Kū Hanauna

Kamehameha Schools Strategic Plan 2015–2020

Approved Draft
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Letter from the Trustees

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 manaʻo 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.
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.

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 School’s 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 naʻauao (to seek wisdom); mālama (to care for and protect); ‘ike pono (to know and do what is right); kuleana (to take responsibility); hoʻomau (to preserve and perpetuate); and haʻahaʻa (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 Nui, 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 ahaele pū
- Develop strong, effective, and accountable leadership — Kahukahu alaka‘ina
- Build strength — Ho‘oikaika mau
- Be innovative — ‘Imi hakuhia
- Be courageous — Kū i koa
- Be focused — Kia mana‘o

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.

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.
Strategic Plan 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.

EDUCATIONAL PATHWAY MILESTONES

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 to succeed in an increasingly competitive world.

| Table 1. Educational Pathway Milestone targets for Native Hawaiian learners, 2015 to 2020 |
|---------------------------------------------|---------------------------------------------|
| **Now* (%)** | **2020 targets (%)** |
| KS Schools | All NH learners | KS Schools | All NH learners |
| 1. Ready for kindergarten | 98 | 54 | 100 | 75 |
| 2. Reading at grade level or higher in Grade 3 | 89 | 62 | 94 | 77 |
| 3. Academically prepared in Grade 8 | 90 | 49 | 97 | 61 |
| 4. Graduated from high school on time and prepared for the next step | 92 | 25 | 95 | 48 |
| 5. Completed postsecondary education/training | 50 | 14 | 67 | 21 |
| 6. Demonstrated local and global servant leadership and cultural engagement | ** | ** | ** | ** |

* Current data represent the most recent information available for each milestone. See Appendix for more details.

** Baseline data for item 6 will be collected in 2015.
GOAL 1: 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

1. Integrated network of Native Hawaiian schools with formal alliances, mutual supports, and clear measurements
2. Commitment by schools in the network to the Educational Pathway Milestone targets
3. 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
4. KS schools meeting or exceeding competitive targets for educator effectiveness, learning environment, school climate/engagement, and cultural vibrancy
5. 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.
   a. Create a framework for the network with an organizing vision, clear governance, and shared curriculum, instruction and assessments.
   b. Prioritize initiatives and action plans focused on the Educational Pathway Milestones.
   c. Develop data infrastructure and systems to support school quality.
   d. Lead network efforts to research and scale innovative programs and results.

2. Improve learner achievement within a world class KS school system.
   a. Set and support high expectations for academic growth and achievement.
   b. Provide service and cultural experiences that embed Christian values and a Hawaiian worldview leading to “good and industrious men and women.”
   c. Set and support high expectations for staff and learners to be leaders and agents of social change serving others in need.
   d. Actively engage families as partners in their learners’ development.
   e. Ensure quality support systems and learning environments.

3. Strategically collaborate with Native Hawaiian charter and immersion schools that share our vision and demonstrate commitment to improving learner outcomes.
   a. Develop and implement shared action plans within the network of Native Hawaiian schools to build greater sustainability.
   b. Support schools to provide effective instruction, systems, and positive learning environments to increase learner success.
GOAL 2: 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

1. Highly engaged communities in targeted regions, resulting in aligned priorities, impactful delivery of programs, shared supports, and progress under the Educational Pathway Milestones
2. 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
3. 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:
   a. Seek enduring relationships with community members based upon shared values and commitment to education, community, ‘āina, and culture.
   b. Adopt and apply a collective impact model to improve education outcomes
   c. 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 Education Pathway Milestones.
   a. 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.
   b. 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.
   c. Engage in an initial set of collaborative initiatives with partners, such as reducing chronic absenteeism, supporting meaningful summer learning, and increasing family engagement.

GOAL 3: 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

1. Educational programs built on Native Hawaiian identity achieving higher impact on the Educational Pathway Milestone targets
2. 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
3. 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.

GOAL 4: 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

1. Effective and accountable leadership focused on achieving impact-driven outcomes
2. Engaged, passionate, talented workforce with the capabilities to deliver on our mission
3. Strategic partnerships that optimize individual and collective impacts
4. Organizational structure with well-defined accountability and authority aligned with our business model, enabling the organization to execute
5. 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.
   a. Develop performance management systems that align workforce goals with strategic priorities and accountability for results.
   b. 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.
   c. 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.
d. 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.
   a. Design an organizational structure with delegated authority that allows for sound decision making and well-coordinated planning and execution toward strategic goals.
   b. Align and redefine expectations for leadership positions based on strategic direction.
   c. Use performance metrics to articulate success and quantify our results.
   d. 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.
   a. Integrate and standardize systems, data, and information across the organization to better support real-time business analytics and management reporting.
   b. Implement sound data management and analytical capabilities.
   c. 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.
   a. Improve integration and increase efficiencies through technology and infrastructure.
   b. 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.

GOAL 5: Impact-Driven Resource Management. Prudently optimize the strength, breadth, and strategic alignment of our resources with an organization-wide focus.

2020 OUTCOMES

1. Impact-driven financial resource model guides our strategies and decision making
2. Spending that is measurably efficient and impactful toward our strategic goals and outcomes
3. 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.
   a. Manage financial assets for active returns, favoring niche opportunities and differentiated strategies.
   b. 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.