I ‘ike poʻokela na ‘opio a pau o Lahainaluna

A superior high school experience for all Lahainaluna students

Lahainaluna High School Foundation
Strategic Plan
October 2008
“Lahainaluna”

Alma Mater

Words and music by Albert Kaleikini
Arranged by Samuel Mookini

‘O ka Malu ʻulu o lele (No e ka ʻoi)
Na kualono nani e (Ku kilakila)
Me ka ua Kilikilihune (A o Halona)
Hoʻopulu i ke oho o ka palai.

Oh the land of the shadow of the flying breadfruit
The wonder of lands
With the ever spraying delightful showers (of Halona)
Wetting the foliage of the ferns.

Hui:
‘O Lahaina, Lahainaluna nani
Ka hoku hele hoʻi o ka Pakipika
Ipu Kukui ʻa a mau (Pio ʻole)
Pio ʻole i ka makani Kauaʻula.

Chorus:
Oh Lahaina, Lahainaluna nani (beauty)
The leading star of the Pacific
The ever burning torch which cannot be
Extinguished by the fierce winds of Kauaula.

Huʻi anu ka wai mauka (Wai piula)
Keʻoe nenehe i ke aumoe (ʻOlu e)
ʻAuʻau na manu o ka uka (ʻOka uka weli)
Hoʻolono i ka leo pele kani.

With the cool waters from the mountains (the springing waters)
Dripping silently during the midnight (so comforting)
The birds happily breathing in its freshness
Listen to their echo in the valley.
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Executive Summary

**Lahainaluna High School Foundation** is an important organization dedicated to enhancing the educational experience at Lahainaluna High School. Since 2000 the Foundation has raised over $4.4 million and provided improvement projects that have contributed greatly to the success of the school. We realize that with constrained resources available from the Hawai‘i Department of Education, our community must step up and foster partnerships and plans that will provide a superior high school experience for all Lahainaluna students, and help them excel in all kinds of ways.

This report is a culmination of many hours of hard work from our Board of Directors, committee members, staff and facilitator. It is intended to provide a “road map” as we navigate the next 10 years. This strategic plan will give an in depth look at our history, vision, goals, values, people, committees, finances and plans.
In September 2005, the Lahainaluna High School Foundation held its first strategic planning workshop. This was a one-day event where our Board of Directors worked together to establish goals, update our mission, and talk about where we were, and where we wanted to go. We knew one thing, and that was there were some exciting opportunities ahead.

Several years later, we looked back and realized that the goals we had set were largely accomplished.

- **Friends of the Library Endowment Fund reached the 100 book-per-year level**
- **Scholarship levels were growing**
- **Grants and sponsorships were increasing**
- **The web site was up and running**
- **We were partnering with other west side schools and the tutoring program**
- **We had great success working with Mercedes-Benz as a beneficiary of its Championship in Kapalua**

The question before us was: What do we need to do now to further advance our efforts?

In 2007 we took a bold step by announcing two important projects:

- **Plan, fund and build a multi-purpose stadium at Lahainaluna High School**
- **Enhance the arts with an on-campus visual & performing arts and cultural center, known as Ka Malu ‘Ulu**

Substantial progress has already been achieved on both. During David Malo Day 2007, local businessman and LHS alumnus Roy Sakamoto announced a $1.0 million gift for the stadium project by part-time resident Ms. Sue Cooley. By June 2008, that amount had increased to over $3.0 million. Conceptual designs have been completed for the stadium and fundraising efforts are underway. At David Malo Day 2008, the Ka Malu ‘Ulu committee unveiled an entirely renovated Boarders Field stage and expanded earthen platform, Kahua.
Lahainaluna High School

Lahainaluna High School is the oldest school west of the Rockies. Founded in 1831, it is the place where public education in Hawai‘i began. It is the only public school in the nation with a boarding program and the first school with a Hawaiian alma mater. Today Lahainaluna High School serves approximately 1,000 day and boarding students with a rich variety of courses. It is known state-wide as having one of the finest agriculture programs.

As the only public high school in West Maui, the entire community benefits from its people and resources. Throughout the school’s history, we have witnessed the capital of Hawai‘i moving from Lahaina to Honolulu, the closing of the plantations, the growth of tourism and numerous other changes in our community. Lahainaluna still stands as a beacon above Lahaina, and our community and alumni continue to share the deepest respect for the school’s culture and traditions.

LHS motto  O keia ke kukui pio ole l ka makani o Kauaula
This is the torch that the winds of Kauaula cannot extinguish
Gather at this place, Lahainaluna, 
Grasp the flaming torch of Excellence, 
And, let us move forward, together, 
To develop the promise in every child.  

– LHS Vision

Nana i ke Kumu. Look to the source.

Lahainaluna High School is indeed one source of knowledge, rooted in our Hawaiian history and culture; one that helps to define us. Through knowledge comes wisdom.

We are an island community, ohana, with Hawaiian values at the core of our existence and origin: Respect, integrity, work ethics, malama the ‘aina (be stewards of our islands), kuleana (responsibility), and aloha.

Founded in 1831 under humble beginnings supported by the strength of missionary teachings and Hawaiian wisdom, Lahainaluna High School, as she enters the 21st century, is challenged to balance her unique, rich history with the progress that comes with the “net” generation.

As the School continues to strive for excellence and prepares its students with skills and knowledge needed to be participatory citizens in the global society, she will support efforts to understand, research and sustain our sense of place, sense of community, and sense of citizenship. Our students will be immersed in the values of our Hawaiian host culture and those of our democratic society.

I 'ike po'okela na 'opio a pau o Lahainaluna  LHSF vision
A superior high school experience for all Lahainaluna students
LHS Foundation

Lahainaluna High School Foundation was formed in 2000 as a 501(c)(3) organization with the vision of improving the educational experience of the school through a framework that would allow donors the ability to give through a tax-exempt organization outside the realm of the Hawai‘i Department of Education. We envisioned that all fundraising efforts for the benefit of the school could flow through the Foundation.

The idea for creating the Foundation came through the efforts of many people, most notably Brian Kelly, then Band Instructor; Mike Nakano, Principal; and Charlie Fox, a retired attorney living in West Maui. Rob Shelton was asked to serve as its first president.

Since the inception, the Foundation has

- Partnered with the Hawaii Community Foundation to form scholarship, giving programs, and endowment funds that will help to secure the long-term future of the Foundation;
- Set up a legacy program with Bank of Hawai‘i Trust; and
- Established a means that allows individual donors to direct their gifts to the departments, clubs, or projects of their choice.

As the Foundation grew, we saw the need for an Executive Director. Diane Delos Reyes has served as our Executive Director the past 5 years and currently operates out of space at 505 Front Street donated by Trinity Property Consultants. As our organization continues to grow, we look forward to developing headquarters on campus.

We believe that service to the Foundation is an important learning experience for our students, and thus we have a student who serves on the Executive Board as Secretary. Serving on the Board in an executive capacity teaches students the value of working with a “real life” organization dedicated to giving back to the school. Our past student representatives have gone on to wonderful college experiences and have been equally successful in careers such as journalism, business, and engineering.

The Foundation relies on many dedicated volunteers from many different constituencies—community, alumni, school staff, and students. The continued success of the Foundation will be determined by these individuals and their continuing support.

LHS motto  O keia ke kukui pio ole I ka makani o Kauaula
This is the torch that the winds of Kauaula cannot extinguish
LHSF vision
A superior high school experience for all Lahainaluna students
Vision

I ‘ike po‘okela na ’opio a pau o Lahainaluna

A superior high school experience for all Lahainaluna students

Values

Loina  Tradition
Hoihi  Respect
Ho‘oha‘ahea  Honor
Kupaa  Dedication
Pio ole  Commitment
Kaiaulu  Community

LHS motto  O keia ke kukui pio ole I ka makani o Kauaula
This is the torch that the winds of Kauaula cannot extinguish
**Mission**

_E kakoʻo l ko Lahainaluna ma o na mea e hoʻolako pono ai_

**SUPPORT** the Lahainaluna school community by providing opportunities and resources

_E kokua l ka malama ʻana a me ka hoʻomau ʻana i ko Lahainaluna moʻaukala, kona moʻomeheu, a me kona mau loina_

**ASSIST** in preserving and perpetuating Lahainaluna’s unique history, culture and traditions

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*I ʻike poʻokela na ʻopio a pau o Lahainaluna  LHSF vision*

A superior high school experience for all Lahainaluna students
## Foundation Grantmaking 2002-2007

<table>
<thead>
<tr>
<th>Grants &amp; Sponsorships</th>
<th>Athletics</th>
<th>Scholarships</th>
<th>Arts &amp; Culture</th>
<th>Total</th>
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<tr>
<td>Bio Tech Classroom</td>
<td>Baseball</td>
<td>$400,000</td>
<td>Kahua on Boarders' Field</td>
<td>$895,000</td>
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<td>Edline/Technology Classroom</td>
<td>Basketball</td>
<td>$225,000</td>
<td>Art Program</td>
<td>(Right) Boarders helping with Kahua. Turn to page 19 to see the completed Kahua.</td>
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<td>Lahainaluna Technology Lab</td>
<td>Bleachers for football field</td>
<td>$160,000</td>
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<td>Graphics Class</td>
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<td>Ka Leo</td>
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<td>Teachers/advisors training programs</td>
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<td>Health &amp; Medical Pathways Program</td>
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<td>Lahainaluna Tutoring Program</td>
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<td>Lahaina Tutoring Program</td>
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<td>Audio visual equipment</td>
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<td>Alternative Learning Center</td>
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<td>Part time teacher</td>
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<tr>
<td>Classroom Construction</td>
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<td>Kam III Elementary playground resurfacing</td>
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<td>Lahaina Intermediate Renaissance</td>
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<td>Foundation/Library</td>
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<td>Princess Nahienaena Elementary</td>
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<td>Sponsorship for Lahainaluna 175th anniversary</td>
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<td>Archives Committee, arborist grant</td>
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<td>Campus Map</td>
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<td>Scoreboard</td>
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<td>Tennis/Wrestling</td>
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<td>Stadium Track Design/Plans</td>
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<td>Gym Banners</td>
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<td>Therapeutic Modality</td>
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<tr>
<td>Athletic Training Room</td>
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LHS motto  
O keia ke kukui pio ole l ka makani o Kauaula  
This is the torch that the winds of Kauaula cannot extinguish
Foundation Strategic Goals 2008-2019

Achieve organizational stability & sustainability

- Develop the people – Board, staff, other volunteers necessary to support mission and vision
- Establish an on-campus Foundation office for closer ties between the school, volunteers and alumni
- Build development capacity to support planned projects
- Ensure appropriate financial controls, checks & balances
- Add to endowment for grant-making and operations

Advance major projects

- Track, field & stadium: Raise additional funding – $15+ million – to realize the planned facility
- Ka Malu ‘Ulu: Determine feasibility, develop concept plans, estimate required funding, develop lead gifts

Organize an LHS Alumni Association

- Broaden the support for Foundation projects among alumni everywhere
- Identify ways to serve alumni effectively

Participate within the local community

- Enhance the presence, voice and platform in the community
- Stengthen existing and create new key partners
Athletics

The **Stadium Athletic Committee** was formed to plan the stadium itself – how it was to be configured and what would be included given the physical parameters for the area. For the most part, the Stadium Athletic Committee’s task have been accomplished.

The **Stadium Development Committee** was formed in February 2008 to raise funds and develop public awareness for the LHSF stadium project.

### Stadium Athletic Committee

- **Mark Tillman**, Chair  
  Parent, Board of Directors
- **Rob Shelton**  
  Parent, Board of Directors
- **Michael Nakano**  
  Principal, Board of Directors
- **Joe Balangitaо**  
  Former Athletic Director
- **Bobby Watson**  
  Farm Foreman, Football Coach
- **Clifton Akiyama**  
  Alumnus
- **Walter Chihara**  
  Parent
- **Lanny Tihada**  
  Alumnus, Parent & Coach
- **Bill Green**  
  Parent
- **Dennis Harmon**  
  Alumnus
- **Kim Ball**  
  Parent, Coach
- **Student volunteers**

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**LHS motto**  
*O keia ke kukui pio ole I ka makani o Kauaula*  
This is the torch that the winds of Kauaula cannot extinguish
**LHSF vision**

A superior high school experience for all Lahainaluna students

---

(Above) Current track facilities – rocks, many puka, and weeds.

(Left) New softball scoreboard.

*I 'ike po'okela na 'opio a pau o Lahainaluna*
LHS motto  
O keia ke kukui pio ole I ka makani o Kauaula
This is the torch that the winds of Kauaula cannot extinguish
Goals for Athletics

1-year goals
2008-2009
- Advance major projects:
  - Full-time paid staff dedicated to fund-raising
  - Additional funding ($3 million) achieved within a year from now (September 2009), bringing the total raised to $6 million

5-year goals
2010-2014
- Advance major projects:
  - Necessary funding has been raised for stadium/track
  - The stadium is built, or at the very least, ground is broken

10-year goals
2015-2019
- Advance major projects:
  - The stadium is built

Stadium Development Committee
Jeff Rogers, Chair Parent, LHSF Development Coordinator
Lena Kanemitsu Alumna, Parent
Myrna Ah Hee Alumna, Parent
Richard Nishihara Alumnus, Board of Directors
Tanya Arakawa Alumna, Parent

I 'ike po'okela na 'opio a pau o Lahainaluna LHSF vision
A superior high school experience for all Lahainaluna students
Arts & Culture

The Arts and Culture Committee was founded in 2005 to preserve and perpetuate the study of the arts and Hawaiian culture in the unique physical and historical setting of LHS. In 2007, the Committee partnered with LHS, the Lahaina community and corporate donors to renovate and rebuild the Kahua, the performance stage on Boarders Field which is the site of David Malo Day. Appropriately, the theme of David Malo Day is "giving back" and Kahua was brought into being by many generous donors.

The Committee hopes that the Kahua will indeed be the platform and foundation for the greater goal of a Lahainaluna Arts Center. Ka Malu 'Ulu, named for the nurturing and preserving shade of the breadfruit tree, will be the home for visual and performing arts programs and include a performing art center, art gallery, and various multi-purpose spaces. As with the Kahua, we look forward to Ka Malu 'Ulu connecting the school and community, kama‘aina and visitor, past and future.

Arts & Culture Grants, 2002-2007

- Kahua on Boarders’ Field, $101,000
- Arts Program, $5,878
- Hawaiiana Club, $2,930

Arts and Culture Committee

- Darcel Gilbert, Chair
- Diane Delos Reyes
- George Kahumoku, Jr.
- Lois Reiswig
- Lori Gomez
- Louisa Shelton
- Mark LeDoux
- Macario Pascual
- Penny Wakida

- Board of Directors
- Executive Director, Parent
- Faculty & Artist, musician, 3-time Grammy Awards Winner
- Community
- Faculty & Alumna
- Parent & Alumna
- Community
- Alumnus, Parent, Tennis Coach, Artist
- Former Faculty & Parent

LHS motto

O keia ke kukui pio ole I ka makani o Kauaula
This is the torch that the winds of Kauaula cannot extinguish
Ka Malu ‘Ulu

Malu – Shade, shelter, protection, peace
‘Ulu – Breadfruit; Ulu – Grow, spread, increase

Kahua is the platform and foundation for the greater goal of Ka Malu ‘Ulu, an arts and culture center consisting of a 350-seat theatre, art gallery, practice studios, workshops, classrooms and a Hawaiian garden. Ka Malu ‘Ulu at LHS will be a showplace and signature learning center for Hawaiian culture and tradition. A site for kupuna of all arts, old and new, to teach and share their precious knowledge, it will be a vital venue to bridge into the 21st century.

As with the Kahua, Ka Malu ‘Ulu will nurture the roots of the past to establish and strengthen our present and future, connecting kama’aina, malihini (visitor), school and community, in sharing the "sense of place" that is Lahainaluna.

Vision
By honoring the work that came before and creating a place of shared discoveries through art, Ka Malu ‘Ulu advances lokahi.

Mission
Ka Malu ‘Ulu creates opportunities and places to explore and celebrate the academics, art and culture of Lahainaluna.

Values
Ho’omahua ‘ohana Community
Ike pono Righteousness
Malama Preservation
Ho’okumu ‘ohana Creative process
Ho‘ihi Respect, reverence
Lokahi Harmony

(Right) The completed Kahua.
(Above) Before renovation.
LHS motto  O keia ke kukui pio ole  I ka makani o Kauaula
This is the torch that the winds of Kauaula cannot extinguish
Goals for Arts & Culture

1-year goals
2008-2009
- Advance major projects:
  - Complete payment for Kahua with other grants
  - Determine the feasibility of Ka Malu 'Ulu (KMU) - Input from community leaders as well as donor potential
  - Survey the community - For support and usage
  - Scope out site and facility - Coordinate with other projects; general plan for LHS
  - Develop and implement a publicity campaign
  - Develop and implement a fund-raising plan
  - Identify the best ways to support LHS arts & culture curriculum

- Achieve organizational stability & sustainability:
  - Create an Advisory Board - Compile list of possible individuals
  - Expand the current committee

- Participate within the local community:
  - Organize activities - Plein-air event, tours, film programs, music/cultural events
  - Develop partnerships - MACC, other school programs, hotels, Hawaii DOE

5-year goals
2010-2014
- Advance major projects:
  - Raise the funding for KMU design
  - Develop designs
  - Launch capital fund-raising drive for KMU construction
  - Continue to support LHS arts & culture program (curriculum, faculty)
  - Conduct tours of LHS and proposed KMU site & facilities

10-year goals
2015-2019
- Advance major projects:
  - Build & open KMU - Theater, studios, practice spaces, art gallery, garden

(Right) Blessing the renovated Kahua, David Malo Day 2008.

I 'ike po'okela na 'opio a pau o Lahainaluna LHSF vision
A superior high school experience for all Lahainaluna students
Scholarships

The **Scholarships Committee** formed in 2001 to administer and award scholarships from donations to the Foundation to LHS applicants.

Since its inception the Committee has awarded $160,450 to LHS seniors who are continuing their education. In 2006, scholarships have also been available and awarded to LHS teachers for continuing education.

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**Scholarship Awards, 2002-2007**

<table>
<thead>
<tr>
<th>Year</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<td>Scholarships Awarded</td>
<td>6</td>
<td>10</td>
<td>13</td>
<td>18</td>
<td>15</td>
<td>28</td>
<td>26</td>
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</table>

- **2002**: $6,200
- **2003**: $10,200
- **2004**: $16,700
- **2005**: $22,200
- **2006**: $14,950
- **2007**: $35,450
- **2008**: $55,050

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**Scholarships Committee**

- Andrew Kutsunai, Chair
  - Former LHS Faculty, Board of Directors, Parent
- Penny Wakida
  - Former LHS Faculty, Parent
- Tonata Lolesio
- Lydia Saribay
  - Alumna
  - Parent
  - Senior counselor
- to be named

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**LHS motto**  
O keia ke kukui pio ole I ka makani o Kauaula  
This is the torch that the winds of Kauaula cannot extinguish
Goals for Scholarships

1-year goals
2008-2009
- Raise $14K in addition to the current $50K for scholarships from:
  - Class reunions – pledge program
  - Business community
  - Individual donations

5-year goals
2010-2014
- Raise $70K per year in addition to the current $50K for scholarships

10-year goals
2015-2019
- Be able to offer scholarships to every graduate seeking higher education
  - $140K annually: 140 students (70%) @ $1K each
  - $1 million endowment dedicated to scholarships
  - Graduates are encouraged to return and teach here
  - More scholarships to support teachers and their continuing education

I 'ike po'okela na 'opio a pau o Lahainaluna  LHSF vision
A superior high school experience for all Lahainaluna students
Alumni & Community Relations

The purpose of the Alumni & Community Relations Committee is to encourage our alumni and the community to participate and contribute to the needs of Lahainaluna High School through the Lahainaluna High School Foundation, using the media, newsletters, and public relation appearances at reunions and public functions.

Alumni & Community Relations Committee

Alexander Ross, Chair
Myrna Ah Hee
Leslie Hiraga

Board of Directors,
Alumnus, Parent
Alumna, Parent
Alumna, Staff, Parent

LHS motto  O keia ke kukui pio ole I ka makani o Kauaula
This is the torch that the winds of Kauaula cannot extinguish
Goals for Alumni & Community Relations

1-year goals
2008-2009
- Provide brochures, materials and resources for available for classes to organize their reunions
- Participates in alumni events (including the mainland)
- Participate within the local community so that organizations, groups and citizens in West Maui know about the Foundation and its goals

5-year goals
2010-2014
- Achieve organizational stability & sustainability:
  - Committee is expanded to include representatives from 60s, 70s, 80s, 90s, 00s classes
  - All reunions participate with the Foundation
  - Planned giving program is up and running
  - Database with 100% of alumni is completed
- Organize an LHS Alumni Association:
  - Alumni on mainland and around the world are aware of and participate with the Foundation
  - Create an Alumni newsletter

10-year goals
2015-2019
- Achieve organizational stability & sustainability:
  - Every class knows about and participates with the Foundation
  - Alumni membership dues and gifts provide a stable and sustaining source of funding, e.g., toward the Endowment
  - Documentary
Grants & Sponsorships

The Grants & Sponsorships Committee evaluates proposals for funding to many vital programs and projects at LHS such as program, technology, tutoring, boarding program, the Alternative Learning Center, and extracurricular clubs. As an area of grant-making, Grants & Sponsorships represents the largest area to-date of Foundation activity.

Grants & Sponsorship Awards, 2002-2007

Grants & Sponsorships Committee

Michael Nakano, Chair Board of Directors, LHS principal
Glen Kosaka LHS alumnus
Lee Munemitsu LHS alumnus
Ruth Hill LHS teacher
Student representatives

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Goals for Grants & Sponsorships

1-year goals
2008-2009
- Formalize guidelines and a calendar of deadlines for grant requests

5-year goals
2010-2014
- Achieve organizational stability & sustainability:
  - Achieve an annual level of $100,000 for grants

10-year goals
2015-2019
- Achieve organizational stability & sustainability:
  - Establish an annual budget for grants, e.g., $150,000 per year
History & Cultural Preservation

In recognition of Lahainaluna’s treasured past, the History & Cultural Preservation Committee is the liaison between LHS’s existing Lahainaluna Historical Preservation Committee (also known as the Archive Committee) and the Foundation.

Both committees have the mission to preserve the history and culture of LHS. A current shared activity is the naming of the buildings on campus and providing signage for the buildings.

History & Cultural Preservation Committee

Susan Yap, Chair
Nancy Cross

Board of Directors, LHS staff, parent
Board of Directors (Vice President), LHS parent

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Goals for History & Cultural Preservation

1-year goals
2008-2009
- Advance major projects:
  - Buildings are named
  - Partner with the Academy of Hospitality & Travel
  - On-going acquisition of artifacts
  - Continue school partnership with Archival Committee
- Participate within the local community:
  - Partner with Lahaina Restoration Foundation

5-year goals
2010-2014
- Advance major projects:
  - Plaques for named buildings

10-year goals
2015-2019
- Advance major projects:
  - David Malo Heritage Trail and viewing vantage
  - Historical center on campus
  - Documentary
Development, Marketing & Communications

The Development Committee will be responsible for implementing annual giving and legacy programs, and identifying and communicating with major donors who can provide resources to the Foundation.

Development, Marketing & Communications Committee

Rob Shelton  
Board of Directors (President), Parent
Jeff Rogers  
Parent, LHSF Development Coordinator

(Committee in formation)
Goals for Development, Marketing & Communications

1-year goals
2008-2009
- Form a Development Committee with individuals representing various LHS and community constituencies
  - Establish fund-raising, marketing and communications goals for the committee

5-year goals
2010-2014
- To be established by the committee

10-year goals
2015-2019
- To be established by the committee
Finance

The Finance Committee assists the Foundation staff in the preparation of financial projections, the selection and implementation of accounting standards and procedures, and the selection of investment accounts. The committee advises the Board of Directors on other finance related matters.

Summary of Grants and Expenses, 2002-2007

Finance Committee

Walter Vierra, Chair  
Lester Nakamoto  
Ivy Huerter  

Board of Directors, Alumnus  
Board of Directors, Alumnus  
Board of Directors (Treasurer), Alumna, Parent

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Financial Principles

The LHS Foundation, through its Finance Committee is committed to prudent financial management and good stewardship of its assets. In order to accomplish these goals the Foundation only grants monies that it already has or has been guaranteed, keeps its operational expenses to a minimum, and chooses grants that impact the largest proportion of its stakeholders.

Assumptions about the Future

The Finance committee recognizes that the Foundation has been fortunate to secure the funding it currently has and that funds will likely be less available in the short term because of the current economic climate. The Finance Committee would like to see the Foundation diversify its funding sources, increase donations from alumni, and explore alternative funding sources such as grants.
LHS Foundation Strategic Plan

LHS motto  
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Goals for Finance

1-year goals
2008-2009
• Implement controls, identify plans & establish funding:
  - Institute more formal financial controls, e.g., committee project disbursements, overall operations
  - Ensure adequate coverage for Directors and staff
  - Plan to cover the shortfall created by the completion of the 5-year Intrawest settlement funding
  - Establish funding budget for grants and other program areas
  - Move Treasury into the office (1-2 year goal)
  - Create a succession plan for Executive Director

5-year goals
2010-2014
• Achieve organizational stability & sustainability:
  - Additional staff member; employees (as opposed to contractors)
  - Additional revenue streams
  - Endowment at $1 million – generates $50K for operations

10-year goals
2015-2019
• Achieve organizational stability & sustainability:
  - Endowment fund to cover all operating expenses
  - Substantial cash flow from multiple sources; not dependent on any one source of funding
  - Message to donors: “We pass 100% of donations to program”
  - Office with fully paid staff
Board of Directors

The LHS Foundation Board of Directors is represented by a diverse group of community members, business leaders and professionals, school staff and administration, students and alumni.

Our board members complement each other with a broad range of knowledge and understanding in many disciplines, but we do have one thing in common: our sincere desire to see Lahainaluna High School excel in all areas.

We place a high priority on fiscal responsibility and supporting programs and activities that will provide our students with a superior high school experience. We believe that the students of today will be tomorrow’s leaders and we look forward to their participation in making Lahainaluna High School an even better place in the future.

2008 Board of Directors

Rob Shelton, President Parent
Nancy Cross, Vice President Parent
Ivy Huerter, Treasurer Alumna, Parent, Staff
Andrew Kutsunai, Scholarship Chair Former Faculty, Parent
Michael Nakano, Grants & Sponsorships Chair Principal
Alexander Ross, Alumni and Community Relations Chair Alumnus, Parent
Darcel Gilbert, MD, Arts and Culture Chair Lahaina community
Walter Vierra, Esquire, Finance Chair Alumnus
Mark Tillman, Athletics Chair Parent
Susan Yap, History & Cultural Preservation Chair LHS Staff, Parent
Lester Nakamoto Alumnus
Richard Nishihara Alumnus

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Goals for Board of Directors

1-year goals
2008-2009
• Achieve organizational stability & sustainability:
  - Board composition and recruitment:
    Develop and implement a process for identifying and recruiting new Board members
    Develop orientation program & materials for new Board members
  - Assessment
    Implement a process that enables the Board to comment on the strengths and weaknesses of the Board’s performance
    Develop and implement recommendations based on Board assessment

5-year goals
2010-2014
• Achieve organizational stability & sustainability:
  - Strategy review:
    Plan and hold a Board retreat
    Evaluate the Foundation’s progress toward this plan’s goals
    Conduct a comprehensive review:
      Vision, mission and values
      Fund-raising and grant-making
      Organization structure, staffing and systems

I 'ike po'okela na 'opio a pau o Lahainaluna  LHSF vision
A superior high school experience for all Lahainaluna students
Advisors

The Foundation’s Advisors are individuals who are influential community members who have a strong desire to see Lahainaluna High School succeed. Advisors are ambassadors for the Foundation, and serve the important function as sounding board for ideas and suggestions. The Foundation holds one to two social functions per year in which Advisors gather to receive an update and lend their ideas to the Foundation.

Goals for Advisors

- Achieve organizational stability & sustainability:
  - Seek their advice and input into various Foundation endeavors
  - Add members to this list as the Foundation deems necessary
- Participate within the local community:
  - Continue to use their individual influence in the community

2008 Advisors

Karen Ancheta 1997 graduate and creator of the LHS Foundation web site.
Henry “Bruno” Ariyoshi Long time teacher, coach and administrator at Lahainaluna.
Roz Baker State Senator and Chairperson for the powerful Ways and Means Committee.
Brian Blundell Local Businessman and former State Representative; Parent.
Maggie Cole Community member and supporter. Husband David Cole is the Chairman and CEO of Maui Land and Pineapple Company.
Pat and Richard Endsley Retired educators and leaders of the West Maui complex Tutoring Program.
Charles Fox III Retired Attorney who set up the framework for the Foundation. Mr. Fox was one of our first Board Members. Class of 1941.
Sam Kadotani Respected Community Member known as the “Honorary Mayor of Lahaina.” Alumnus.

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Staff & Volunteers

By principle as well as fiscal prudence, LHSF has kept Staff to a minimum with independent contractors. Since the Foundation’s inception, Diane Delos Reyes has served as Executive Director. In 2008, long-time volunteer Jeff Rogers was appointed to the newly-created role of Development Coordinator to oversee the many LHSF fund-raising initiatives.

With the announcement of Diane’s intention to retire in September 2009, LHSF leadership will undertake the process of identifying a new Executive Director.

Goals for Staff

1-year goals
2008-2009
- Strive for organizational stability & sustainability:
  - Plan and implement a search process for a new ED to begin September 1, 2009

5-year goals
2010-2014
- Achieve organizational stability & sustainability:
  - Assess the need for additional staff (e.g., Development Director, full-time paid Assistant) against available resources

Volunteers are vital to the work of the Foundation, and serve on many committees and in many capacities. In the office, long-time West Maui resident and LHSF volunteer Jackie Kelly assists Diane and Jeff in many ways. Longer-term, the Foundation will need to assess the need for paid full-time assistance.

Goals for Volunteers

1-year goals
2008-2009
- Strive for organizational stability & sustainability:
  - Seek their advice and input into various Foundation endeavors
- Participate within the local community:
  - Continue to use their individual influence in the community

5-year goals
2010-2014
- Achieve organizational stability & sustainability:
  - Continue to recruit and develop volunteers to assist the Foundation in its many initiatives

I ‘ike po’okela na ‘opio a pau o Lahainaluna  LHSF vision
A superior high school experience for all Lahainaluna students
Perpetuating the torch of excellence