



KAMEHAMEHA SCHOOLS®

These images represent the opportunities within East Hawai'i for bridging our resources and assets.

2016 EAST HAWAI'I REGIONAL ACTION PLAN

This Regional Action Plan brings the KS SP2020 goals and outcomes to life in the context of the East Hawai'i Region. Tactical and operational planning will align to this document and enable KS to implement SP2020.

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INTRODUCTION

The mission of Kamehameha Schools is to fulfill Ke Ali'i Pauahi's desire to improve the capability and well-being of Native Hawaiians (NH) in perpetuity through education. In its 129-year history, Kamehameha Schools (KS) has extended its reach in serving Native Hawaiians and strengthened its impact through increased collaboration within Hawaiian beneficiary communities as well as with broader communities across the State of Hawai'i.

This East Hawai'i Regional Action Plan presents a vision aligned to KS goals, outcomes and strategies outlined in the Strategic Plan 2015-2020 (SP2020) in the context of the East Hawai'i Region. This Regional Action Plan identifies new and innovative work and the necessary requirements to achieve our outcomes. It will guide further detailed tactical and operational planning to enable KS to implement SP2020.

LOOKING AHEAD: KS AND EAST HAWAI‘I REGION

Regional priority actions in this Regional Action Plan map to the unique realities, needs and opportunities of our lāhui in the moku of Hilo, Puna, and Ka‘ū/Hāmākua, Kohala, and Kona. These priority actions will create a shift in the mindset in learners, educators, families & systems which values the cultural foundations (Aloha ‘Āina, ‘Ōlelo Hawai‘i, and Ho‘ōla Lāhui) promoting a thriving lāhui that are local and global servants achieving HO‘OKANAKA.

If the actions we have defined in this plan are effective, we will see:

DYNAMIC HAWAIIAN LANDSCAPE FOR LEARNING AND INNOVATION

Hawai‘i Island continues to be a hub for innovative Hawaiian culture-based educational opportunities. The expansive land base provides diverse spaces for enhancing the connection to place through historic, conservation, agriculture, and commercial options with a Hawaiian culture worldview creating a network of gathering places for lāhui. ‘Āina Pauahi can also be a piko of Hawaiian identity—rooting us in the past and preparing us for the future as world-class learning sites that engage our network of Hawaiian Schools, Hawai‘i Department of Education (DOE), UH system, ‘ohana, and communities.

The change we want to see:

- Increase in appropriate access to and use of ‘āina and cultural resources by a range of learners of all ages and systems.
- Greater levels of Hawaiian identity, confidence, and leadership in Hawai‘i nei.
- Increased participation in place-based, project-based, and STEAM learning experiences.

MULTIPLE PATHWAYS OF LEARNING AND PROFESSIONAL ADVANCEMENT

‘Āina Pauahi will be synonymous with excellence in ‘āina- and culture-based education addressing the multiple ways of learning and knowing that promotes the concept of E Ho‘okanaka. Hawai‘i island is grounded in Hawaiian ways of knowing and being leveraging strong partnerships and virtual learning platforms to expand the breadth and depth of impact to local and global education systems. Creating an ecosystem of support and culture of postsecondary and career success.

The change we want to see:


- Improved academic performance (PK-20), postsecondary success, and overall well-being of our lāhui.
- ‘Ohana and haumāna learn through Hawaiian culture, not about it.

STRONG REGIONAL SYSTEM AND PARTNERSHIPS

A focus on the well-being of ‘ohana, haumāna, and ‘āina will drive partnerships on Hawai‘i island; aligning with community, state, and national partners to strengthen learning and professional pursuits through educator support, learner mentoring, student and ‘ohana advocacy, vocational certificates, bridge programs, and scholarships. We will prepare our ‘ohana and haumāna to become civically engaged through ‘āina and culture.

The change we want to see:

- Active and focused collective impact in East Hawai‘i.
- Partnerships that promote “E Ho‘okanaka” as an integral component of well-being.



This plan includes an overview of the current state of KS in the East Hawai‘i Region, identifies key resources, establishes the desired future state, and outlines steps to achieve that future state.

CURRENT STATE OF THE REGION

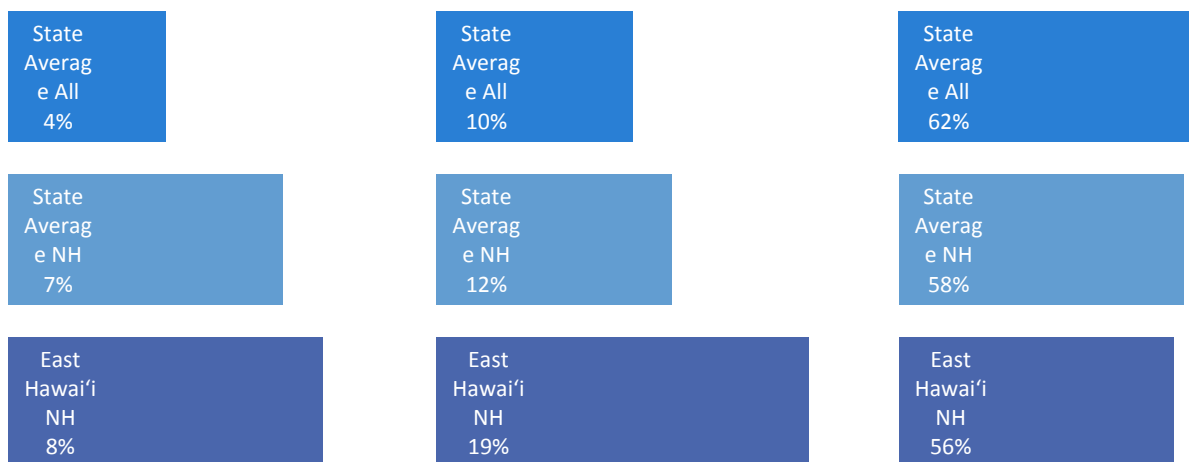
The Region consists of three moku—Hilo, Puna, and Ka‘ū—and a small portion of Hāmākua. The federal government owns and manages about 360,000 acres, including lands adjacent to or nearby KS lands in the Region. The State owns about 684,000 acres in the Region. In addition to those State lands, DHHL manages about 78,000 acres, including lands adjacent and nearby KS lands.

SOCIO-ECONOMIC INDICATORS

Socio-Economic Snapshot of the East Hawai‘i Population				
NHs living in East Hawai‘i	Projected NH population growth	K-12 NH DOE students on free & reduced lunch	NH households with public assist. income	Mean income in NH families
33,874	68%	82%	10%	\$60,423
NH < 5yrs 3,833 NH 5-18yrs 9,699	by 2040	State Avg. NH 70% State Avg. All 53%	State Avg. NH 7% State Avg. All 3%	State Avg. NH \$80,337 State Avg. All \$93,549

Sources: U.S. Census Bureau (2006-10 American Community Survey, 2010 Decennial Census); Hawai‘i Department of Education, Hawai‘i Data eXchange Partnership (SY2014-15 special tabulations).

Native Hawaiian unemployment Native Hawaiians living in poverty Native Hawaiian home ownership

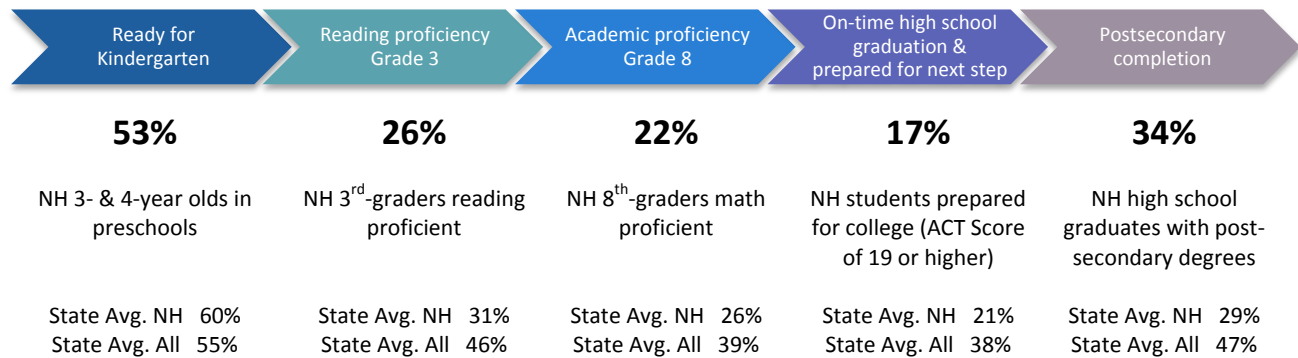


Source: U.S. Census Bureau (2006-10 American Community Survey).

In East Hawai‘i, the Native Hawaiian population is projected to increase by about 68% and reach to 57,000 people by 2040. Data from secondary sources like the U.S. Census Bureau suggest that the material and economic well-being of Native Hawaiians in the Region is roughly comparable to that of the total population. Overall economic conditions are depressed for all residents of East Hawai‘i and Hawai‘i

County when compared to their counterparts in the balance of the state. Unemployment rates in Hawai'i County for both the total population and Native Hawaiian population are the highest among any county in the State with the exception of Native Hawaiians in Maui County. Overall Native Hawaiian unemployment in the Region is on par with the statewide average among Native Hawaiians of 7%, but unemployment rates vary widely across the Region from a low of 0% in Hawaiian Paradise Park and 2% in Pāhala and Nānāwale Estates to a high of 28% in Hawaiian Ocean View.

EDUCATION INDICATORS



Sources: U.S. Census Bureau (2006-10 American Community Survey);
Hawai'i Department of Education, Hawai'i Data eXchange Partnership (SY2014-15 special tabulations).

The Region encompasses two complex areas within the Hawai'i Department of Education (DOE): Hilo-Waiākea (HW) and Ka'ū-Kea'au-Pāhoa (KKP). The HW Complex Area includes three complexes: Laupāhoehoe, Hilo, and Waiākea. The KKP Complex Area includes three complexes: Kea'au, Pāhoa, and Ka'ū. Both complex areas saw new leadership in the Complex Area Superintendents between 2014 and 2015. In SY14-15, Native Hawaiian DOE enrollment in the Region as a percentage of total student population was lowest in the Waiākea Complex (36%) and highest in the Pāhoa Complex (46%). Under the new Smarter Balanced Assessment, administered as part of the DOE's Strive HI Performance System, Native Hawaiian students at the statewide level trailed the total student population in reading (34% vs. 48%), math (28% vs. 41%) and science proficiency (29% vs. 42%). Similar gaps between the student populations exist in the Region, with Native Hawaiians proficiency rates under the new Smarter Balanced Assessments falling more than 10 points below those of total population in Grade 3 reading (26% vs. 37%) and Grade 8 math (22% vs. 37%). On the ACT administered in Grade 11, 17% of Native Hawaiians in East Hawai'i met the DOE's college readiness benchmark, compared with 32% of all students in the Region.

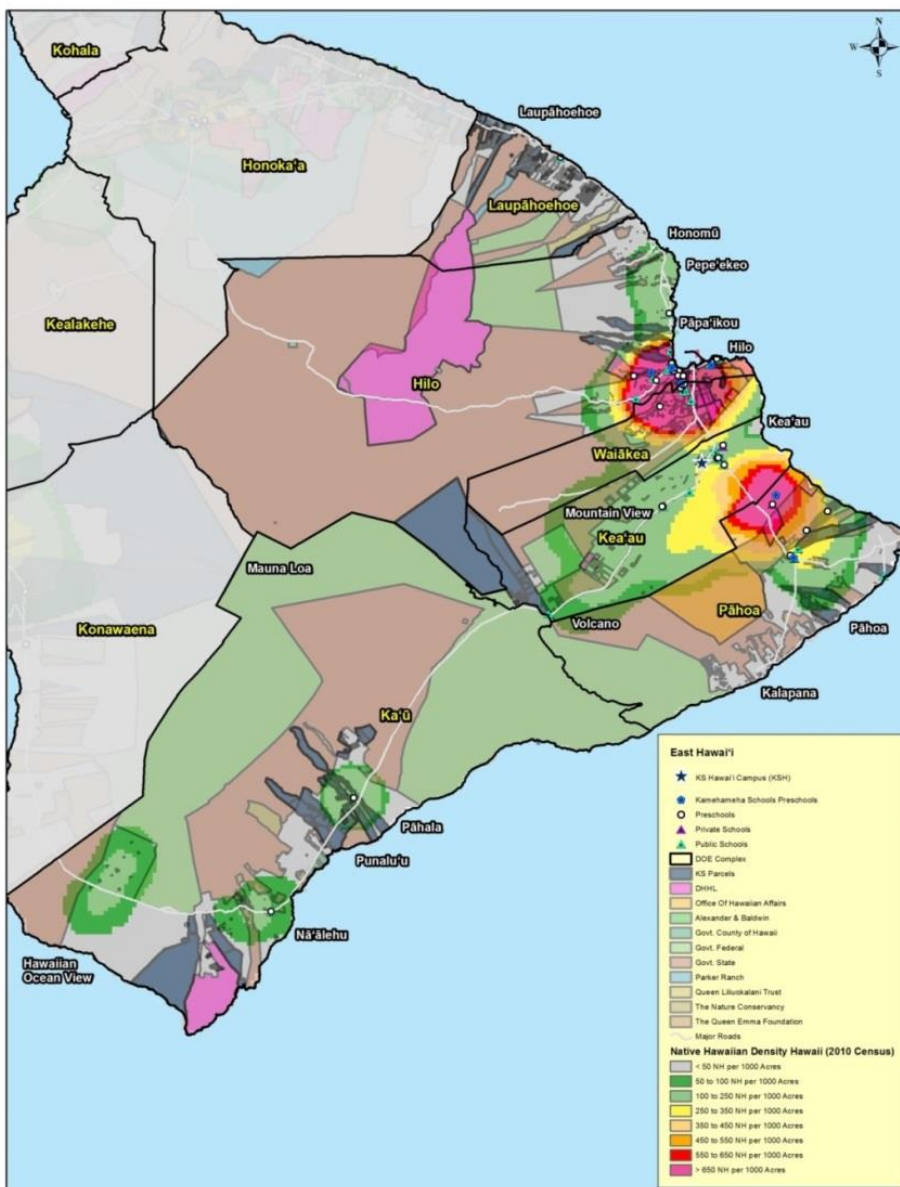
Poverty is a challenge for the Region's students: DOE K-12 students in all the Region's complexes, except for Waiākea Complex (52%), are more likely than students in the State to come from families with household incomes that qualify them for free and reduced price lunch (67-88% vs. 51%).

The percentage of DOE ninth graders that were retained in SY12-13 varied by complex, with a low of 4% in Ka'ū Complex and a high of 18% in Waiākea Complex (compared with a State average of 11%). The

percentage of the Region’s DOE class of 2013 graduates that attended college ranged from 47% in Kea’au to 62% in Waiākea, compared to a statewide average of 54%. Teacher qualifications and experience are generally comparable across all complexes in the Region and on par with statewide averages. The Ka’ū complex, however, employs teachers who have slightly fewer years of experience on average (9 years vs. 13-15 years in the Region) and slightly lower retention (49% vs. 59-68% in the Region).

Currently, Hawaiian immersion education is available from prekindergarten through 12th grade in the Region through ‘Aha Pūnana Leo and K-12 through Hawaiian immersion charter schools Ke Kula Nāwahīokalani‘ōpu‘u Iki and Ka ‘Umeke Kā‘eo. Nine charter schools cover PreK-12 in the Region, including four Hawaiian-focused charter schools covering grades K-12.

Map of Native Hawaiian Population Concentration, DOE Complex Areas, and Major Landowners



In the Region, the University of Hawai'i System operates the University of Hawai'i at Hilo and Hawai'i Community College.

STAKEHOLDERS AND SYSTEMS

KS has an existing network of statewide and local collaborators in the Region. Existing statewide collaborators include the DOE, ‘Aha Pūnana Leo, and the University of Hawai'i system, and KS' local collaborators include the Hawaiian Forest Industry Foundation and the Kohala Center. In addition, KS funds educational activities and improvements such as Kua o Ka Lā CSA, the Tūtū & Me Traveling Preschool program of Partners in Development

Foundation, and continuous school improvement projects at Ka ‘Umeke Kā‘eo Public Charter School.

Among the organizations in the Region, the following can be considered significant stakeholders that KS can consider for new or expanded partnership: the DOE, the UH System, DHHL, OHA, Queen Lili‘uokalani Trust, Queen Emma Foundation, ‘Aha Pūnana Leo, Alu Like, Hawai‘i Community Foundation, and the Edith Kanaka‘ole Foundation. Each of these organizations shares with KS a focus on learners, their families, and their communities. They also share a commitment to impact-driven, collective action and have varying degrees of overlap with KS’ primary mission and goals.

Also important to note are significant employers in the Region, the largest of which are concentrated in government and the service/retail industries.

LONG-TERM CHALLENGES

Native Hawaiians have historically been disadvantaged for a number of different reasons; our kupuna chose to deal with these challenges in different ways for their own “success.” These challenges have created a deficit worldview in many kanaka stemming from:

- A colonized mental model, leading to a poverty mindset
- Systemic barriers to identity and achievement
- Limited economic and resource capacity

Below are opportunities to shift toward an asset worldview.

HAWAIIAN LEARNING ECOSYSTEM

The current educational system focuses on “western” valued content and thinking, which focuses almost exclusively on the individual student. A Hawaiian learning ecosystem looks at all of the factors that surround a haumāna and the interdependence of all these for success. In addition to academic success, this ecosystem will also ensure strong ‘ohana and community engagement.

- Valuing strong families with role models
- Fostering identity and character through a sense of place

‘ĀINA-FOCUSED LIFESTYLE

‘Āina is critical to kanaka as it connects people to place. ‘Āina is key to sustaining the physical, cultural, and spiritual well-being. East Hawai‘i has the opportunity to leverage this resource to be a leader in identifying ‘āina-focused careers and lifestyles that are not popular or valued in the current landscape.

LONG-TERM CHALLENGES



HAWAIIAN LEARNING ECOSYSTEM

Creating an ecosystem that is conducive to Hawaiian learners and learning that values Hawaiian epistemology



‘ĀINA-FOCUSED LIFESTYLE

Re-establishing connection to ‘āina that embraces tradition and values an ‘āina-focused lifestyle



ACCESS & GEOGRAPHY

Maintaining strong families requires quality time together. The distance to many services and places of employment creates barriers and strains families’ already limited resources.

- Homeownership kuleana
- Resource management
- Access to career pipelines, traditional cultural practices

ACCESS & GEOGRAPHY

The three moku of East Hawai‘i – Hilo, Puna, and Ka‘ū – cover approximately 1,280,000 acres (2,000 mi²) with a population of about 86,268. Nearly half of the population (45%) lives outside of the South Hilo area, where many services are centralized. The geographic distance of these communities to employment disconnects families with distance traveled up to 80 miles to Hilo.

CURRENT STATE OF KS IN THE REGION

KS LANDS AND RESOURCES

I Hawai‘i no nā Hawai‘i i ka ‘āina: Hawaiians are made Hawaiian because of the land.

‘Āina is a resource for learning, community well-being, and Native Hawaiian identity; thus, KS’ East Hawai‘i lands are inherently positioned for a transformative impact on our lāhui. Existing KS programs demonstrate that ‘āina offers extensive learning opportunities including:

- Scientific inquiry and observation
- Applied learning and work experiences
- Cultural practice and innovation
- Civic engagement and leadership

‘Āina Resources of East Hawai‘i Region				
<p>Native Landscapes</p> <p>54,460 acres</p> <p>62% of KS holdings in East Hawai‘i support healthy, functioning native ecosystems.</p>	<p>Native Forest</p> <p>40,885 acres</p> <p>of ‘ōhi‘a forest, koa-‘ōhi‘a forest, and native shrublands.</p>	<p>‘Āina Pele</p> <p>13,575 acres</p> <p>of young lava flows and high elevation landscapes that naturally have little or no vegetation.</p>	<p>Habitat for threatened & endangered species</p> <p>30 plants</p> <p>8 birds</p> <p>Hawaiian Hoary Bat</p>	<p>Culture</p> <p>East Hawai‘i contains storied cultural landscapes that stretch from the birth lands of ‘Umiāiiloa in Hāmākua to the lands of significant events in the mo‘olelo of Kamehameha in Ka‘ū.</p>
<p>KS Holdings</p> <p>86,994 acres</p> <p>covering an area equivalent to about 23% of the total land mass of the island of O‘ahu.</p>	<p>Districts</p> <p>30,602 ac Hilo</p> <p>26,157 ac Puna</p> <p>30,235 ac Ka‘ū</p>	<p>Water</p> <p>East Hawai‘i has a variety of water sources: groundwater, surface water, former plantation irrigation systems and the municipal system.</p>	<p>KS Tenants</p> <p>170 Tenants Agriculture and Conservation (unduplicated count).</p> <p>10 Tenants Commercial</p>	<p>Koa Forestry</p> <p>Planted 170,000 koa trees over the past 10 years</p>

KS came to own the majority of its lands in East Hawai‘i by inheritance from Victoria Kamāmalu, Lot Kapuāiwa, and Lunalilo Trust. KS lands in East Hawai‘i include the ownership of five entire ahupua‘a and portions of about 83 of the approximately 236 ahupua‘a in the Region. KS owns 86,994 acres in East Hawai‘i—while the majority is zoned conservation and agriculture, 195 acres is zoned commercial. KS owns and manages lands in the Region used for natural resources, clean energy, water resources, and forestry as well as for commercial, resort, and residential use. These lands also provide opportunities for

rural economic development and, outside KS campuses, many opportunities for interaction between KS and the community. In addition, KS is a lessee of lands for preschools and a lessor of lands for office, agricultural, and commercial use. In the Region, KS operates the Hawai‘i Campus (KSH) – which sits on 316 acres – six preschools, and several cultural- and ‘āina-based education sites. Qualifying students from the Region are eligible to attend KSH.

Div.	Project	Description
Agriculture & Conservation Lands (CE&R - Assets Management)	Ka‘ū Commercial Koa Plantation	156-acre, low-elevation koa plantation established in 2013 in response to GOAL 10 of the KS’ 2009 Strategic Agricultural Plan.
	Access to Waiahukini	KS will be able to properly steward one of the richest cultural landscapes in Ka‘ū if access the site is restored; current access is complicated due to fee ownership of the road that leads to Waiahukini.
	Alae Post-Harvest Wash Station	Completion of the post-harvest wash station and commercial kitchen for KS farmers in the Region will enhance the marketability of KS farmers’ crops and products.
	‘Ili of Honohononui	Future programming/use decision and implementation for the Laehala property and neighboring residential lease (expiring in 2017); Demolition of the dilapidated “Hilo Tropical Gardens” commercial site to poise for future use; and renegotiation of the Hilo Yacht Club lease, which is set to expire in 2018.
	North Hilo/Hāmākua Agriculture	Develop a strategy for diversification of our agricultural lands in Hāmākua.
Natural Resources (CE&R-NCR)	Keauhou-Ka‘ū Forest	Restore and maintain healthy functioning native ecosystems, preserve cultural landscapes, and enhance the resource base for traditional practices, inspiration, and identity for our beneficiaries.
	Ka‘ū Forest	Maintain high quality native forest by (1) establishing a weed management buffer between agricultural and native forestlands and (2) managing isolated weed occurrences within the native forest.
	Wao kānaka restoration	Reestablish accessible managed areas for cultivation and stewardship of natural resources that fosters the mutually beneficial relationship between community and place for mission-related, purposeful cultural and educational use.
Cultural Resources	Kionakapahu Fishpond	Fishpond restoration efforts initiated by the KSH campus Kumu Ola program. Resource management studies underway by NCR.
	Kahuwai	Coastal Hawaiian village site with numerous wahi kūpuna and other historic sites. A great location for field schools and other cultural resources training programs.
	Pakini Heiau	Heiau where Kamehameha sacrifices the body of ‘Imakakoloa and gains the war god Kūka‘ilimoku. Identification of heiau and surrounding lands underway.
Water Resources (CE&R- ‘Āina Engagement)	Kionakapahu Fishpond	Continued water quality surveys to inform best management (access/activities/research)
	Aquatic surveys	Surveys will be conducted to better understand fish/opae populations (primarily in priority streams) and to better understand land use impacts (if any) and or educational opportunities.

Outcome: Cultivate natural and cultural resource-minded learners.

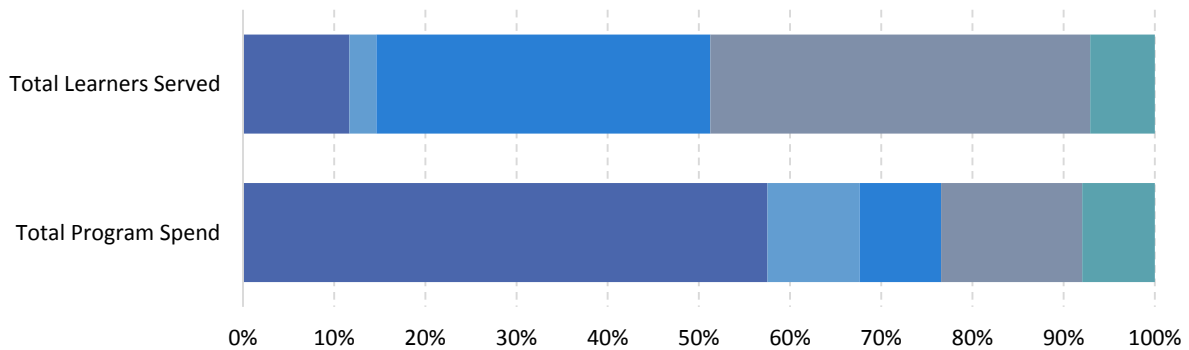
KS SUPPORT AND PROGRAMMING

Current KS Support & Programming Available in East Hawai'i

P	AGE RANGE				20+
	PRE-K	ELEM	MID	HIGH	
1 'Aha Pūnana Leo PS	Just starting Kipona (Gr. K-5)	Explorations Series (3 programs)	K-Scholars (Gr. 6-12)	Kupa 'Āina: In-School	Kupa 'Āina: Summer Bridge
6 KS center-based Preschools					
PKS Scholarships (3-4 year olds)	Literacy Support (7 direct service schools 5 Professional Development schools)	K-Scholars (Gr. 6-12)			Post-high Financial Aid, Scholarships & Counseling
2 Early Education Collaborations (Pūlama I Nā Keiki, Keiki Steps)					
	Charter School Support (Laupāhoehoe PCS, Ka 'Umeke Kā'eo, Ke Ana La'ahana, Nāwahīokalani'ōpu'u, Kua O Ka Lā)				Asset Management Internships (Career)
	'Āina Ulu Partners				2 Kauhale Kīpaipai Collaborations
	Kamehameha Schools Hawai'i (K-12)				
	Hālau Kupukupu Innovations Academy (K-12)				

In FY14-15, KS served nearly 9,000 keiki and young adults in EH and spent roughly \$39.7 million. This includes 'opio from EH who attend our K-12 and preschool campuses, NH charters, various community, culture and place-based programming, and scholarship recipients.

Learners Served & Program Costs in East Hawai'i



	Total Program Spend	Total Learners Served
■ Campus	\$22,838,049	1,025
■ Preschools	\$4,016,032	259
■ Collaborations	\$3,547,227	3,213
■ Community Education	\$6,142,136	3,656
■ Scholarships	\$3,165,658	621

Source: KS' Impact Cost Model (FY2014-15).

Kūamahi (Community Education) supports East Hawai‘i through each of its three Divisions: Kealapono (Ages 0-8th grade), Kealakūlia (8 grade through Post-High), and Kealaiwikuamo‘o (Network of Native Hawaiian Schools).

Kealapono

Kealapono aims to provide high quality education programming for learners from early childhood through grade 8 to strengthen student learning and ‘ohana engagement to build a strong foundation for academic and social success in education and beyond. For grades K-8, Kealapono works in partnership with the Hawai‘i Department of Education to provide services through direct instruction at select DOE and public charter schools in target communities. Kealapono services also include professional development for teachers and administrators, including relationship building, classroom techniques, and culture-based strategies for school improvement.

Kealakūlia

Kealakūlia works to elevate Native Hawaiian student success through in-school programs, out-of-school programs, summer bridge programs, and collaborations delivered by its ‘Āina Based Education (‘ĀBED), Hawaiian Culture Based Education (HCBED), and Career and Post High Counseling and Guidance (CPHCG) departments. Kealakūlia’s programs in East Hawai‘i include collaborations with the State of Hawai‘i Department of Education in Hawaiian Culture Based Education, STEM, and postsecondary enrollment. In addition to the DOE collaborations, Kealakūlia also runs out-of-school Hawaiian Culture Based Education programs for school-aged students and counseling for postsecondary students.

Kealaiwikuamo‘o

The Kealaiwikuamo‘o division provides backbone support to the Network of Native Hawaiian schools. We anticipate coordinating/facilitating the large Network meetings as well as the smaller workgroup meetings that may emerge from the larger Network meetings. Major partners for Kealaiwikuamo‘o are the Hawaiian focused charter schools.

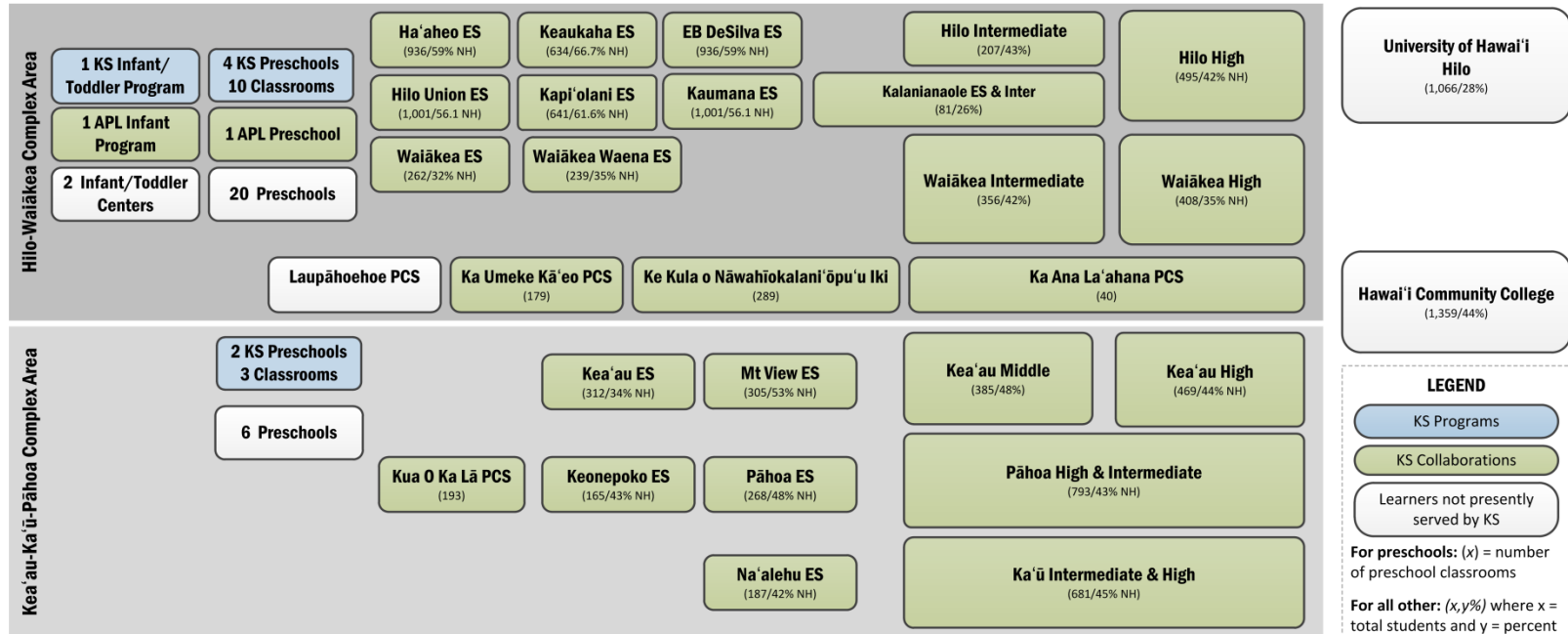
SYSTEM OF LEARNERS AND PARTNERS

As shown in the next graphic, KS already serves a diverse range of learners and learning communities from East Hawai‘i, across Moku o Keawe, across the State of Hawai‘i, and across the oceans.

SYSTEM OF LEARNERS & PARTNERS IN EAST HAWAI'I REGION



PUBLIC SCHOOLS SERVING THE EAST HAWAI'I REGION



KS PROGRAMS AND COLLABORATIONS SERVING THE EAST HAWAI'I REGION

KS Programs	KS Collaborations	Āina Ulu	Kauhale Kipaipai
<ul style="list-style-type: none"> KS Hawai'i Campus (1,776) KS Preschools (259) Kealapono (1,900) Kealakūlia (1,445) Distance Learning (206) <p>Scholarships</p> <ul style="list-style-type: none"> Imi Na'auao (15) Kapili 'Oihana (12) Kipona (54) K-Scholars (4) Na Ho'okama a Pauahi (335) Pauahi Keiki Scholars (201) 	<p>Kealapono</p> <ul style="list-style-type: none"> Tūtū and Me Traveling Preschool (112) Pūlama I Nā Keiki (56) <p>Kealakūlia</p> <ul style="list-style-type: none"> DOE Summer Enrichment (69) Keaukaha Learning Center (92) Keaukaha Math Interventions (408) Mālama I Nā Poki'i (24) Kupa 'Āina Summer Bridge (25) Kupa 'Āina In-School (350) College Horizons (22) <p>Kūamahi</p> <ul style="list-style-type: none"> Teach for America Hawai'i (20) 	<ul style="list-style-type: none"> Imi Pono No Ka 'Āina Education (16) Pacific Internship Program for Exploring Sciences (40) KUPU/Hawai'i Youth Conservation Corps (5) <p>Ho'olako Like</p> <ul style="list-style-type: none"> 'Aha Pūnana Leo Preschools (31) Hawaiian-focused Charter Schools (701) <p>Kapili 'Oihana</p> <p>Hawai'i Youth Challenge Academy* (56% NH)</p> <p>* Informal partnership</p>	<ul style="list-style-type: none"> Ho'okele Leadership Development (104) Kahua Teacher Induction Program (221) Kahuwaiola (23) <p>Financial Aid & Scholarship Services</p> <ul style="list-style-type: none"> Hana Lima Vocational Technical Scholarship (50) National Board Professional Teacher Certification (11) Native Hawaiian Supplemental Program Assistance (101)

FUTURE STATE: EAST HAWAI‘I REGIONAL STRATEGIES AND ACTIONS

COMMUNITY ASPIRATIONS

Mauli Lāhui (community well-being) on Hawai‘i island is a connection - through culture - to ‘āina, to people, and to ancestral excellence. We also have a kuleana to ensure local and global citizens and servant leaders who value agency of self and the lāhui. Community members across the island highlighted this at Strategic Plan 2020 outreach events. Lessons learned by KS programs and partners along with the insights of the community reaffirmed the needs and hopes of our communities around aloha ‘āina, ‘ōlelo Hawai‘i, and ho‘ōla lāhui.

Strategic Planning East Hawai‘i Highlights

‘Āina Highlights	Education Highlights
<p>What is important to us?</p> <ul style="list-style-type: none"> • Among many other things, ‘āina represents: <ul style="list-style-type: none"> ○ Our traditions, connections and genealogy ○ Ways we connect with other people ○ Sustenance and food security ○ Spirituality • Access to ‘āina allow us to practice our culture • ‘Āina is the key to our well-being <p>What challenges us?</p> <ul style="list-style-type: none"> • Our ideal interaction with ‘āina as we envision is prevented by: <ul style="list-style-type: none"> ○ Western management, laws and regulations that prohibit us from practicing our traditions and accessing our cultural resources ○ The perception that working the land does not provide value, prestige or a stable lifestyle ○ Loss of resource management ‘ike so that we can mālama ‘āina <p>What we need for the future:</p> <ul style="list-style-type: none"> • Access to land and resources 	<p>What is important to us?</p> <ul style="list-style-type: none"> • Adults who connect with students to instill values and high expectations • The opportunity to learn and explore through Hawaiian culture <p>What challenges us?</p> <ul style="list-style-type: none"> • Families have difficulty supporting their children and schools • Sufficient resources and high-quality teachers and counselors are scarce • Our families have diverse and differing values for education <p>What we need for the future:</p> <ul style="list-style-type: none"> • Additional programs and opportunities like summer school, enrichment and cultural programs • Ways to build community among parents and students to strengthen the educational experience and help our families • Additional opportunities on campus or for alumni to be involved with KS

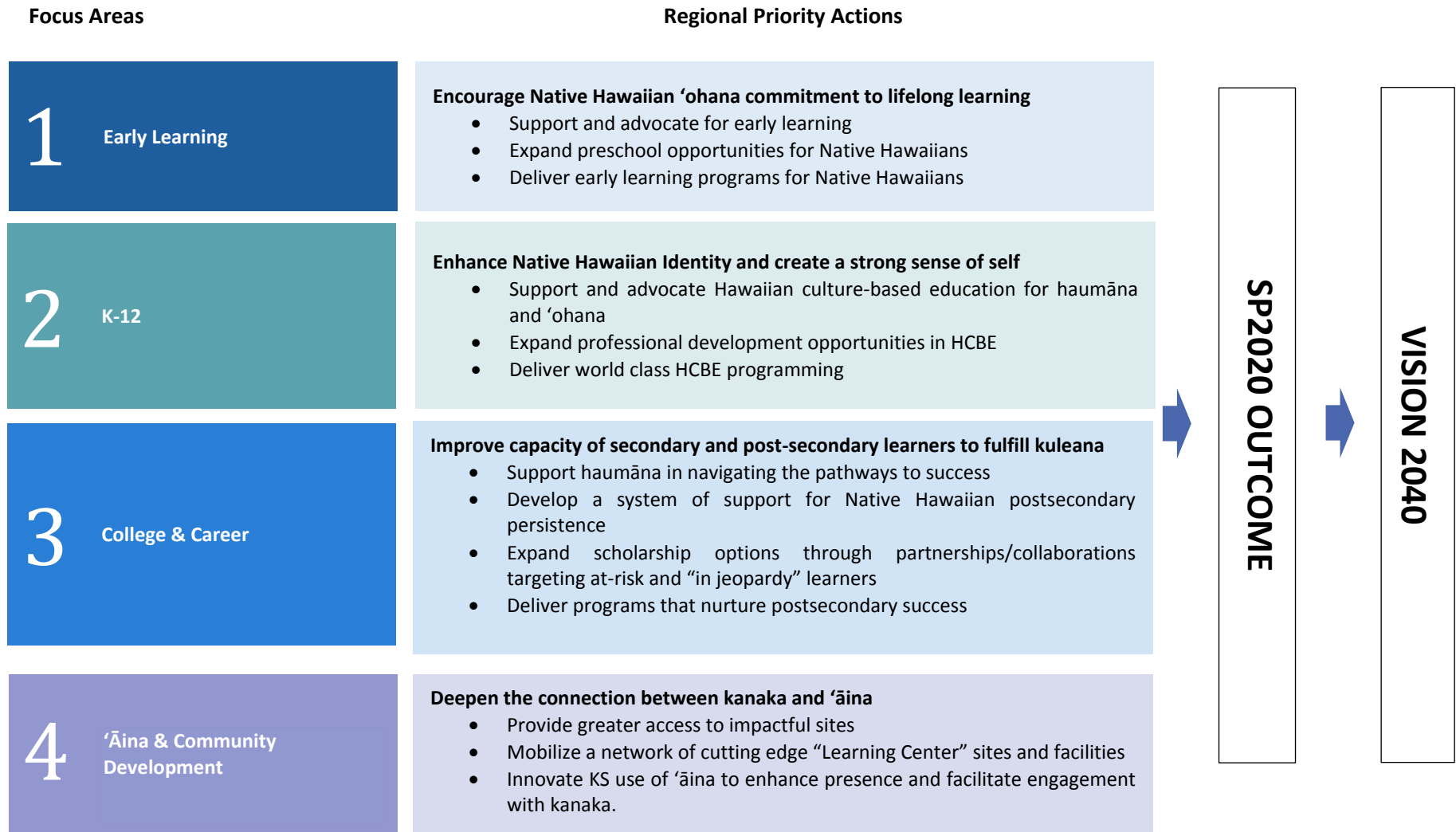
‘Āina Highlights	Education Highlights
<ul style="list-style-type: none"> • Holomua – continue building ‘āina-based professions and seek legislative support for agriculture-friendly policies • Kōkua – education for those unfamiliar with our practices (i.e. businesses, research companies, young people) 	

This plan contains strategies that align with (1) other existing KS land and education plans; (2) needs and opportunities as expressed by data, beneficiaries, and our partners; and (3) ongoing efforts we need to follow through on. The core EH impact strategies and outcomes are shown in the following table.

This is an ambitious, multi-faceted plan. It is critical that we are able to clearly articulate baseline conditions, develop clear measures for success, and monitor progress in a way that provides constructive feedback to ensure we not only achieve our desired outcomes, but also recognize and address change as it happens. While we expect to course-correct over the next five years, we feel the measures in the next table represent an important first step to help identify successes and areas in need of improvement.

REGIONAL PRIORITY ACTIONS

In this next section, the Focus Areas are defined and are detailed with Regional Priority Actions unique to East Hawai‘i. These actions include a mix of existing efforts that align well to the focus areas with a mix of new and emerging efforts that must be co-designed with community partners. All of these actions are rooted in discussion and consultation with internal and external partners. Feedback about these actions will continue and can be expected to refine each action as appropriate. These actions will drive the system outcomes, which in turn will drive the desired learner and lāhui change we expect.



SYSTEM LEVERS

EARLY LEARNING

Hānai Pūnua

Early learning is an early adoption focus area for the East Hawai'i Region. We believe that connection to 'ohana, 'āina and culture from a young age are important factors to academic success, overall well-being, and fostering a growth mindset. The children of today, become the elders of tomorrow and by engaging 'ohana and keiki from birth, through the ways of our kūpuna, we strive to increase those connections across generations. To meet this task, we will prioritize system changes providing more opportunities for 'Ohana Engagement and early childhood learning across the region through collaborations and partnerships to collectively serve our youth and their many needs with short term outcomes in early learning participation.

- System Measures
 - Increased ECE professional development opportunities
 - Increase 'ohana engagement
- 2020 Measure
 - Increased NH in preschools
 - Increased PKS opportunities

K-12 EDUCATION

Connecting Cultural Resources

Our focus is multi-fold and includes traditional cultural site identification and Hawaiian Leadership development. Connecting the multitude of vibrant cultural resources in East Hawai'i is an important element in advancing the East Hawai'i region. As po'e Hawai'i, we have deep physical, spiritual, and genealogical connections to 'āina and place. In order to normalize this connection, we need to identify, assess, and categorize the different significant sites in East Hawai'i, primarily in the wao kanaka, that we should care for and access through our educational and cultural efforts.

By capitalizing on the richness of knowledge that already exists here, we can help cultivate a generation of youth who exemplify "E Ho'okanaka" with a mental model of excellence grounded and connected to 'āina and culture. These youth become the makua and leaders of our future who are engaged in our community locally and globally. These system outcomes, we believe will produce haumāna ready for the current measures of achievement through high school completion.

SYSTEM LEVERS

Develop relationships with key partners to increase access to high quality early learning experiences

- Establish early learning support system
- Increase Pauahi Keiki Scholars opportunities

• • •

Provide kanaka development programs

- Increase CICO partners in HCBE
- Engage 'ohana in education process

• • •

- System

• • •

Connect kanaka to 'āina through access and to relationships building community

- KS regional education centers
- Community Kīpuka
- Collective Impact with Hawaiian Focused Charter Schools

- System Measures
 - Increased HCBE options
 - Increased Native Hawaiian identity
 - Growth in mental models of excellence
 - Increased ‘ohana in educational experience
- 2020 Measures
 - Growth in grade 3 ELA literacy
 - Growth in grade 8 math literacy
 - Growth in graduation persistence

COLLEGE AND CAREER

East Hawai‘i has a unique opportunity to offer varied postsecondary opportunities in traditional high education and technical training. In the heart of Hilo, the University of Hawai‘i system houses a four year and a two year campus for postsecondary education. By maximizing our resources to impact effective change in the lives of kanaka through collaborations and innovated projects, postsecondary learners have options to gain the necessary skills and training that connect learners to culturally aligned opportunities.

- System Measures
 - Establish partnership with UHH and HawCC
 - Innovate industry/entrepreneurial building opportunities
- 2020 Measures
 - Increased postsecondary completion

‘ĀINA AND COMMUNITY DEVELOPMENT

Building Community

By utilizing the ‘āina in the ways it shows us it is ready for, we can make the connections to our learners and our communities that will strengthen connection to place and foster the fulfillment of kuleana to our ‘āina on a larger scale. We strive to utilize our lands in ways that are respectful, sustainable, and culturally appropriate, and listen when the ‘āina tells us that we should not be there. We will utilize our various sites as they directly relate to the tasks or lessons at hand so that we act appropriately according to our cultural norms, and not those of the Western perspectives. Our focus areas in the next five years include enhancing the Natural Resource Management at Keauhou, Kapāpala, Ka‘ū, growing the Agriculture Industry at Hāmākua, and establishing the Kumuola Education Center at Honohonou , Waiākea, Hilo. Keauhou, Ka‘ū Natural Resource Management will include a new model for tiered experiences that offer relevant curriculum and appropriate access to sensitive environments. Kumuola Education Center will explore models for economically viable and sustainable coastal resource management, incubate innovation as a model 21st century Hawaiian learning environment and serve as a system of support and engagement for the campus, ‘ohana and community.

Maximizing impact and resources are crucial to effecting change in the East Hawai‘i Region. Our key focus areas in *Ho‘oulu Kaiāulu* are Keaukaha and Early Childhood Learning community kīpuka. Collaborative campaigns and shared projects that support Hawaiian focused schools will create synergy and alignment in these two areas that work towards catalyzing collective impact.

In order to demonstrate early success and establish proof points for future partners and investors, Keaukaha was chosen as an initial geographic community kīpuka. Existing partnerships and a high concentration of Native Hawaiian families makes Keaukaha an ideal starting point. Projects in this area will work toward empowering our community partners and ‘ohana.

- System Measures
 - KS regional education centers
 - Community Kīpuka
 - Collective Impact with Hawaiian Focused Charter Schools
- 2020 Measures
 - Increase appropriate access to ‘āina
 - Increase community engagement via collective impact, collaborations, and partnerships

HIGH-LEVEL 5-YEAR WORK PLAN

This final section includes a high-level work plan that will be used to inform tactical and annual operating plans and resource allocation over the next five years. These tactical and annual operating plans will guide the timing of effort and provide greater clarity on individual activities and costs.

EAST HAWAI’I RAP WORK PLAN

Focus Areas	Priority Actions	Projects	Annual Measures & Deliverables
1 Early Learning	Encourage Native Hawaiian ‘ohana commitment to lifelong learning <ul style="list-style-type: none"> Support and advocate for early learning Expand preschool opportunities for Native Hawaiians Deliver early learning programs for Native Hawaiians 	Early learning support system for preschools and ‘ohana	FY17: Identify key partners in early learning FY18: Establish early learning support system
		Establish an Early Learning Education Consortium	FY17: Identify professional development opportunities for early education providers FY17: Needs assessment for early learning providers and students
		Advocate early learning programs at local and state levels	FY18: Promote family learning opportunities (parent classes)
		Expand Pauahi Keiki Scholar Preschools and options	FY17: Identify potential new PKS expansion school FY17: Establish Cross-function review team of KS investment in Early Learning FY18: Increase PKS providers
		Coordination with Nā Kula Kamali’i	FY17: Identify key partners for hui FY18: Establish island outcomes
2 K-12	Enhance Native Hawaiian Identity and create a strong sense of self <ul style="list-style-type: none"> Support and advocate Hawaiian culture-based education for haumāna and ‘ohana Expand professional development opportunities in HCBE Deliver world class HCBE programming 	Build community capacity to implement HCBE	FY17: Increase Community Partnerships for HCBE programs through CICO FY18: Persistence data of HCBE graduates
		Create professional development opportunities for Community Partners using HCBED (Kūamahi)	FY17: Inventory of HCBE opportunities for learner FY18: Analysis of current PD with a HCBE focus in East Hawai’i FY17: Increased Community Investing programs
		Support a Hawaiian-focused schools collective impact group (Lononuiākea – The collective)	FY17: Formalize KS presence on the Leadership table and Community Action Network teams FY17: Align collective Impact goals and measures to KS Vision, Mission, and SP2020 FY17: Multi sector representation reflected in collective impact and strategic partnership FY18: KS actively involved in 2-3 partnerships that lead to expanded work

EAST HAWAI‘I RAP WORK PLAN

Focus Areas	Priority Actions	Projects	Annual Measures & Deliverables
		Communication Campaign that celebrates Hawaiian education excellence	FY17: Create the criteria and infrastructure for a Communication Campaign FY18: Identify ‘ohana and community engagement to highlight E Ho‘okanaka Education excellence FY18: Establish annual conference and recognition event
		Increase ‘ohana engagement in all learning	FY17: Identify ‘ohana engagement options for all KS programs/services in region FY17: Increased Community Investing programs dedicated to ‘ohana engagement FY18: Advocate for ‘ohana engagement opportunities in K-12 education
		Coordination with Campus and Kūamahi programs	FY17: Identify key partners for hui FY18: Establish island outcomes
3 College & Career	Improve capacity of secondary and post-secondary learners to fulfill kuleana Support haumāna in navigating the pathways to success <ul style="list-style-type: none"> Develop a system of support for Native Hawaiian postsecondary persistence Expand scholarship options through partnerships/collaborations targeting at-risk and “in jeopardy” learners Deliver programs that nurture postsecondary success 	Innovate ideas for industry/entrepreneurial building opportunities	FY18: Initiate communication campaign of “successful” kanaka in different industry and entrepreneurial activities
		Establish a mentorship program that links Kamehameha ‘Ohana with Hawaiian learners seeking to complete a post-secondary certificate or degree.	FY17: Identify 10 mentors from the Kamehameha ‘ohana willing to serve as pilot mentors FY17: Establish mentorship program design and curriculum FY17: Provide 10 learners with Mentors FY18: Implement data-informed program improvements FY18: Recruit 10 additional Mentors & learners, for total of 20
		Engage strategic partners who serve the at-risk and in jeopardy populations	FY17: Increase invites to community investing partners that can effectively serve at-risk and “in jeopardy” learners FY18: Partner with UH Hilo /HawCC Vice Chancellors of Student Affairs to develop opportunities to monitor student persistence
		Improve tracking of postsecondary awards recipients (post-graduation completion)	FY17: Coordinate co-planning for post-high and financial aid services/workshops FY17: Nā Ho‘okama program redesign to better serve at-risk and “in jeopardy” students
4 ‘Āina & Community Development	Deepen the connection between kanaka and ‘āina <ul style="list-style-type: none"> Provide greater access to impactful sites Mobilize a network of cutting edge “Learning Center” sites and facilities Innovate KS use of ‘āina to enhance presence and 	Expand wao kānaka to be accessible for specific cultural activities	FY17: Draft asset map for East Hawai‘i with ‘Āina Engagement FY17: Develop and/or strengthen relationships with existing and potential sites for ‘āina based learning FY17: Develop a use plan for KS assets within the region FY18: Co-create a continuum of sites across the network that span learning from keiki to kupuna.
		Incubate community driven, place based partnerships and teams that support aina connections.	FY17: Formalize Pāhoa team (Youth Empowerment Services) FY17: Establish teams in Puna and Ka‘ū FY17: Establish community advisory councils FY17: Implement community engagement plan

EAST HAWAI‘I RAP WORK PLAN

Focus Areas	Priority Actions	Projects	Annual Measures & Deliverables
	facilitate engagement with kanaka.	Stand up Keaukaha as a kīpuka for East Hawai‘i	FY17: Engage community advisory councils FY17: Increased Community Investing programs FY17: Designate next geographic kīpuka in KKP complex area
		Hāmākua Ecosystem	FY17: Map out KS investments and impact in the Hāmākua area (Waipi‘o to Kalalau) FY17: Develop understanding of how current investments/impacts influence regional efforts toward SP2020 and SV2040 FY18: Continue mapping KS investments and impact across the island
		Centralize CE&R operations in one location	FY17: Identify space for regional office FY17: Complete reorganization of staff for East Hawai‘i FY17: Communication plan developed with CRC FY17: Coordinate with other teams on Hawai‘i Island (e.g., West Hawai‘i, Assets, NCR, ‘Āina Engagement) FY17: Increased community-based workshops (KS hosted) FY17: Increased community-based events supported and attended by KS region
		Foster areas of focus by utilizing key land assets: <ul style="list-style-type: none"> ● Education Learning Center at Honohononui ● Food Sustainability in North Hilo/Hāmākua ● Natural Resource Management (Keauhou, Ka‘ū) 	FY17: Procedures/roles and responsibilities for Kumuola Marine Science Center between region, campus and Kūamahi FY17: Identify potential opportunities for Food Sustainability project/partners in North Hilo/Hāmākua FY17: Review, compile historical information for Keauhou Koa Reforestation project FY17: Program design for Natural Resource Management education at Keauhou, Ka‘ū FY17: Increase Laehala access
		Wailoa Culture Center	FY17: Conceptual design for culture center space in collaboration with ASU FY18: Propose long term use of Wailoa lands

APPENDIX

CULTURAL CONTEXT OF THE REGION

Connecting to Excellence in East Hawai‘i

The lands and traditions of East Hawai‘i inspire and guide a plan for action that honors our Hawaiian values and identity, with clear aspirations for 21st century excellence in learning, teaching, asset management, and professional development. Transformational change is possible when passion for learning, leadership, and well-being are linked with commitment to community, culture, and ‘āina.

The East Hawai‘i Region is a unique and dynamic landscape in both its living ‘āina and the diversity and depth of its people—where Tūtū Pele reminds us of our connection and responsibility to our home, where Hi‘iaka and Hōpoe connect us to rhythm through the hula, where Ke‘elikōlani stopped a lava flow just a mile from her namesake college, and where the World Wide Voyage was launched. It is where the Legacy of Pauahi touches beneficiaries on a campus, on legacy lands, and in a community that holds close its interdependent relationships, yet allows room for growth, collaboration, and innovation.

Like ‘ōhi‘a seedlings that burst through lava to take root, East Hawai‘i has many kīpuka that share the Moa‘e Lehua wind and the waters that trickle from Kūlanihāko‘i. These kīpuka have an opportunity to grow together into a rich and vibrant forest—a forest pollinated by native birds who light from kīpuka to kīpuka, sharing the nectar of knowledge and aloha, growing the maui, the essence of this unique place.



kī.puka

n. Variation or change of form (puka, hole), as a calm place in a high sea, deep place in a shoal, opening in a forest, openings in cloud formations, and especially a clear place or oasis within a lava bed where there may be vegetation.

A kīpuka is an oasis of healthy flora and fauna that grows within a lava field, isolated from other kīpuka and the larger forest.

This vision of our kūpuna likens our various organizations to kīpuka. Some organizations are thriving and well connected; some are isolated; and some are struggling. We in East Hawai‘i strive for intentionally interconnected kīpuka that grow into a forest that symbiotically utilizes resources to nurture learning environments that are safe havens where our learners can grow and expand. Through this East Hawai‘i plan, our work will help today’s learners become tomorrow’s leaders, connecting with other kīpuka to create a full vibrant forest—a full and vibrant lāhui. In doing so, we will fulfill the words of Kauikeaouli, “He lāhui palapala ko‘u”... indeed an educated nation.

STAKEHOLDERS AND SYSTEMS

List of key stakeholders and systems in the region

STAKEHOLDERS	
Educational Partners	
'Aha Kauleo (Hawaiian Lang. Immersion Adv. Grp) 'Aha Pūnana Leo American School Counselor Association (ASCA) College Horizons Department of Education Hawai'i Association of Independent Schools (HAIS) 'Imiloa Astronomy Center* Kua o ka Lā Public Charter School* Ke Ana La'ahana Public Charter School* Ke Kula o Nāwahīokalani'ōpu'u Public Chrtr Sch* Ka 'Umeke Kā'eo Public Charter School*	R.I.S.E. 21st Century Afterschool Program* University of Hawai'i at Hilo* <ul style="list-style-type: none"> • Coll. of Ag., Forestry, Natural Resource Mgmt. • Hawai'i Community College • Ka Haka 'Ula O Ke'elikōlani • Kahuawaiola • Nā Pua No'ēau University of Hawai'i at Mānoa <ul style="list-style-type: none"> • Coll. of Tropical Ag. & Human Resources Hawaii Association for College Admissions
Community Organizations	
Hawai'i Alliance of Non-Profit Org. (HANO) Ka'ū Hawaiian Home Lands Association* Keaukaha Community Association* Maku'u Homestead Association*	Native Hawaiian Organizations Association (NHOA) Pana'ewa Hawaiian Home Lands Comm. Assoc.*
Cultural Partners	
Edith Kanaka'ole Foundation* Iwi Joaquin-caretaker of KS lands at Keauhou-Ka'ū* Keone Kalawe-caretaker of KS lands at Kahuwai* Keaukaha Cultural Center* Polynesian Voyaging Society	Pu'u Kali'u -KS lands managed by Pono Pacific* NIU Hawai'i Ku'i Kalo Nā Kālai Wa'a
Other Landowners	
Department of Hawaiian Home Lands	Department of Land and Natural Res.
Public-Private Partnerships	
Keauhou Bird Conservation Center* Mauna Kea Watershed Alliance*	Three Mountain Alliance*
Social Services	
Alu Like	Queen Lili'uokalani Children's Center
State Government Agencies	
Department of Hawaiian Home Lands Department of Land and Natural Resources Office of Hawaiian Affairs	U.S. Fish and Wildlife Service <ul style="list-style-type: none"> ○ U.S. Nt'l Park Service; Hawai'i Volcanoes Nt'l Park*

REGIONAL PORTFOLIO

‘O ke kahua ka mua, ke kukulu ka hope, create a firm foundation then build. This ‘ōlelo no‘eau describes East Hawai‘i’s commitment to creating a thriving lāhui by focusing on the development of a strong early learning foundation. This is done through intentional programming, which consists of family engagement programs and the support of preschools throughout the region:

- Partners In Development Foundation (PIDF) Tūtū and Me
- Institute of Native Pacific Education and Culture (INPEACE) Keiki Steps
- ‘Aha Pūnana Leo (APL) Infant/Toddler Program - Hi‘ipēpē
- D.O.E. Hi‘ilani Program (teen mothers in high school)
- YWCA Toddler Program
- Kamehameha Preschools, Nā Kula Kamali‘i ‘O Kamehameha
 - 6 Preschools/13 classrooms
- Community Preschools

Kamehameha Schools further supports Early Learning through community investing partnerships.

- INPEACE’s Keiki Steps to Kindergarten:
 - 7 schools in the East Hawai‘i Region
 - 2 of the 7 schools are immersion schools
- PIDF’s Tūtū and Me Traveling Preschool
 - 2 sites in Nā‘ālehu and Pāhala
- Pauahi Keiki Scholars
 - 6 PKS Preschools

The table below summarizes the major themes from the KS community outreach opportunities and meetings.

VOICE OF THE COMMUNITY		
Theme	Comment	Current Status
Community Regional Approach	<ul style="list-style-type: none"> • Community Learning Centers • KS Satellites Hubs for communities with no access to KS services. 	<ul style="list-style-type: none"> • KS Hawai‘i • KS Resource Center in Keaukaha • KS Community Education in Hilo Ironworks & Hilo Lagoon Center
Convene, Collaborate, Partner	<ul style="list-style-type: none"> • Partnerships with all levels of community • Alumni involvement • Explore innovative learning • Build Family Engagement 	<ul style="list-style-type: none"> • DOE - LIS, Kupa ‘Āina, Kauhale Kīpaipai • UHH - Kupa ‘Āina • Kumuola Marine Science Program at Kionakapahu • KS Alumni Outreach • CE programs
Culture & ‘Āina-based Learning	<ul style="list-style-type: none"> • Education about KS • Increase awareness of KS benefits for all • Hawaiian perspectives of postsecondary success • Teach ^{natural} resource and sustainability 	<ul style="list-style-type: none"> • KS Internships • KS Resource Center • KScholars • KS Hawai‘i • ‘Āina Ulu • Kupa ‘Āina

VOICE OF THE COMMUNITY		
Theme	Comment	Current Status
Early Childhood Education	<ul style="list-style-type: none"> High quality early education for all keiki Increase family involvement 	<ul style="list-style-type: none"> CBECE Hi'ilani
Improve K-12 Education Outcomes	<ul style="list-style-type: none"> Outside classrooms linking academics with social, cultural, and life skills Mandatory math and life skills curriculum Additional out-of-school opportunities 	<ul style="list-style-type: none"> 'Āina Ulu HCBED Kupa 'Āina KScholars KS Hawai'i
Post-high Success & Leadership Development	<ul style="list-style-type: none"> Increase Master's Degrees earned by Hawaiians Support all Hawaiians all the way through career transition Synchronize, career, learning and experience to build Hawaiian practitioners and leaders 	<ul style="list-style-type: none"> CPHCG Kilohōkū 'Āina Ulu

Source: Hawai'i Island Community Feedback, Strategic Planning (2012).

LIST OF PLANS

- Kumuola Marine Science Program Plan
- ABED Facilities Master Plan
- Natural Resources Management Plan
- Cultural Resource Management Plan
- Strategic Agriculture Plan
- Water Regional Action Plans
- E Ola – Learner Outcomes
- Nā Hopena A'o (HĀ)

DATA SOURCES AND CITATIONS

East Hawai'i Regional Portfolio

Fiscal Year 2015 Regional Portfolio

DOE SSIR

OHA Ho'okahua Waiwai (2015)

Disproportionate Minority Contact in the Hawai'i Juvenile Justice System (2012)

