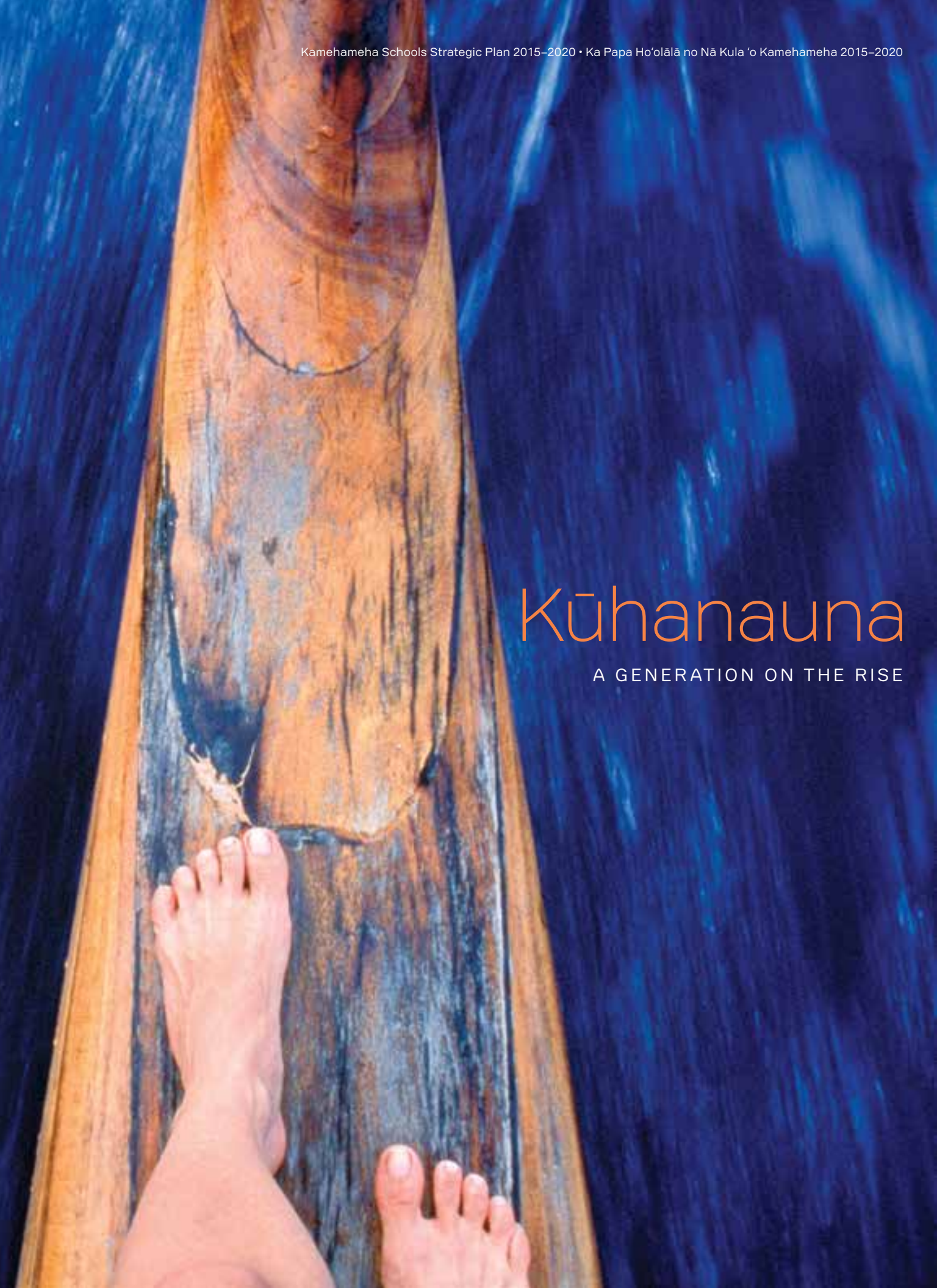


Kūhanauna

A GENERATION ON THE RISE



Letter from the Trustees

HE LEKA MAI NĀ KAHU WAIWAI MAI

Aloha kākou,

We have deep appreciation for the work of Kamehameha Schools. The tremendous progress of our students and organization has created a strong foundation that allows us to set our sights and expectations even higher for the years to come.

As trustees acting in our fiduciary and strategic capacities, we feel an urgency to help all Native Hawaiian learners achieve greater success. Our collective mana'o has informed the following vision statement:

Within a generation of twenty-five years, we see a thriving lāhui where our learners achieve postsecondary educational success, enabling good life and career choices. We also envision that our learners will be grounded in Christian and Hawaiian values and will be leaders who contribute to their communities, both locally and globally.

Higher education leads to higher achievement. We are committed to maintaining a laser focus on educational outcomes. We believe Kamehameha Schools can and must lead in providing high-quality educational experiences for Native Hawaiian children and families. However, we are also keenly aware that the kind of bold change we envision to improve the well-being of the lāhui is a shared responsibility that no one entity can achieve on its own. Strategic collaborations among organizations that have similar values and commitment to serve Native Hawaiians will be increasingly crucial in achieving a brighter future for the lāhui.

The strategic planning process has allowed us to collaborate with our executive team and community stakeholders to provide direction and to encourage new and innovative ways to achieve the mission of Kamehameha Schools. The resulting strategic plan focuses on Educational Pathway Milestones and outlines our organizational priorities from 2015 to 2020.

We look forward to the upcoming months and years as our entire Kamehameha Schools 'ohana and community collaborators work together to address greater collective impact so that success in strengthening our lāhui within a generation of twenty-five years will be a shared success.

Aloha kākou,

He mahalo nui ko mākou no ka hana a Nā Kula 'o Kamehameha. Ua paepae 'ia ke kahua e ka holomua loa aku o kā kākou mau haumāna a me ka hui holo'oko'a, a ma ia kahua e kūkulu 'ia ai ka hale kūpa'a mau no nā makahiki e hiki mai ana.

Ma ko mākou kūlana kahu waiwai a me nā kuleana ka'akālai e pili ana, he ake ko'iko'i ko mākou e kōkua i nā Hawai'i ho'opa'a 'ike e holomua. Ua wili 'ia ko mākou mau mana'o pākahi i loko o kēia 'ōlelo mana'olana:

I loko o ka ho'okahi hanauna—he iwakāluakumamālima ho'i makahiki, e ola māhuahua ka lāhui, 'o ia kekahi mana'olana o ko ua mau kula nei. E holomua nā haumāna ma ke kulanui a ma nā 'ano papahana like 'ole e ho'omākaukau ana iā lākou no kekahi 'oihana. No ka mea, mai laila mai e waiho kāhelahela ana nā koho maika'i e wae aku ai no ka 'oihana a me ka nohona. 'O ka no'ono'o a lawena Hawai'i a me ke Kalikiano ke kumupa'a e kū ai nā haumāna. E lilo nō ho'i nā haumāna he mau alaka'i 'ike loa e ho'oikaika ana i ko lākou kaiāulu kūloko a me ke kaiāulu nui o ka honua a puni.

'O ke kahua o ke ola māhuahua ka ho'ona'auao maika'i. Kūpa'a mākou i ka ho'opūnana 'ana o ka mana'o i nā hopena o ke ka'ina hana ho'ona'auao. Hilina'i mākou he pono nō ka hiki i Nā Kula 'o Kamehameha ke kū alaka'i i ka ho'ona'auao maika'i loa 'ana i nā keiki a me nā 'ohana Hawai'i. Eia na'e, maopopo le'a iā mākou he pa'akikī kēia 'ano ho'ololi wiwo 'ole no ka pono o ka lāhui. A he kuleana pāna'i like ia, a 'a'ole hiki ke hana ho'okahi 'ia. He mea nui ke alu 'ana o nā hui like o ka no'ono'o a me ke kūpa'a ma ka lawelawe 'ana i nā Hawai'i; pēlā e holomua ai ka lāhui.

Ma o ka hana 'ana i nei papa ho'olālā, ua hiki iā mākou ke hana pū me ko mākou hui luna ho'okō a me ka po'e kuleana o ke kaiāulu i mea e kīpaipai ai i nā ala akamai hou e ho'okō ai i ka mana'o kahua o Nā Kula 'o Kamehameha. A 'o ka mea nui o ia papa ho'olālā, 'o ia nō nā Pahuhopu Kūwaena o ke Ala 'Imi Na'auao a me ka 'oloke'a o kā mākou mau pahuhopu ko'iko'i no ka hui holo'oko'a mai ka MH 2015 a i ka 2020.

Kau nui ko mākou mana'o i nā mahina a me nā makahiki e hiki mai ana 'oiai e hana pū ana ko Nā Kula 'o Kamehameha 'ohana me ka po'e kaiāulu e kūkākūkā ana i ka ho'okā'oi 'ana i nā hopena o ke alu pū 'ana, i lei pū kākou i ka lei o ka lanakila no ka ho'oikaika 'ana i ka lāhui i loko o ka ho'okahi hanauna.





INTRODUCTION

Ke Ali'i Bernice Pauahi Bishop's original intentions, as stated in her will, have guided the strategic planning efforts of the trustees.



To complement the strategic direction established by the trustees, Kamehameha Schools leaders engaged in a two-year effort to gather feedback about lāhui priorities and aspirations. The process involved more than three thousand Kamehameha Schools employees and community members providing mana'o in person, online, and at forty-two forums. The result is a plan informed by many voices and perspectives.

'ŌLELO MUA

'O ka mana'o kumu o Ke Ali'i Bernice Pauahi Bishop, ma kāna palapala ho'oilina, ke alaka'i ana i nā hana ho'olālā a nā kahu waiwai. I mea kāko'o i nā hana a nā kahu waiwai i kuhi ai, ua hō'ulu'ulu nā alaka'i o Nā Kula 'o Kamehameha i nā mana'o e pili ana i nā pahuhopu a me nā mana'olana no ka lāhui. Ua lohe 'ia nā mana'o o kahi pū'ulu kanaka he 'ekolu kaukani a 'oi aku, 'o ka 'āuna limahana KS a me ka po'e kaiāulu ho'i, ma ke kino, ma ka pūnaeweale, a ma nā hālāwai he kanahākumamālua. 'O ka papa ho'olālā ka hopena o ia lau mana'o a leo ho'i.

Vision 2040

MANA'OLANA 2040

Will

In her will, Pauahi desired that the trustees “provide first and chiefly a good education in the common English branches, and also instruction in morals and in such useful knowledge as may tend to make good and industrious men and women; and I desire instruction in the higher branches to be subsidiary to the foregoing objects.”

Pauahi’s husband, Charles Reed Bishop, added, “these schools were provided for, in which Hawaiians have the preference, and which [Pauahi] hoped they would value and take the advantages of as fully as possible.”

Mission

Kamehameha Schools’ mission is to fulfill Pauahi’s desire to create educational opportunities in perpetuity to improve the capability and well-being of people of Hawaiian ancestry.

Values

Kamehameha Schools is grounded in the Christian and Hawaiian values embraced by Pauahi. These core values are aloha (to have compassion and empathy); ‘imi na’auao (to seek wisdom); mālama (to care for and protect); ‘ike pono (to know and do what is right); kuleana (to take responsibility); ho’omau (to preserve and perpetuate); and ha’aha’a (to be humble).

Guiding Attitudes and Practices

We will emphasize mission-critical attitudes and practices necessary to take Kamehameha Schools forward boldly and aggressively toward higher goals. From the lives of Pauahi and her great-grandfather Kamehameha, we find inspiration in the ways they met new challenges during times of change. The following attitudes and practices are essential for our learners and our organization to succeed in an increasingly competitive world:

- Strive for greatness – Kūlia i ka nu’u
- Work with urgency and discipline – ‘Eleu ma ka hana me ke akahēle pū
- Develop strong, effective, and accountable leadership – Kahukahu alaka’ina
- Build strength – Ho’oikaika mau
- Be innovative – ‘Imi hakuhiā
- Be courageous – Kū i koā
- Be focused – Kia mana’o

Palapala Ho'oilina

Ma kāna palapala ho'oilina, ua kauoha 'o Pauahi i nā kahu waiwai "e kūkulu i kula 'ōlelo Beritania e a'ō 'ia ai nā keiki ma nā lālā mau o ka na'auao, a e a'ō pū 'ia ma ka noho ma'ema'e me nā 'ike waiwai 'ē a'e e lilo ai lākou i po'e kāne a wāhine miki'ala hana, a ua makemake au i nā lālā ki'eki'e o ka na'auao i mau pāku'i wale mai nō ma hope o ko'u mana'o kumu."

Ua 'ōlelo ho'i kā Pauahi kāne, 'o Charles Reed Bishop, "ua ho'okumu 'ia kēia mau kula, kahi e koho mua 'ia ana ka Hawai'i, kahi ho'i a Pauahi e mana'olana ana e 'apo a ho'ohana 'ia ana e ia Hawai'i ma ke 'ano e hiki ai."

Mana'o Kahua

'O ka mana'o kahua o Nā Kula 'o Kamehameha ka ho'okō 'ana i ko Pauahi 'i'ini e waele i ke ala 'imi na'auao no nā kau a kau i mea e pi'i a'e ai ka ikaika, ka mākaukau, a me ke ola o ka Hawai'i.

No'ono'o a Lawena

'O ke kumupa'a o Nā Kula 'o Kamehameha nā no'ono'o a lawena Hawai'i a Kalikiano ho'i a Pauahi i aloha nui ai. 'O ia mau no'ono'o a lawena ho'i ke aloha, ka 'imi na'auao, ka mālama, ka 'ike pono, ke kuleana, ka ho'omau, a me ka ha'aha'a.

Mana'o a Kūlana Ho'okele

E kālele ana mākou i ke kūlana a me nā hana ko'iko'i i pili pono i ka mana'o kahua no ka holomua 'ana me ke koa a me ka wiwo 'ole i nā pahuhopu ki'eki'e. He mau la'ana ke ola o Pauahi a me Kamehameha I, kona kupuna, no kā lāua 'alo 'ana i ke anu a me ke ehuehu o ia manawa huliau, a ho'oulu lāua 'elua i kā mākou hana i kēia au e ne'e nei. A 'o nā mana'o a me nā kūlana ma lalo nei nā mea waiwai loa no kā mākou mau haumāna a me nei hui e holomua ai i kēia au ho'oku'iku'i:

- Kūlia i ka nu'u
- 'Eleu ma ka hana me ke akahelu pū
- Kahukahu alaka'ina
- Ho'oikaika mau
- 'Imi hakuha
- Kū i koa
- Kia mana'o

Vision Statement

‘ŌLELO MANA‘OLANA

WITHIN A GENERATION OF TWENTY-FIVE YEARS, we see a thriving lāhui where our learners achieve postsecondary educational success, enabling good life and career choices. We also envision that our learners will be grounded in Christian and Hawaiian values and will be leaders who contribute to their communities, both locally and globally.

Kamehameha Schools must play a significant role in this thriving lāhui, particularly in improving educational outcomes that lead to postsecondary educational attainment. Through our schools, we will provide high-impact, high-quality, well-rounded educational experiences comparable with the best the world has to offer. We will continue to serve and respond to a diversity of needs, as schools of choice for Native Hawaiian families.

Our involvement in the community will be characterized by proactive engagement for improved outcomes for Native Hawaiians. We will listen to and collaborate with community members and organizations that share our vision to strengthen Native Hawaiian leadership, influence, and economic, physical and emotional well-being. We are committed to helping our learners succeed along their education pathway, and we will focus primarily on partners, programs, and collective impact approaches that serve our learners in areas of greatest socioeconomic need.

Achieving this vision will require ongoing measurement of our performance. Our primary success indicators will be key educational milestones and targets based on student achievement data. Such milestones and targets will be set to ensure that our learners are equipped

with the essential tools to succeed in college, career, and leadership pursuits in an increasingly competitive world.

Kamehameha Schools will build on its strengths and will operate as a high-performing, mission-driven organization with strong and effective leadership. Our operations will be characterized by a laser focus on outcomes, measurements, and accountability, with risk management practices efficiently embedded in our planning and decision-making processes. Discipline in human resource and asset management—combined with constant program monitoring and evaluation—will ensure that we prudently optimize the strength, breadth, and strategic alignment of resources for maximum impact on our educational mission. Land assets will be optimized for educational, economic, community, cultural, and environmental returns. Strategic collaborations and community relations will allow us to maximize and leverage our educational, financial, cultural, and human resources.

With these measures in place, we envision the next generation of Native Hawaiians will have significantly higher rates of success in college, career, and leadership.

I LOKO O KA HO'OKAHI HANAUNA—HE IWAKĀLUAKUMAMĀLIMA HO'I MAKAHIKI, e ola māhuahua ka lāhui, 'o ia kekahi mana'olana o ko ua mau kula nei. E holomua nā haumāna ma ke kulanui a ma nā 'ano papahana like 'ole e ho'omākaukau ana iā lākou no kekahi 'oihana. No ka mea, mai laila mai e waiho kāhelahela ana nā koho maika'i e wae aku ai no ka 'oihana a me ka nohona. 'O ka no'ono'o a lawena Hawai'i a me ke Kalikiano ke kumupa'a e kū ai nā haumāna. E lilo nō ho'i nā haumāna he mau alaka'i 'ike loa e ho'oikaika ana i ko lākou kaiāulu kūloko a me ke kaiāulu nui o ka honua a puni.



He pono nō ke kū alaka'i 'ana o Nā Kula 'o Kamehameha no ia lāhui ola, me ke kālele 'ana ho'i i ka ho'okā'oi 'ana i nā hopena o ka helena i ke ala 'imi na'auao i mea e hiki aku ai i ke kulanui a me nā 'ano papahana like 'ole. Ma o kā mākou mau kula e ho'olaha 'ia ai nā hanana ho'ona'auao maika'i a waiwai loa me ka 'ole o ka lua ma ka honua a puni. E ho'omau ana mākou i ka lawelawe 'ana i nā pono like 'ole o ko kākou kaiāulu, me ke kuleana o ia mea he kula koho mua 'ia e ka 'ohana Hawai'i.

'O ka piko o ko mākou pilina i ke kaiāulu ka hana 'eleu a akahale no ka ho'okā'oi 'ana i nā hopena no ka Hawai'i. E ho'olohe nō mākou a alu like pū ho'i me ka po'e o ia kaiāulu a me nā hui like o ka mana'olana i mea e ho'oikaika ai i ke kū alaka'i 'ana, ka hiki ke ho'ololi mana'o, a me ka pono o ka waiwai, ke kino, a me ka na'au o ka Hawai'i. 'O ke kōkua 'ana i kā mākou mau haumāna e holomua ma ke ala 'imi na'auao kahi mea a mākou i ho'ohiki ai, a 'o ka mea nui ma laila nā hoa, papahana, a hopena ho'i e kāko'o nui loa i nā haumāna ma nā wahi 'īnea.

Pono ka ho'okō 'ana i kēia mana'olana i ke ana pinepine 'ana. 'O nā hō'ike mua o ko mākou holomua 'ana nā pahu kūwaena kiko'i i ho'oulu 'ia e ka 'ikepili kūli'u i pili i ka pi'ina a nā haumāna. 'O ke kumu no ia mau pahu kūwaena ka hā'awi 'ana i nā pono hana a pau e holomua ai kā mākou mau haumāna a pau ma ke kulanui, ka 'oihana, a me ke alaka'ina ma nei ao ho'oku'iku'i.

E kūkulu ana Nā Kula 'o Kamehameha ma ke kahua o kona mau ikaika, a e o mau ana mākou ma ke 'ano he hui maiau e ho'okō ana i ka mana'o kahua me nā alaka'i mana a wiwo 'ole ho'i. 'O nā ko'o o kā mākou hana 'ana ka ho'opūnana 'ana o ka mana'o i nā hopena, nā ana, a me ke kuleana, me ka wili 'ia 'ana o ka hele nihi 'ana i ke ka'ina hana no ka ho'olālā 'ana a me ke ka'ina koho 'ana. 'O ke akahale i ka mālama i nā kumuwaiwai kanaka a waiwai ho'i—a me ka nānā a ana mau ho'i i nā papahana—ke ho'okumu ana i ke kūkulu 'ana i ka ikaika, ka laulā, a me ka pilina i ka papa ho'olālā no ia mau waiwai no ka ho'okō pono 'ana i ko mākou mana'o kahua. A 'o ka waiwai 'āina, e ho'ohana no'eau 'ia ana no nā loa'a pono i pili i ka ho'ona'auao 'ana, ka waiwai kālā, ke kaiāulu, ka nohona Hawai'i, a me ke ola o ka honua. A 'o nā pilina akamai me nā hui 'ē a'e a me ke kaiāulu ke ala a mākou e hahai ai no ka ho'onui a ho'ohana pono 'ana i kā mākou kumuwaiwai i pili i ka ho'ona'auao 'ana, ka waiwai kālā, ka nohona Hawai'i, a me ke kanaka.

Ma ka ho'onoho 'ia 'ana o nēia mau ana, hiki ke 'ike a mahu'i 'ia ka pi'i a'e o ka pākēneka o ka hanauna haumāna hou e holomua ana i ke kulanui, ka 'oihana, a me ke kū alaka'i 'ana i ka wā e hiki mai ana.



Strategic Plan 2015–2020

KA PAPA HO'OLĀLĀ 2015–2020

Our twenty-five-year vision will be achieved in phases.

This initial strategic plan, spanning 2015 to 2020, is the first in a series of five-year plans that outline how Kamehameha Schools will accomplish our vision for a thriving lāhui.

The changes envisioned in this strategic plan are based on ongoing feedback from the community and from Kamehameha Schools leaders and educators. The resulting plan is an assessment of our operating environment that aligns educational, financial, and organizational strategies toward the same objective: to significantly increase the success rate of Native Hawaiians in college, career, and leadership pursuits.

‘O ko mākou mana’olana no nā makahiki he iwakāluakumamālima e hiki mai ana, e ho’okō ‘ia ana ma o nā māhele ‘oko’a. ‘O kēia papa ho’olālā mua, mai ka MH 2015 a i ka 2020, ‘o ia nō ka mua o ke ka’ina papa ho’olālā e hiki mai ana ma nā makahiki pālima. E hō’ike ana ia mau papa i ke ala a mākou e hahai ana e ola māhuahua ai ka lāhui.

Ua ho’okumu ‘ia nā loli i mahu’i ‘ia ma nei papa ho’olālā i ke kūkākūkā mau me ke kaiāulu a me nā alaka’i a me ka ‘āuna kumu kula ma Nā Kula ‘o Kamehameha. Ua loi ‘ia kā mākou hana ‘ana ma ka papa ho’olālā i kupu a’ē, a ho’olōkahi ‘ia ka ho’ona’auao ‘ana, ka mālama kālā ‘ana, a me ka ho’onohonoho pono ‘ana i ka hui no ka hopena ho’okahi: ka ho’okā’oi nui ‘ana i ka pākēneka o nā Hawai’i e holomua ana ma ke kulanui, ka ‘oihana, a me ke kū alaka’i ‘ana.

Educational Pathway Milestones

NĀ PAHU KŪWAENA O KE ALA 'IMI NA'AUAO



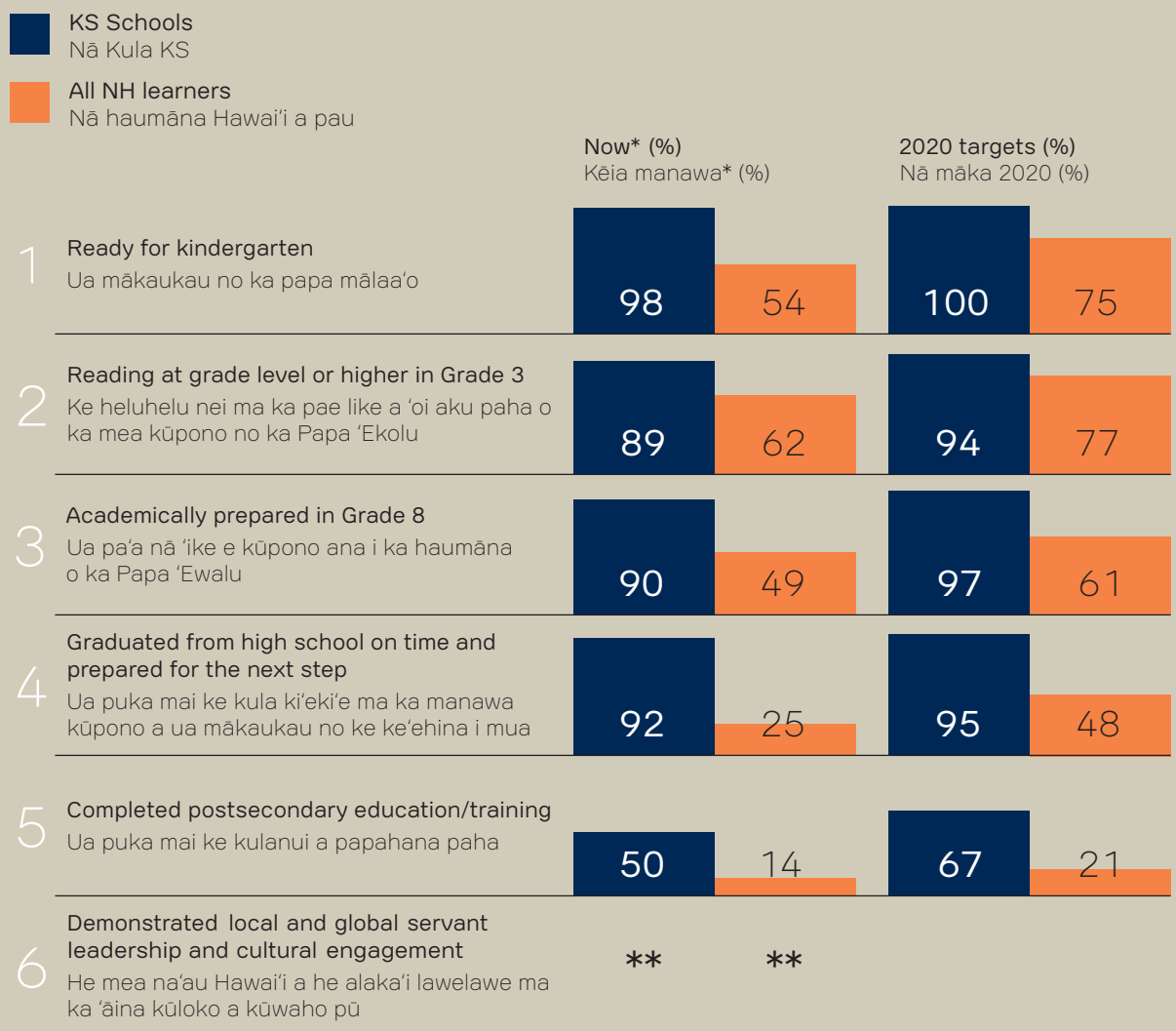
Education is a process. Along the educational pathway, there are significant milestones that help to predict how a learner will fare in life. Drawing on research and expertise from multiple campuses and divisions, Kamehameha Schools has chosen six milestones that can serve as a catalyst for success in college, career, and leadership. Ultimately, our success as an organization hinges on our ability to help all Hawaiian learners reach these milestones and succeed in an increasingly competitive world.

He ka'ina hana ka ho'ona'auao 'ana, a ma ke ala 'imi na'auao, he mau pahu kūwaena e kuhi ana i ka holomua 'ana o ka haumāna ma kona ola. Mai ka noi'i noelo 'ana a me ka 'ikepili kuli'u mai nā kula a me nā māhele o ia mau kula, mai laila mai i hānau 'ia ai 'eono mau Pahu Kūwaena o ke Ala 'Imi Na'auao. He mau mea ia e hō'ā ana nō paha i ka holomua ma ke kulanui, ka 'oihana, a me ke alaka'ina. Aia ho'i ka holomua o kēia hui Kamehameha nei i ko ia hui kōkua 'ana i nā haumāna Hawai'i a pau ma ka hopu 'ana i ia mau pahu kūwaena a lanakila ma kēia ao ho'oku'iku'i.

TABLE 1.
PAPA HELU 1.

Educational Pathway Milestone Targets for Native Hawaiian Learners, 2015 to 2020

Nā Māka o nā Pahu Kūwaena o ke Ala 'Imi Na'auao
no nā Haumāna Hawai'i, 2015–2020



* Current data represent the most recent information available for each milestone.

* 'O kēia ka 'ike kuli'u hou loa i ho'olaha 'ia no nā pahu kūwaena a pau.

** Baseline data for item 6 will be collected in 2015.

** E ho'ulu'ulu 'ia ana ka 'ike kūmole no ka pahu 6 ma ka MH 2015.

Network of Native Hawaiian Schools

Deliver world-class, culture-based education through a network of Native Hawaiian schools, inclusive of our KS schools and Native Hawaiian charter and immersion schools.

2020 OUTCOMES

- Integrated network of Native Hawaiian schools with formal alliances, mutual supports, and clear measurements
- Commitment by schools in the network to the Educational Pathway Milestone targets
- Learners at KS schools (including KS' K–12 campuses and preschools) meeting or exceeding Educational Pathway Milestone targets for growth, academic achievement, cultural engagement, leadership, and service
- KS schools meeting or exceeding competitive targets for educator effectiveness, learning environment, school climate/engagement, and cultural vibrancy
- Collaborating charter and immersion schools meeting or exceeding peer and other defined targets (e.g., Hawaiian-focused Student Success Indicators and School Quality Framework)

STRATEGIES

- 1. Engage and lead Native Hawaiian schools to form an integrated network.**
 - Create a framework for the network with an organizing vision, clear governance, and shared curriculum, instruction and assessments.
 - Prioritize initiatives and action plans focused on the Educational Pathway Milestones.
 - Develop data infrastructure and systems to support school quality.
 - Lead network efforts to research and scale innovative programs and results.
- 2. Improve learner achievement within a world-class KS school system.**
 - Set and support high expectations for academic growth and achievement.
 - Provide service and cultural experiences that embed Christian values and a Hawaiian worldview leading to “good and industrious men and women.”
 - Set and support high expectations for staff and learners to be leaders and agents of social change serving others in need.
 - Actively engage families as partners in their learners’ development.
 - Ensure quality support systems and learning environments.
 - Collaborate with other schools to learn and share practices that result in stronger student learning.
- 3. Strategically collaborate with Native Hawaiian charter and immersion schools that share our vision and demonstrate commitment to improving learner outcomes.**
 - Develop and implement shared action plans within the network of Native Hawaiian schools to build greater sustainability.
 - Support schools to provide effective instruction, systems, and positive learning environments to increase learner success.



He Huina Kula Hawai'i

E maika'i loa ka ho'ona'auao 'ana o kekahi huina kula Hawai'i i kupa'a ma ka mo'omeheu Hawai'i. 'O Nā Kula 'o Kamehameha, nā kula ho'amana Hawai'i, a me nā kula kaiapuni pū kekahi ma ua huina nei.

NĀ HOPENA 2020

- He huina kula Hawai'i i ho'okumu 'ia ma ka pa'a 'ana i ka lula, ke kākō'o 'ana kekahi i kekahi, a me ke akāka ho'i o nā ana
- He ho'ohiki o nā kula o ia huina e ho'okō i nā māka o nā Pahu Kūwaena o ke Ala 'Imi Na'auao
- He mau haumāna ma Nā Kula 'o Kamehameha (mai nā kula kamali'i a i nā kahua kula nona ka papa māla'o a hiki i ka papa 'umikumamālua) e hopu a hō'oi ana paha i nā māka o nā Pahu Kūwaena o ke Ala 'Imi Na'auao no ka ulu 'ana, ka holomua ma ke kula, ke kupa'a ma ka nohona Hawai'i, ke kū alaka'i 'ana, a me ka lawelawe 'ana
- He mau kula Kamehameha e hopu a hō'oi ana paha i nā māka ki'eki'e no ka no'eau o nā kumu, ke kaiapuni a'o, ka pilina kula, a me ke ola o ka nohona Hawai'i
- He mau kula ho'amana Hawai'i a me nā kula kaiapuni o ka huina e hopu a hō'oi ana paha i nā māka i ho'oholo 'ē 'ia a me nā māka a nā hoa huina i ho'oholo ai (e.l.m., Hawaiian-focused Student Success Indicators and School Quality Framework)



NĀ KA'AKĀLAI

1. E kono a alaka'i ho'i i nā kula Hawai'i e ākoako i huina kula.

- E kūkulu i 'oloke'a no ka huina me ka mana'o ho'onoho, ke alaka'i mākaukau 'ana, a me ke ka'ana like 'ana i ka papa ha'awina, ke a'o 'ana, a me ke ana 'ana.
- E hana mua i nā papahana a me nā ho'olālā i pili pono i nā Pahu Kūwaena o ke Ala 'Imi Na'auao.
- E kūkulu i nā 'oloke'a a me nā 'ōnaehana no ka 'ike kūli'u i mea e paipai ai i ka maika'i o nā kula.
- E alaka'i i nā hana huli a ho'okohu a ka huina e kohu pono ai nā papahana holomua a me nā hopena

2. E ho'oikaika i ke kūlana hana o nā haumāna ma nā kula po'okela o Nā Kula 'o Kamehameha.

- E kau a kākō'o i nā mahu'i kūlana ki'eki'e o ka ulu a me ka holomua ma ke kula.
- E ho'olako i nā hana lawelawe a me nā hana nohona Hawai'i i ho'okumu 'ia ma nā no'ono'o a lawena Kalikiano a me ka 'ikena Hawai'i, a 'o ka "po'e kāne a wāhine miki'ala hana" ka hopena.
- E kau a kākō'o i ke kūlana ki'eki'e o nā haumāna a me ka 'auna limahana ma ke 'ano he alaka'i a 'ākena ho'i e ho'oponopono ana i ke kaiāulu a e lawelawe ana i ka po'e 'īnea.
- E hana pū me ka 'ohana ma kā ka haumāna hele 'ana ma ke ala 'imi na'auao.
- E ho'opa'a i nā 'ōnaehana kākō'o a me nā kaiapuni a'o maika'i loa.
- E alu pualu me nā kula 'ē a'e i mea e a'o pū ai i nā hana e ho'oikaika ai i ka ho'ona'auao 'ana i nā haumāna.

3. E wae akahele i nā hana alu like me nā kula ho'amana Hawai'i a me nā kula kaiapuni i 'ae like i ko mākou mana'olana a i kupa'a i ka ho'okā'oi 'ana i nā hopena no nā haumāna.

- E ho'oulu a ho'okupu i nā papahana pāna'i like ma ka huina kula Hawai'i no ka paepae mau 'ana.
- E kākō'o i nā kula ma ke a'o no'eau 'ana, ka ho'olako 'ōnaehana ikaika, a me ka mālama 'ana i nā kaiapuni a'o maika'i no ka ho'okā'oi 'ana i ka holomua o nā haumāna.

2

GOAL • PAHUHOPU

Improved Educational System

Contribute to communities' collective efforts to improve our education systems for Native Hawaiian learners to achieve the Educational Pathway Milestones.

2020 OUTCOMES

- Highly-engaged communities in all regions, resulting in aligned priorities, impactful delivery of programs, shared supports, and progress under the Educational Pathway Milestones
- Collective Impact agreements established with key partners (e.g., DOE, UH, etc.) to align initiatives and assure long-term success under the Educational Pathway Milestones
- Broad community understanding and engagement in improving the educational system

STRATEGIES

- 1. In regions with high need and broad community support and commitment to shared results for positive change:**
 - Seek enduring relationships with community members based upon shared values and commitment to education, community, 'āina, and culture.
 - Adopt and apply a collective impact model to improve education outcomes.
 - Support regional coalitions to build action plans based on shared understanding of needs and required solutions to accelerate Native Hawaiian learner gains.
- 2. Formalize partnerships and improve supports focused on the Educational Pathway Milestones.**
 - Work with school systems and collaborators to support programs that stimulate early interest in and preparation for college and career among preschool and K–12 learners and their families throughout the state.
 - Create coalitions and action plans to improve the access, support, and success of students in completing postsecondary education/training within six years of graduating from high school.
 - Engage in an initial set of collaborative initiatives with partners, such as reducing chronic absenteeism, supporting meaningful summer learning, and increasing family engagement.



He 'Ōnaehana Ho'ona'auao i Ho'okā'oi 'ia

E alu ka hana me nā kaiāulu ma ka ho'okā'oi 'ana a'e i nā 'ōnaehana ho'ona'auao i mea e kō ai i nā haumāna Hawai'i o nā Pahu Kūwaena o ke Ala 'Imi Na'auao.

NĀ HOPENA 2020

- He mau kaiāulu 'eleu ma nā māhele 'āina a pau, a 'o ka hopena nā pahuhopu like, nā papahana i ho'oholo pono 'ia, ka 'ōnaehana kāko'o like, a me ka holomua 'ana ma nā Pahu Kūwaena o ke Ala 'Imi Na'auao
- He mau 'aelike ho'oikaika pualu i hana 'ia me nā hoa ko'iko'i (e.l.m., DOE, UH, a pēlā aku) no ke alu like 'ana me ka ho'opa'a 'ana i ka holomua ma ka wā e hiki mai ana no nā Pahu Kūwaena o ke Ala 'Imi Na'auao
- He kaiāulu i ho'olaha ākea 'ia ai ka 'ikepili a me ka makemake e ho'okā'oi i ka 'ōnaehana ho'ona'auao



NĀ KA'AKĀLAI

1. Ma nā māhele 'āina nona nā pu'u he nui e 'alo ai, a nona ho'i ke kahua kaiāulu a me ka makemake e hāpai pū i ke kuleana no ka holomua:

- E 'imi i nā pilina pa'a me ka po'e o ke kaiāulu i ho'okumu 'ia ma nā lawena i hi'i pū 'ia a me ke kūpa'a ma ka ho'ona'auao 'ana, a me ke aloha i ke kaiāulu, ka 'āina, a me ka nohona Hawai'i.
- E 'imi a kau i ana ho'ohālike holomua pū i mea e ho'okā'oi ai i nā hopena o ka ho'ona'auao.
- E kāko'o i nā hui o nā māhele 'āina e ho'olālā i nā hana i ho'okumu 'ia ma ka ho'omaopopo 'ana i nā pono a me nā ha'ina no ka ho'okikī 'ana i ka holomua o ka haumāna Hawai'i.

2. E ho'okino i nā pilina kōko'o a ho'okā'oi ho'i i nā kōkua i pili i nā Pahu Kūwaena o ke Ala 'Imi Na'auao.

- E hana pū me nā 'ōnaehana kula a me nā hoa hana e paipai i nā papahana e ho'oulu koke ana i ka hoihoi a me ka mākaukau o nā haumāna mai ke kula kamali'i a i ke kula ki'eki'e a me ko lākou mau 'ohana ma nei moku'āina no ke kulanui a me ka 'oihana.
- E komo i ka hana ma ke 'ano he huina no nā ho'olālā e ho'okā'oi i ke komo kulanui 'ana, ke kōkua 'ia 'ana, a me ka holomua 'ana o nā haumāna no ka puka 'ana mai ke kulanui a papahana 'ē a'e paha ma loko o 'eono makahiki ma hope o ka puka 'ana mai ke kula ki'eki'e mai.
- E hana mua i kekahi mau papahana alu like e la'a me ka ho'emi 'ana i ka pinepine o ka hele 'ole 'ana i ke kula, ke kāko'o 'ana i nā papa kauwela maiau, a me ka ho'onui 'ana i ka hana pū 'ana a nā 'ohana.

3

GOAL • PAHUHOPU



Native Hawaiian Identity

Cultivate a strong Native Hawaiian identity to instill confidence and resiliency in our learners and to inform decision making and actions within our organization, for the improvement of the well-being of the lāhui.

2020 OUTCOMES

- Educational programs built on Native Hawaiian identity achieving higher impact on the Educational Pathway Milestone targets
- Cultural knowledge, understanding, and a unified set of cultural principles (which includes values, practices, language, history, oral traditions, etc.) that are integrated in system-wide expectations, professional development opportunities, and outcomes
- Lands and resources that meet or exceed educational, financial, cultural, community, and sustainability targets

STRATEGIES

- 1. Align education systems, programs, and services to a unified set of cultural principles.**
- 2. Align business practices and stewardship of resources (people, lands, assets) to a unified set of cultural principles.**
- 3. Support, cooperate, and collaborate with community members and organizations that share a vision and commitment to the collective well-being of the lāhui Hawai'i.**
- 4. Manage our resources and lands to enhance prudent and sustainable use, responsible stewardship, and supportive community relationships.**



He Na'au Hawai'i

E ho'oulu 'ia ka 'ike Hawai'i o nā haumāna i pa'a pono ka na'au e ikaika ai a e mohala ai. Ma kēia hui Kamehameha nei, na ka na'au Hawai'i e a'oa'o mai ma nā koho a me nā hana kūpono e pono ai ka lāhui.

NĀ HOPENA 2020

- He mau papahana ho'ona'auao i ho'okahua 'ia ma ka na'au Hawai'i e ho'oikaika i ka hopu 'ana i nā Pahu Kūwaena o ke Ala 'Imi Na'auao
- He 'ike, he no'ono'o, a he mau kūkulu like o ka mo'omeheu Hawai'i (ka mana'o, ka lawena, ka 'olelo, ka mo'olelo, a pēlā aku) i wili pū 'ia i nā mahu'i 'ōnaehana, nā papahana a'o 'oihana, a me nā hopena
- Ma kā mākou mau 'āina, e hopu a hō'oi paha i nā māka no ka ho'ona'auao 'ana, ka mālama waiwai 'ana, ka noho Hawai'i 'ana, ka noho kaiāulu 'ana, a me ka paepae mau 'ana

NĀ KA'AKĀLAI

- 1. E ho'olōkahi i nā 'ōnaehana ho'ona'auao, nā papahana, a me nā papahana lawelawe ma o ia kūkulu mea mo'omeheu.**
- 2. E ho'olōkahi i nā hana pili 'oihana a me ka mālama kumuwaiwai (kānaka, 'āina, waiwai) ma o ia kūkulu mea mo'omeheu.**
- 3. E kōkua, alu like, a hana pū ho'i me nā lālā kaiāulu a hui ho'i i like ka mana'o a kūpa'a i ka mālama i ka lāhui Hawai'i.**
- 4. E mālama i nā kumuwaiwai a me nā 'āina a mākou no ka ho'oikaika 'ana i ka ho'ohana akamai e paepae mau ai, ka mālama akahela, a me ke kākō'o 'ana i ka pilina kaiāulu.**



High-Performing Native Hawaiian Organization

Execute as a high-performing, mission-driven, Native Hawaiian organization with strong leadership, efficient processes and systems, and successful strategic partnerships.

2020 OUTCOMES

- Effective and accountable leadership focused on achieving impact-driven outcomes
- Engaged, passionate, talented workforce with the capabilities to deliver on our mission
- Strategic partnerships that optimize individual and collective impacts
- Organizational structure with well-defined accountability and authority aligned with our business model, enabling the organization to execute
- Enterprise-wide information and technology systems that improve the quality, access, and transparency of information

STRATEGIES

1. **Build a high-performing, mission-driven organizational culture that demonstrates a disciplined sense of urgency, passion, servant leadership, and Christian and Hawaiian values.**

- Develop performance management systems that align workforce goals with strategic priorities and accountability for results.
- Develop accountable and effective leaders who have a big-picture perspective, high performance expectations, sound and thoughtful judgment, and who are equipped with the training, tools, and resources to lead organizational change and operational excellence.

- Build workforce capabilities to enable Kamehameha Schools to excel with the right people, in the right roles, with the right talent and passion for our mission.
- Develop trusting and effective internal and external partnerships that leverage resources to achieve shared goals.

2. **Establish strong governance built on accountable leadership and sound execution.**

- Design an organizational structure with delegated authority that allows for sound decision making and well-coordinated planning and execution toward strategic goals.
- Align and redefine expectations for leadership positions based on strategic direction.
- Use performance metrics to articulate success and quantify our results.
- Utilize peer benchmarks, best practices, and independent monitoring and evaluation to support continuous improvement and accountability.

3. **Build highly-disciplined business intelligence and analytical capabilities to support sound decisions.**

- Integrate and standardize systems, data, and information across the organization to better support real-time business analytics and management reporting.
- Implement sound data management and analytical capabilities.
- Develop an effective enterprise risk management framework that identifies and assesses risks and is incorporated into management reporting and decision making.

4. **Structure technology and information management systems to improve integration, access, and information sharing.**

- Improve integration and increase efficiencies through technology and infrastructure.
- Execute a technology investment plan aligned to meet current and future business objectives, efficiencies, and information needs of our staff and stakeholders while decreasing complexity and cost of maintenance.

He Hui Hawai'i Maiau Loa

E 'eleu a no'iau loa ia hui Kamehameha ma ke 'ano he hui Hawai'i e ho'okō ana i ka mana'o kahua o ia hui, a e alaka'i koa 'ia ana. E holo pono nō ho'i nā ka'ina hana a me nā 'ōnaehana a ua hui nei, a he holomua a ka'akālai akamai ka hana pū 'ana me nā hui 'ē a'e.

NĀ HOPENA 2020

- He papa alaka'i mai i kū i ke kuleana e hopu ai i nā hopena
- He 'āuna limahana kaulona, 'eleu, a no'iau ho'i me ka hiki ke ho'okō i ka mana'o kahua
- He mau kōko'o ka'akālai e ho'oikaika ana i nā hana a nā hui pākahi a me ka huina holo'oko'a
- He 'oloke'a no ka hui i kūkulu 'ia me ke kuleana a me ke kū alaka'i 'ana i ho'opili 'ia i kā mākou ana ho'ohālike 'oihana i mea e hana maika'i ai ka hui
- He mau 'ōnaehana nui a ākea no ka 'ike a me ka 'enehana e ho'onui i ka maika'i, ka ma'alahi, a me ke akāka o ka 'ike

NĀ KA'AKĀLAI

1. E kūkulu i kaiapuni 'oihana mai i loa e ho'okō ana i ka mana'o kahua me ka miki a me ke kau pono o ka mana'o i nā mea ko'iko'i, ka 'i'ini, ke alaka'i lawelawe 'ana, a me nā lawena a no'ono'o Hawai'i a Kalikiano ho'i.

- E hana i nā 'ōnaehana ho'onoho hana e ho'olōkahi ana i nā pahuhopu no ka 'āuna limahana me nā māka ka'akālai a me ke kuleana no nā hopena.
- E ho'oulu i nā alaka'i mai i kū i ke kuleana me ka 'ikena mana'o nui, nā mahu'i hana kūlana kī'eki'e, ka mana'o ho'oholo kūpono, a e ho'olako ho'i i ka na'auao, nā pono hana, a me nā kumuwaiwai no ke alaka'i 'ana i ka ho'ololi 'ana i ka hui a me ka hana 'ana me ka po'okela.
- E ho'oikaika i ka mākaukau o ka 'āuna limahana i mea e holomua ai Nā Kula 'o Kamehameha ma o ka ho'onohonoho 'ana i ka po'e pono ma kahi pono me nā no'ea'u pono a me ka 'ā pono e ho'okō pono i ka mana'o kahua.
- E ho'ākoakoa i nā kōko'o kūloko a kūwaho ho'i i ho'okumu 'ia ma ka hillina'i kekahi i kekahi a me ke kūpa'a i ka hana mai i nā ho'ohana 'ana i nā kumuwaiwai no ka hopu 'ana i nā pahuhopu i makemake like 'ia.

2. E ho'okumu i ke alaka'i ikaika 'ana ma ke kahua o ke kuleana a me ka hana 'ana a pa'a pono.

- E kūkulu i 'oloke'a ho'onoho hui i hiki ai ke 'ākuleana i ke koho akahēle 'ana a me ka ho'olālā akamai 'ana no nā pahuhopu o ka papa ho'olālā.
- E ho'onoho a hō'ano hou i nā mahu'i no ke kūlana papa alaka'i ma muli o nā pahuhopu papa ho'olālā.
- E ho'ohana i nā ana hana e helu a wehewehe ho'i i ko mākou holomua.
- E ho'ohana i nā māka ana hana kūloko, nā 'ano hana maika'i loa, a me ke ana kūwaho no ka paipai 'ana i ka holomua mau 'ana a me ke kū 'ana i ke kuleana.

3. E ho'oikaika i ka mākaukau 'oihana e pili ana i ka 'ike a me ke ana i mau ko'o no ke koho mai i 'ana.

- E ho'owili a ho'olike i nā 'ōnaehana, ka 'ike kūli'u, a me ka mana'o ma ka hui holo'oko'a no ka paipai 'ana i ke ana 'ana i nā mea pili 'oihana e hana 'ia nei ma ia manawa nō a me nā hō'ike a nā luna ho'ohana.
- E ho'oikaika i ka ho'onoho pono 'ana i ka 'ike kūli'u a e ho'oikaika ho'i i ka mākaukau i pili i ke ana 'ana.
- E kūkulu i 'oloke'a ho'emi i ka hō'a'ano ma ka hui i mea e hō'ike a ana aku ai i nā wahi hō'a'ano, a ho'owili 'ia ia 'oloke'a ma nā hō'ike a nā luna ho'ohana a me ke ka'ina koho.

4. E ho'opono i ka 'enehana a me nā 'ōnaehana ho'onoho 'ike kūli'u no ka ho'oikaika 'ana i ka wili 'ia 'ana, ka hiki ke kī'i, a me ke ka'ana 'ana i ia 'ike kūli'u.

- E ho'oikaika i ka wili 'ana a me ka hana akahēle 'ana ma o ka 'enehana a me ka 'oloke'a.
- E hana i kahi ho'olālā kū'ai 'enehana e ho'okō ana i nā māka 'oihana o kēia wā a me ka wā e hiki mai ana, nā hana mai i 'ana, a me nā pono 'ike o kā mākou 'āuna limahana a me nā mea kuleana 'oiai e ho'onā ana i nā pa'akikī a me ka pipi'i o ka mālama 'ana.



5

GOAL • PAHUHOPU

Impact-Driven Resource Management

Prudently optimize the strength, breadth, and strategic alignment of our resources with an organization-wide focus.

2020 OUTCOMES

- Impact-driven financial resource model guides our strategies and decision making
- Spending that is measurably efficient and impactful toward our strategic goals and outcomes
- Revenues that are optimized with superior risk-adjusted returns from the Endowment and targeted increases from our fund development program

STRATEGIES

- 1. Support spending decisions with measures of impact and risk on current and future beneficiaries.**
- 2. Produce superior risk-adjusted returns comparable with national top-tier endowment funds to provide sufficient resources to fund our strategies.**
 - Manage financial assets for active returns, favoring niche opportunities and differentiated strategies.
 - Manage commercial real estate primarily for long-term returns from lease rents, creating value through asset management and planning within Kamehameha Schools' community regional plans.
- 3. Develop and implement a comprehensive fund development program that is integrated into all strategies.**



He Mālama Kumuwaiwai Maka'ala


E mālama pono 'ia nā kumuwaiwai me ko ia mau kumuwaiwai ikaika a laulā. Ma nā 'ano like 'ole a pau e ho'ohana 'ia ai ia mau kumuwaiwai, e no'ono'o 'ia ka pono o ka hui holo'oko'a a e kūpono ka ho'ohana 'ana i ka papa ho'olālā.

NĀ HOPENA 2020

- He ana ho'ohālike kumuwaiwai kālā e ho'okele ana i kā mākou mau ka'akālai a me ke ka'ina koho ho'i
- He ka'ina ho'olilo i hiki ke ana pono 'ia a ho'ohana akamai 'ia no ka hopu 'ana i nā pahuhopu a me nā hopena ka'akālai
- He mau loa'a i ho'onui 'ia ma o ka loa'a 'oi loa i mālama akahēle 'ia mai ka pu'u kālā kūmau mai a me nā ho'oikaika i wae 'ia e ka papahana ho'oulu kālā

NĀ KA'AKĀLAI

- 1. E kāko'o i nā koho i ho'oholo 'ia ma muli o ke ana 'ana i ka hopena a me ka ho'ēmi 'ana i ka hō'a'ano no ka pono o nā ho'oilina o kēia hanauna a me nā hanauna e hiki mai ana.**
- 2. E ho'oulu i nā loa'a 'oi loa i mālama akahēle 'ia ma ke kūlana e like me nā hui pu'u kālā kūmau helu 'ekahi ma ka lāhui 'Amelika no ka ho'olawa 'ana i ke kālā no nā ka'akālai i ho'olālā 'ia.**
 - E mālama i nā kumuwaiwai kālā no nā loa'a 'eleu ma o ke kālele 'ana i ke koho 'ana i nā wahi kūpono no ka ho'olilo 'ana me nā ka'akālai like 'ole.
 - E mālama i nā 'aina kumuwaiwai kī'i kālā ma o nā loa'a ho'olimalima lō'ihi, a e ho'oikaika i ka waiwai ma o ka ho'onoho a ho'olālā pono 'ana i nā kumuwaiwai ma nā ho'olālā pili māhele 'aina o Nā Kula 'o Kamehameha.
- 3. E ho'okumu i papahana ho'oulu kālā piha pono i wili 'ia i nā ka'akālai a pau.**



Strategic collaborations among organizations that have similar values and commitment to serve Native Hawaiians will be increasingly crucial in achieving a brighter future for the lāhui.

He mea nui ke alu 'ana o nā hui like o ka no'ono'o a me ke kūpa'a ma ka lawelawe 'ana i nā Hawai'i; pēlā e holomua ai ka lāhui.

For more information on Kamehameha Schools Strategic Plan 2015–2020, or to find out how your organization can become involved, visit www.ksbe.edu/sp2020.

I wahi 'ike hou aku no Ka Papa Ho'olālā no Nā Kula 'o Kamehameha 2015–2020, a i 'ole no nā 'ano e komo mai ai kou hui ma kēia hana, e kele mai i www.ksbe.edu/sp2020.



KAMEHAMEHA SCHOOLS®