

Island Wisdom. Global Purpose.

A STRATEGIC PLAN FOR HAWAI'I PREPARATORY ACADEMY

Approved June 2016 : Updated October 2019

Strategic Plan Vision Statement

Embracing the unique environment and culture of Hawai'i Island to design educational experiences of unparalleled depth and scope, we empower responsible global citizens to create, lead, and thrive in tomorrow's world.



Vision and Overview

The HPA ‘ohana is a multi-faceted group of people, all sharing a dynamic relationship, whether they are students and faculty on campus or alumni connected via the web and in communities spread across the globe. We are rooted in deeply meaningful principles of living and learning, in a relationship that is as expansive as the view from Pu‘u Lae Lae; as deep as the volcanic origins of Waimea; as diverse as the ecological landscape; as far-looking as the telescopes atop Mauna Kea; and as intimate as time spent in a canoe upon the sea that surrounds us.

Just as the majestic ohia tree is rooted firmly to the Earth, this community is rooted to the solid foundation built by those who have preceded us since the school’s founding in 1949. Today, Hawai‘i Preparatory Academy serves children from kindergarten through commencement in grade 12, through both boarding and day programs, on two campuses currently enrolling 625 students from 25 countries and 17 states.

With the adoption of this strategic plan in September 2016, we have challenged our school community with a renewed commitment to accountability and excellence with respect to the promise of our mission. Specifically, we are committed to:

- Providing exceptional learning opportunities offered through well-balanced educational and co-curricular programs that are rigorous and challenging and emphasize mind, body, and spirit; that encourage innovation and inspire creativity; that take advantage of our unique island location; that nurture a strong sense of community based on mutual respect and service to others; and that develop integrity and decency in our students.
- Sustaining a diverse community, defined as students from different economic, religious, and ethnic backgrounds and homelands supported by a robust residential life program and exceptional faculty, staff, and administrators and school ‘ohana.
- Honoring the traditions of Hawai‘i that have evolved through direct and meaningful relationships with the islands we call home, passing from one generation to the next; that derive from the sea surrounding us, the land supporting us, and the heavens arrayed above us, complementing our rigorous academic program; that surround us and shape us, much like *ka makani* sweeping across the campus slopes and shaping our relationships with each other.

We are pleased to present a plan that melds our Hawaiian sense of place with the times in which we live and the future we hope to see. We welcome the opportunities and challenges to come, for we know that, like the force of *ka makani*, these will strengthen HPA and the preparatory principles for which we stand.

1 Design and implement a rigorous, inquiry-based learning experience integrating core academic skill acquisition with robust multi-disciplinary project experiences to promote and assess 21st century skills.

We have an ethical responsibility to prepare our students to thrive in a world they and we cannot yet imagine. This means students need skills not only to earn a living but also to solve increasingly complex challenges. More than ever, our students will need to be innovative, flexible, and critical thinkers; clear and effective communicators; and compelling collaborators and partners. Well-crafted project experiences at culminating grade levels will assess and give reliable feedback to our students on their abilities in these critical areas. A well-aligned K-12 skills curriculum will prepare students for the exciting experiences their lives will bring. Our ultimate goal is to graduate visionary, ethical global citizens.

Strategies include:

- Systematically train faculty in project development and implementation.
- Conduct the simultaneous and systematic work of developing, documenting, and implementing a sequential skills curriculum across all grades, part of which is the incorporation of rigorous rubric assessments for each of the critical skills “tested” by the project experience.
- Implement capstone project requirement for every student in 5th, 8th, and 12th grades to allow for the highest level of secondary school work in the world in one’s selected academic subject.
- Continue to develop and grow the OurWorld cultural immersion experiences to support language learning, internship opportunities, and comparative research.
- Continue to develop and integrate the Outdoor Program into HPA’s formal academic program to serve as a vehicle for leadership training and education about and in Hawai‘i.

2 Build on the cultural, ethnic, and economic diversity represented in our students and our community to develop deeper understanding of each other and our world. We will also embrace the richness of Hawai‘i’s cultural and environmental resources to create unrivaled learning experiences for our students.

HPA provides one of the more culturally diverse environments to which any student could belong, and we intend to explore and unlock the value of that diversity for our students. We will become more intentional about what our students can and should gain from the mix of diverse backgrounds represented in the HPA student body and in the population of our island with its unique cultural history. In tandem, we will strengthen our connection to the globally significant natural resources of our island and this region of the Pacific to provide educational opportunities that are available nowhere else. Through our unique location, HPA students will engage in critical issues that bridge culture and ecosystems and in questions that are deeply important to our island, our world, and the future of our global society.

Strategies include:

- Initiate a school-wide conversation about the value of diversity for HPA students.
- Apply conclusions from the conversation to curricula in all three divisions.
- Create place-based learning experiences and community partnerships that will permeate the academic and co-curricular offerings of all three school divisions.
- Increase financial resources for faculty and staff to carry out this vision.
- Implement the HPA Sustainability Plan that provides an ambitious road map for place-based learning in Hawai‘i and brings the HPA curriculum to the forefront of sustainability education. (Added October 2019.)

3 Ensure access to an HPA education for students of all economic backgrounds.

At Hawai'i Preparatory Academy, we are committed to providing life-changing experiences in and out of the classroom, academic preparation for higher education, and the tools needed to live meaningful and happy lives. Given that we serve talented and promising students from around the world, we will strive to eliminate the financial barriers to attaining an HPA education. HPA's individual financial aid award currently provides up to 45 percent of a family's demonstrated need. We wish to ensure an affordable HPA education to students of potential regardless of economic background.

Strategies include:

- Significantly increase endowment in order to meet the financial needs of our enrolling families.
- Launch the Wai'aka Initiative for financial aid to address immediate need and as a step toward our long-term current use and endowment goals. (Added October 2019.)
- Explore sustainable strategies to reduce the gap between a family's demonstrated need and the HPA financial aid award.
- Publicly recognize scholarship recipients for their extraordinary contributions to our community to augment appreciated value of the financial award.
- Clearly define the HPA student profile informed by market research, including education and demographic trends, in order to ensure long term accessibility.

4 Launch the long-range campus master plan to upgrade HPA facilities and to provide living and learning spaces that enhance our educational objectives.

The HPA experience is intimately tied to the physical environment embodied by our campuses. We must preserve the natural beauty that defines and inspires our community, as well as the priceless architectural legacy of Vladimir Ossipoff. Moreover, we must ensure that HPA's facilities will support and advance our vision for academic innovation and co-curricular learning. The HPA campus is well-loved and also well-worn. After decades of service, many HPA buildings stand as obstacles because they are too small, inflexible, out-of-date, or some combination of all three. Through thoughtful construction and renovation, we must and will solve this challenge for all three school divisions.

Strategies include:

- Ensure detailed facility designs that reflect intended use and community input. For example, learning spaces conducive to collaboration and collegiality.
- Develop a plan for sustainable progress on deferred maintenance to include funding and scheduling of maintenance of campus buildings, building components, and infrastructure.
- As part of the HPA Sustainability Plan, upgrade and/or construct facilities on both campuses to reflect exemplary green building standards and to serve as a living laboratory for sustainable and regenerative practices. (Added October 2019.)
- Make initial improvements to HPA learning spaces as soon as possible on both campuses. Prioritize construction of new spaces and facilities as funding will allow. (Updated October 2019.)
- Partner with visionary donors who share our sense of urgency about how HPA facilities must elevate and advance our academic and co-curricular programs.

5 Enhance and develop a school culture reflecting our core values of Integrity, Respect, Pursuit of Excellence, and Wonder.

The HPA Board of Trustees approved these core values on April 23, 2016 and members of the HPA community—students, faculty, staff, administrators, alumni, parents, and trustees—strive to model and incorporate the core values in their daily lives. Providing clarity and focusing on what we stand for as a school and as a school community will create a clear identity for HPA, enhance demand among prospective students, families, board members, and employees, and provide the school community with a shared definition of success at HPA and beyond.

Strategies include:

- Develop a consistent, values-based approach to recruiting and onboarding students, parents/families, board members, and employees.
- Incorporate core values in all school materials, including policies, handbooks, and internal and external communications.
- Guided by the HPA Sustainability Plan, integrate *mālama kaiāulu* into onboarding, orientation, and curriculum, as a critical expression of our core values and school mission. (Updated October 2019.)
- Continuously align our character education program with HPA's school culture and core values.
- Continue to celebrate and recognize excellence in the school community.

6 Fully embrace boarding as a critical asset. Secure, enhance, and expand the boarding program.

HPA's multicultural and geographically diverse student body is one of its most important and distinctive educational features. Our community is proudly local *and* international. Thanks to the mix of day and boarding students from Hawai'i, the U.S. mainland, and 25 nations, HPA is able to offer synergies in learning and living that no other school can currently offer.

A key to those synergies is the contribution made by our boarding students, which we believe enhances the learning, personal growth and development, maturity, and independence of all students. We must ensure that our boarding program remains strong, so HPA can continue to provide the transformational, multicultural experience that defines us. To maximize boarding-related or boarding-driven opportunities for all our students at HPA, we are fully committed to enhancing the boarding program in a number of critical areas.

Strategies include:

- Build additional residential life facilities and renovate existing structures to create more desirable student/community living environments.
- Renovate current faculty living spaces to create flexibility and allow for recruitment and movement within the program.
- Continue the current enrollment strategy of a balanced cultural representation within the dorms, supporting local and global inter-connectedness.
- Commit an increasing amount of funds to build up residential life programs, curriculum, support and professional development.
- Design enrollment management and student services systems to enhance the boarding experience.

7 Integrate environmental stewardship and dedication to service in our curriculum and residential life programs.

Environmental stewardship and dedication to service are hallmark components of the HPA experience. Through examining the cultural, environmental and economic conditions of our island location, our students become specially equipped to make connections to understanding our global system as an island. We aspire to find new levels of meaning and depth in each of these ideas, for the long-term benefit of our students.

Strategies include:

- Through the Sustainability Plan, place HPA among the greenest of independent schools, with recognized leadership in sustainability education. Empower a new generation of young people to become environmental influencers and problem-solvers. (Updated October 2019.)
- Within existing resources, begin work immediately toward our ambitious sustainability goals. Weave *mālama kaiāulu* throughout the K-12 curriculum and pursue operational objectives as outlined for resources, wellness, campus buildings, community, and leadership. (Updated October 2019.)
- Create connections to the curriculum ensuring that opportunities to learn from service are embedded in the classroom/advisory experience as well as in the activities program.
- Develop interdisciplinary capstone project opportunities with themes exploring *mālama kaiāulu*, the value of cultural diversity, and a deeper understanding of service. (Updated October 2019.)

8 Attract and retain exceptional faculty, staff, and administration members who are aligned with HPA's mission, vision, and core values.

Qualified, passionate, caring, and committed employees are the heart of HPA. The school's faculty compensation aligns with NAIS/HAIS ranges and attrition rates are low across all employment categories. To attract and retain the best employees, HPA must regularly assess its compensation and benefits program, consistently implement a more comprehensive employee evaluation system, and communicate with employees about these systems and programs.

Strategies include:

- Conduct a comprehensive study of employee compensation and benefits.
- Develop a tool for objective, core value-based employee evaluation that includes recognition of excellence, accountability, and support and monitoring for new employees.
- Continue to focus on facility upgrades and additions—academic and residential—to improve employee morale.
- Improve communication protocols to maintain transparency, increase awareness and generate understanding regarding issues affecting faculty and staff.

From Vision to Reality: Next Steps

HPA is on the move. We have already launched many program initiatives to advance project-based learning, establish leadership in sustainability education, strengthen our boarding and student life curriculum, and other objectives. Watch for further news online and in print—and make sure we have your contact information Fred Wawner at www.hpa.edu/update

We regularly assess our progress and the plan, seeking to be as creative and efficient as possible with HPA's limited resources. The plan is led by Head of School and the strategic plan committee of the HPA Board of Trustees. We welcome questions and comments at Fred Wawner's email address: hos@hpa.edu

Many of HPA's most ambitious goals require additional resources before we can realize the broad scope of impact we envision for students. Among our highest priorities are the achievement of our Sustainability Plan, financial aid endowment, and improved facilities for all three school divisions. To propel us forward toward the full vision, we continue to seek like-minded donors who share our vision, care deeply about our students, and believe HPA can benefit our island and the larger world for many years to come.

As our 'ohana begins this journey, we invite all alumni, parents, and friends to engage with the school and each other. There are many ways to be involved or reconnect. Call an old HPA friend. Come back to visit campus. Attend an HPA event. Become a volunteer. Support our students through the HPA Fund. From our youngest kindergarten student to our wisest *kupuna*, whether we live in Waimea or Istanbul, we each have a home in this HPA community. Together, we protect and nurture it for future generations. *Mahalo* for the part you play.







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