

Dear Alums and Friends of JIS,



*Dr. David Cramer
Head of School*

I am pleased to announce that after much work on the part of many people including students, parents, teachers, administrators and support staff, our plan is finally complete. This is an occasion to celebrate as it is the first concrete step in our process of achieving the "Ends" which can be boiled down to "JIS students achieve personal excellence to be the best for the world." The Ends statement was developed a year ago by a group of about 125 school stakeholders and put into Policy format this year. This Ends Policy is the focus for the organization and, as Head of School, is my responsibility to develop a plan that ensures the achievement of this policy.

I chose to use a strategic planning model because I have had great success with this type of continuous growth process in three other international schools I have headed and it perfectly meets the requirements of our ongoing accreditation process. Our strategic plan is a five-year plan that is designed to guide us as we mobilize our resources to accomplish our Strategic Objectives and "Ends" within that time period. As you look through the plan that follows, please notice that the strategic objectives are student objectives rather than organizational objectives.

Since our focus is on students and what they are able to do, we must have objectives that allow us to determine if they are making progress. Organizational objectives are meaningless if they don't result in improvement in student performance. Therefore, the only way to gauge progress is to look closely at what students can do! Specific measurements for the Strategic Objectives have been developed and as new programs are implemented more measures will be added.

This plan will be formally reviewed on an annual basis and reports of progress will be shared with the entire school community. Now that the plan is completed our next step is to begin implementing as many of our action plans as possible in order to achieve the "Desired Results" under each of our strategies. We believe that if we can make that happen it will enable our students to meet the strategic objectives and effectively achieve the "Ends." If you would like to read more about this important change in our school's governance, please go to the JIS Alumni website at .

In the meantime, I hope you enjoy reading your JIS alumni magazine and will continue to send photos and stories about your post-JIS experiences to Beth Owen (bowen@jisedu.or.id).

Dr. David Cramer
Head of School