

## Nā Kumu o Kamehameha Statement of Visions and Goals\*

We owe our greatest allegiance to Pauahi and to her beneficiaries, our past, present and future students. We express that allegiance by honoring the distinctive culture, traditions, and history of Kamehameha Schools, and by living the values adopted by the trustees in our mission statement: *Pono, 'Imi 'Ike, Laulima, Lokomaika'i, Na'au Pono, Mālama, and Ha'aha'a*. All of these rest upon a foundation of *Aloha*, a sense of warmth and respect for others. Respect for these values would lead to

- An institutional focus on the primacy of the teacher-student relationship.
- A sense of community, mutual respect and trust.
- A tolerance for free and serious debate, with a regular re-evaluation of policies, procedures, and strategic goals on all levels of the institution.

The role of the trustees is to interpret the will and set general goals; we, the educators, should implement effective strategies to attain these goals. Decisions should be made at the most appropriate level, with their effect on classroom interactions between teachers and students the paramount concern. Trustees must encourage

- A supportive but hands-off relationship to education-related matters.
- A respect for the excellence and professionalism of the teaching staff, with a corresponding respect for professional autonomy within the classroom.
- A willingness to share the responsibility for implementing the school's educational mission with the administrators and teachers who are closest to the students.

Rather than following a top-down model, communication should be based on a genuine partnership among trustees, administrators, teachers and parents, in order to best address the educational needs of the students. All levels of the institution must work together to develop a group process that nurtures a sense of collective responsibility and a shared ownership of solutions. This proactive approach will

- Allow a planning process in matters such as budgeting that revolves around the needs of the classroom and therefore the students.
- Place emphasis on a decision-making process that respects consensus.
- Lead to the creation of structures and processes that allow for the free expression of professional opinions, and genuine participation by teachers in all decisions that affect the education of students.

Nā Kumu o Kamehameha exists to articulate the professional concerns of Kamehameha teachers, and to express their strength and pride. In partnership with trustees, administration and parents, and guided by the spirit of Pauahi's will, it places the educational needs of students above all other considerations. It is in the best interest of the institution and the students that Nā Kumu o Kamehameha be allowed to

- Exist as an independent association in whatever form the faculty chooses.
- Establish independent channels of communication both inside and outside of the institution.
- Work with trustees and administration to reestablish long-term contracts, revise the employee handbook, safeguard academic freedom for teachers and students, and create a healthy, cooperative workplace.

\* Drafted on 10/30/97. Revised and adopted on 2/17/98.