and faculty's physical, social and emotional wellbeing. The NAIS has identified *Health Literacy* as a fundamental interdisciplinary skill for the 21st Century. We will reexamine students' typical days, support services, challenges and responses, in order to focus on achieving balance of the mind, body and spirit. Examining students' sleep, eating, risk & recreation patterns, we will seek to create a positive environment and instill wisdom in our students to make healthy lifelong choices at all grades.

USE ONGOING RESEARCH TO EXAMINE AND OPTIMIZE STUDENT EXPERIENCES

Through ongoing research and investigation into childhood and adolescent development, including surveys of student and family experiences in the School, we will continue to assess the academic and emotional well-being of our students. These endeavors will help us evaluate our programming and continue improving student experiences and the education of the whole child at TASIS Dorado. We will partner with parents to present a consistent message of health and wellness.

FACILITATE THE INTEGRATION OF NEW STUDENTS AND FAMILIES

We will identify the keys to transitioning successfully at TASIS Dorado and strive to eliminate the stressors that make adapting to a new school, and all it entails, a challenge. With these objectives in mind, a group of students and parents will be organized and trained to serve as liaisons of the new students and their families, the materials and procedures used to welcome new students and families will be revised, and all departments will work to ensure the smooth integration of new students and their families.

Invest in faculty: Enhance hiring, evaluation and professional development



Faculty are at the heart of any great school. They are teachers, advisors, coaches, mentors, and travel leaders. At TASIS Dorado, we expect our faculty to be life-long, passionate learners and active global citizens who reflect the diverse and cosmopolitan world in which our students will live. We seek talented, multi-dimensional, caring candidates to join the ranks of our teachers. Our ongoing commitment to them must equal their commitment to our students. These actions will further our ability to train and retain our faculty and add high-quality future hires.

ENHANCE THE FACULTY RECRUITMENT AND HIRING PLAN

We will significantly enhance our ability to retain our current teachers, and recruit and develop high quality educators by establishing a TASIS Dorado Fellowship Program to attract faculty from diverse academic and cultural backgrounds to join us for a two to three year period. In addition, we will create a Sabbatical/Exchange Program allowing teachers from TASIS England and TASIS Switzerland to be employed at TASIS Dorado. The rebranding of our website, TASISDorado.com, is leading to many new applicants and has improved our applicant pool.

DESIGN & IMPLEMENT A TEACHER APPRAISAL PROGRAM THAT IMPROVES STUDENT OUTCOMES

A joint team of faculty and administrators has already begun to revise the educator evaluation system this spring. We are committed to supporting all our teachers and educators to continuously improve teaching and learning in TASIS Dorado. Some of the shifts we are working on are:

- From periodically evaluating *teaching* to continuously analyzing *learning*
- From infrequent announced classroom visits to frequent unannounced visits
- From guarded communication with teachers to candid give-and-take dialogue based on authentic classroom observation
- From formal yearly evaluations to continuous suggestions and redirection, culminating in an end-of-year appraisal
- Adoption of rubrics, which aim to provide a shared definition of the work educators do with students and colleagues.

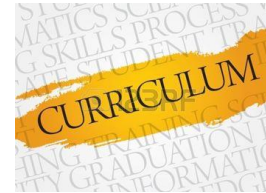
INVEST STRATEGICALLY IN EDUCATOR PROFESSIONAL DEVELOPMENT

Professional development is and must remain a major component of our success at TASIS Dorado. We will continue to invest in training both veteran and new teachers and administrators, departments, and divisions based on the needs of faculty and to ensure alignment to the goals and objectives of our Strategic Plan. Professional development in the areas of STEAM and writing instruction will be top priorities. Benchmarks will be to engage faculty members' intellects and capacities and to advance best teaching practices.

INCREASE TEACHER RETENTION BY ENHANCING EMPLOYEE BENEFITS and PROVIDE AN ATTRACTIVE QUALITY OF LIFE

Our goal is to offer faculty members the best benefit package possible in an effort to recruit the most competent and talented teachers in the world. We will establish a retirement plan for teachers to improve our benefits package. Through careful management of resources and the generous support of donors, we will increase teacher salaries to attract and retain the most qualified educators. We hope to provide local housing for our teachers involved in a Fellowship or Sabbatical Program. The creation of an annual Master Teacher Award will allow us to recognize our most outstanding teachers on a yearly basis and provide those teachers with a monetary incentive and additional professional development or university coursework.

Implement teaching and curriculum innovation



Expectations for excellence are high at TASIS Dorado. In addition to demonstrating skills and knowledge on tests, we recognize the importance of creativity, emotion, passion, and joyful discovery among educators and students. To make our teachers and curriculum even more dynamic, we will provide faculty with the resources, research, and support needed to create an environment that fosters and supports innovation and creativity.

OPTIMIZE CURRICULAR COHERENCY & RIGOR

With one end in mind, a world class curriculum, our faculty led by our academic administrators will research, evaluate, update and implement our curriculum at all grade levels and by the eight different departments. Benchmarks and a scope and sequence will be established from PPK to 12th grades in the areas of: Mathematics, Science, History, Spanish, English, World Languages, Visual and Performing Arts and Technology; to ensure that our comprehensive curriculum continues to prepare our students to be global citizens of the world.

PROMOTE STRONG COMMUNICATION SKILLS, PARTICULARLY WRITING

TASIS Dorado will focus on preparing students to write and present confidently in the style appropriate for each discipline in both elementary and secondary school courses, on standardized testing, in college and beyond. This will be achieved by reviewing and strengthening teaching methods and evaluating student writing across all grades and subjects. To continue its tradition of excellence, TASIS Dorado teachers will receive continuous training to ensure that effective teaching of writing skills, styles and proper feedback are the norm in every classroom. This, in conjunction with a strong emphasis on oral communication/presentation/performance skills, will help our students be strong written and oral communicators in this global era.

SUPPORT ACADEMIC DEPARTMENT LEADERSHIP

Strong communication between administration and faculty, as well as peer to peer, is essential for a healthy, organized, and productive school environment that aspires to be a professional learning community. From a new hire's first day, we will provide a strong induction and mentoring program, introducing teachers to the School's culture, curriculum, and teaching practices. Department Heads and Curriculum Coordinators are vital links in this continuous improvement endeavor. We will continue to examine, align, and define the School's organization to clarify and optimize responsibilities, including advancing this Strategic Plan and encouraging all faculty to think creatively and passionately about their work.

UTILIZE AND INTEGRATE EDUCATIONAL TECHNOLOGY AND APPLICATIONS

Technology is a part of our daily lives and TASIS Dorado faculty will facilitate this type of hands-on, integrated experience to our students in all areas of our curriculum, from PPK to 12th grade. As we promote innovative learning, critical thinking, and problem solving skills while stimulating creativity within a STEAM framework and promoting cross-curricular collaboration, TASIS Dorado will prepare our students for the future that awaits them. Technology must be an integral part of our curriculum and must be taught from its most basic level up to its most complex offerings, while keeping in mind an ethical framework that will lead our students to excel.

Conceptualize and create a future-oriented and challenging science/technology program



Shifts in science/technology education curriculum, teaching methods, research and experimentation present an exciting opportunity. Given our facilities, favorable teacher-student ratios, and potential of connections through our alumni to leading universities like Georgia Tech and MIT, we are committed to delivering a more enriching, challenging, and engaging technology and science program.

INVEST IN FACULTY TRAINING AND RECRUITMENT

To embark on the journey of providing a distinctive and rich technology and science program, we will strategically invest in faculty professional development, recruitment and hiring. Top-quality teachers, who are well-trained and resourced, are the key to a vibrant and innovative technology program and will be actively sought and supported.

INVESTIGATE AND IMPLEMENT BEST PRACTICES IN CURRICULUM AND PEDAGOGY

As part of our curricular revision, TASIS Dorado faculty and administrators will research up-to-date best practices in technology curriculum and pedagogy. In particular, we will focus on inquiry, project-based learning, and curriculum units that meet the Next Generation Science Standards and will ignite teachers' passion and transformative teaching methods. Following this investigation, we will work together to implement a curriculum that leverages technology, is hands-on and research-oriented, builds on a coherent progression of learning standards and engages students at all levels.

DESIGN AND CREATE NEW STEAM RESOURCES, SPACES AND EQUIPMENT

We will make necessary investments in STEAM (Science, Technology, Engineering, Art and Math) and the necessary academic technology and equipment, including an increased bandwidth and Wi-Fi access points, to support new teaching techniques, and enriched curricular and extracurricular programming. We are committed to connecting TASIS Dorado to a global community of learners, educators, makers, and innovators via the development of a state-of-the-art Fab Lab with 3D printers and computer-aided technology and the creation of a technology café/lounge.

DEVELOP AND NURTURE KEY PARTNERSHIPS

TASIS Dorado has a privileged location on the island of Puerto Rico, situated next to marine reserves, karst forests, nesting marine turtles, aviation schools, underground caves, world class hospitals and the largest radio telescope in the world, as well as institutions and organizations such as Chelonia, Radiotelescopio de Arecibo, Para La Naturaleza, Lionfish Project, and Manatí Medical Center. We plan to make use of all of these singular opportunities to expose TASIS Dorado students to research and hands-on learning experiences as an integral part of the curriculum, providing depth and rigor to our academic experience.

Bring **leadership and service** to life: Global leadership, service and citizenship & experiential education



Preparing the future leaders of our communities, our country and the world has always been a guiding tenet of the TASIS Dorado educational philosophy. Integrating meaningful community involvement with reflective instruction is the best way to enrich students' learning experiences, emphasize their civic responsibility, develop leadership and strengthen communities. All TASIS schools share school missions and visions; we embrace global thinking and local action as fundamental values.

DEVELOP INSTITUTIONAL BEST PRACTICES FOR LEADERSHIP AND SERVICE

As we follow the success of our graduates, some already entering the workforce and others pursuing advanced degrees, TASIS Dorado will renew its commitment, refocus its energy, and review the literature to determine how to effectively equip our students with the skills needed to lead and serve. The responsibility of bystanders, positive responses in the light of challenge, creative problem solving techniques and assuming responsibility for improving their surroundings are topics that not only must be taught, but require practical implementation in daily student life. Effective leadership will, in turn, generate the genuine service needed to improve our society.

CONNECT WITH OTHER TASIS SCHOOLS & COMMUNITY PARTNERS TO IDENTIFY VENUES FOR SERVICE LEARNING

TASIS Dorado is actively developing a program so that TASIS students from England, Lugano and Dorado can work together in Puerto Rican communities as part of TASIS Global Service Initiatives. We seek to develop a blueprint that can be duplicated in other communities across our island. Our program aims to renovate a community and guide them to ultimately become self-sufficient. Water harvesting, urban gardens, solar energy, and working with students to strengthen their academics and broadening the work opportunities are just some of the areas we seek to develop along with our sister schools. Working together and using creative problem solving will lead us to create a truly exceptional program.

DEVELOP A GLOBAL CITIZENSHIP, LEADERSHIP AND SERVICE CURRICULUM SCOPE & SEQUENCE

The faculty and administrative leadership of the newly-created Global Citizenship, Leadership & Service Program will lead this initiative, partnering with local agencies and the other TASIS schools. The goals include developing a scope and sequence that assures coherent development of student knowledge, skills, interests and attitudes—engaging the head, hands and heart—in areas required of true global citizens.

EXPAND THE SCHOOL'S DIVERSITY REACH & ENROLLMENT ZONE

To expand our Enrollment Zone, our Admissions Office will offer a transportation service to attract and serve students in the metropolitan San Juan area. Based on the success of this initiative and demand for this service, transportation to and from other zones of the island will be contemplated. Furthermore, in addition to increasing our pool of potential full-paying students, we will give increased attention to growing our scholarship fund and identifying and incorporating capable, gifted students from underserved and underprivileged communities into TASIS Dorado.

Continue proactive stewardship of **finances and facilities** to fortify institutional sustainability



We will build on our strong foundation with effective financial and investment leadership by both the Board and Administration. Going forward, we need to prepare for limited growth in enrollment and develop non-tuition sources of income, seeking new revenue streams, including full facility utilization, targeted fundraising and prudent budget management.

IMPLEMENT BUDGET MANAGEMENT STRATEGIES AND CONTROL MECHANISMS

We experienced rapid growth during our first 13 years. Given current realities, trends, and space constraints, we need to prepare for a period of flat growth or even potential decline. We will evolve to a financial model that reduces the School's dependence on increased enrollment. This includes managing with a clearly defined set of financial metrics and budget controls, while adhering to best practices and procedures for independent schools.

STRENGTHEN THE FINANCIAL AID AND SCHOLARSHIP PROGRAM

We intend to expand our commitment to a strong financial aid program to support families of differing socioeconomic circumstances to diversify our student population, while achieving the School's mission and academic goals. To honor that commitment, we will complete a strategic study of our current system to ensure fairness and sustainability.

REVIEW EXISTING MARKETING EFFORTS AND LAUNCH A CAMPAIGN TO CREATE AWARENESS OF SCHOOL'S STRENGTHS

This year, in collaboration with the Admissions Department, the new Marketing Department of TASIS Dorado started a campaign to engage internal and external constituents to embrace the School's mission and vision. The institutional press releases and ads, and our use of social media, e.g., Facebook, Instagram, etc., are creating awareness of TASIS Dorado's strengths that set us apart from peer schools in Puerto Rico. With the launch of our newly designed website as the primary source of the School's updated information, we will be able to effectively inform and connect with current and potential families, alumni and the community.

UPDATE AND ENHANCE OUR CAMPUS VIA A NEW MASTER PLAN

Over the past 14 years, our campus master plan led to dramatic improvements in our facilities. Now we must be good stewards of our beautiful campus and revisit our master plan to adapt to evolving needs and opportunities. With a revised plan, we plan to enhance and create new spaces for classrooms, sports/athletics, technology and science, faculty housing, admissions, marketing and the arts—while reducing our water and energy consumption.

HARNESS RESOURCES TO IMPLEMENT THE STRATEGIC PLAN

With the support of the families, alumni, and friends of TASIS Dorado, we will look for partners, continue targeted fundraising to enhance the academic program, attract excellent teachers, strengthen our scholarship fund, and build an endowment for the long-term health and well being of the School. We plan to maximize revenue and resources, identify revenue sources, and start an Annual Fund.

STUDY AND CREATE EMERGENCY PROTOCOLS TO ENSURE THE SAFETY OF ALL MEMBERS OF THE SCHOOL

The health and safety of TASIS Dorado students is of the utmost importance. Ensuring that each student has a safe and secure campus allows for meaningful learning to take place. A parent's trust in the School for their children requires an emergency and security plan to fit the campus. Working with local security and police officials, TASIS Dorado will revamp its current emergency manuals to help ensure the safety of all the members of the School community, including lock-down and evacuation protocols, ID and visitor procedures. Traffic patterns will also be studied to improve circulation, pick-up and drop-off.

OUR Committees

Tim Howard, Headmaster

Fernando González, President of the Board of Directors

ACADEMICS

Maribel Suárez, Co-Chair, Administration
Lucía Martín, Co-Chair, Administration
Melissa Arroyo, Faculty, Parent
Terry Bava, Faculty, Alumni Parent
Patrick De Man, Parent
Susan Fortuño, Parent
Cynthia Paris, Faculty
Mariela Reyes, Faculty, Parent
Ceciliana Stubbe, Board Director, Parent

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Carlos Delgado, Parent
Michelle Latour, Faculty, Parent
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Ramon Martínez, Engineer
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Michelle Yegros, Co-Chair, Administration
Jorge González, Board Director
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Cristi Inclán, Parent, HSA President
Brenda Kreisher, Parent
Alannah Prats, Faculty, Parent
Ashley Weihe, Faculty

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Fernando González, Board President
Betzaida García, Parent, TPA President
Alberto Maysonet, Faculty, Parent
Ursula Muldoon, Parent, Alumni Parent
Tim Proskauer, Parent
Karen Scalley, Parent
Tamara Texidor, Faculty, Parent

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Carlos “Papito” Díaz, Parent
Ana Fiallo, Student
Maritere Matosantos, Principal, Board Director
Beatriz Ramírez, Faculty, Parent
Lori Reyes, HSA Board, Parent
Alessandro Rivera, Student
Karla Santana, Faculty
Jacki Sierra, Parent

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Luís Cruz, Business Manager
Viviana Daubón, Faculty
Jörg Flachowsky, Parent
Michael Flaherty, Parent
Fernando González, Board President
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Josely Vega, Parent



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