

1. Kamehameha Schools (KS)

2. **Location:** Hawaii, USA (3 K-12 campuses on O’ahu, Hawai’i, and Maui; 31 preschool sites statewide)

Date: Founded in 1887. Developed a Strategic Plan 2015-2020, but has been operating as a community school for a long time.

3. Abstract

By building upon a culture-based learning experience, the organization’s schools and programs have been successful in engendering a sense of community and neighborhood transformation. Once described as “the nation’s wealthiest charity”¹, KS is the largest private landholder in the state of Hawaii with an endowment of about \$11 billion². A lot of Hawaiian culture is rooted in nature, thus, many of the KS community schools are designed to enhance inter-generational learning and learning in the natural landscape. This case study focuses on how KS’s partnerships with local universities have built a strong foundation for its professional development program and community service projects. Finally, KS maintains a highly successful community outreach and funding model—two things that I’m interested in learning more about.

Keywords: inter-generational, culture-based learning, nature learning, Native Hawaiians

4. What is a community school?³

- “Brings together many partners to offer a range of supports and opportunities for children, youth, families, and communities”
- “Provides an integrated focus on academics, youth, and community development”
- Is both a *strategy* and a *place*:
 - “A strategy for bringing together educators, families, and community stakeholders to attain collective impact”
 - “A place where the community fathers to support the education of its children and youth and a place through which its young people are connected to learning experiences across the community”
- Goals:
 - “Enable students to live and learn in a safe, supportive, and stable environment”
 - “Create communities that are desirable places to live”

5. Mission and Goals

- “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

¹ As described by a 1995 Wall Street Journal

² <http://www.hawaiinewsnow.com/story/30068295/exclusive-kamehameha-schools-trustee-conflict>

³ As defined by the Coalition for Community Schools (http://www.communityschools.org/aboutschools/what_is_a_community_school.aspx)

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.”⁴

6. Context: Origins, Organization, and Operation

- Founded in 1887
- Estimated \$11 billion trust, endowed by Princess Bernice Pauahi Bishop (1831-1884)
 - 25% of endowment in real estate; 75% of endowment in financial assets
- Established to provide education for children of Native Hawaiian ancestry
- Provides incorporates Hawaiian culture, language, and practices into its K-12 college-prep curriculum
- 6,900+ student enrollment
- Largest independent school system in the United States
- Largest private landholder in the State of Hawaii

7. Programs

- 3 K-12 independently operated campuses on O’ahu, Hawai’i, and Maui; 31 preschool sites statewide
- “Of the approximately 75,000 school aged Hawaiian children in Hawaii, about 60,000 attend a public school.”⁵
- In addition to its independently operated schools, KS partners with public schools to provide a variety of place-based learning opportunities and community-based support for students. These programs aim to connect social service, health and education.
- KS also operates several community learning centers throughout the state that serve as anchors for their education programs.



The **Community Learning Center at Waianae Coast** support the development of children and families, with goal of promoting community service and lifelong development of Hawaiian culture. The project consists of slightly over 57,000 sf of mixed-used buildings, including a toddler center, preschool, and multipurpose facility.

⁴ Vision, Kuhanauna KS Strategic Plan 2015-2020.

⁵ <http://www.ksbe.edu/kapua/site/about/>

- Partnerships with local universities to achieve an improved educational system
 - University of Hawaii
 - Chaminade University of Honolulu: A collaborative effort to develop a cohort of Hawaiian STEM leaders and professionals by providing scholarship support, curriculum initiatives, research, outreach, and wraparound services and support.⁶



- Strategic collaborations with organizations that have similar values and a strong commitment to serve their communities
 - Ho'okele Department of Education offers culture-based education for professionals
 - Based on the premise that it is important for staff to experience the same things as their students, Ho'okele + KS programs connect staff with a sense of place, "helping to build *pilina* (positive relationships) with students in developing a collective sense of place for their school."⁷



Staff engage in a **Koa reforestation project** to learn strategies for developing 'Ike Honua (a sense of place) as part of a **Professional Development Day**.

⁶ <http://www.ksbe.edu/imua/newsreleases/chaminade-and-kamehameha-schools-partner-to-focus-on-native-hawaiians-in-st/>

⁷ <http://www.ksbe.edu/imua/article/ks-and-doe-partner-to-offer-culture-based-learning-experiences-to-keaa-u-edu/>

8. Assessment

Strengths:

- Very invested and diverse stakeholders from all parts of the community and region.
- Strong academic program, well-integrated with service projects and a variety of intergenerational, culturally-based learning opportunities
- Huge endowment and land holdings (ability to expand campuses and learning centers)

Weaknesses:

- Limited enrollment, as programs are in high demand
- In the past, KS dealt with multiple cases of corruption and mismanagement by board members

Opportunities:

- Expand Professional Development Programs to advance environmental literacy
- Integrate campus into the surrounding urban fabric to develop a better connection with neighborhoods
- Publish more work done in-site restoration projects

Threats:

- Lawsuits regarding admissions process (preference given to children of Native Hawaiian descent)
- A growing population in need of better educational resources and support

9. Lessons for Philadelphia

- Develop a model of sustainable funding for projects and programs
- Work with partners to establish a framework for the neighborhood or city's goals
- Expand Professional Development Programs in cultural and environmental landscapes; integrate with service learning projects for students
- In addition to the community of students, parents and teachers, create a diverse network of local and regional stakeholders