KITA WARE

MISSION, VISION, CORE VALUES & STRATEGIC PRIORITIES

Purpose • Direction • Values • Priorities • Impact

Introduction

This document summarizes the foundational mission, vision, core values, and strategic priorities that guide KITA WARE. It is intended to provide Community Affiliates, volunteers, Fellows, Mentors, Advisors, partners, organizational leaders, and other stakeholders with a shared understanding of what KITA WARE seeks to advance and how its work is organized.

Mission

OUR MISSION

Strengthen organizations, workplaces, and communities through ethical leadership, industrial-organizational psychology, cultural design, and evidence-informed practice; work collaboratively to improve communication, organizational effectiveness, community resilience, and long-term sustainability throughout Hawai‘i.

Vision

OUR VISION

Foster safe, resilient, and connected communities throughout Hawai‘i; strengthen organizational systems, empower collaborative partnerships, and advance sustainable solutions that honor Hawai‘i’s diverse cultures, people, and communities.

GUIDING PRINCIPLE

Strengthen existing systems rather than creating parallel systems.

INSTITUTIONAL COMMITMENT

We are committed to cultivating knowledge, developing leaders, building resilient organizations, empowering communities, and upholding ethical leadership for a better world.

Core Values

KITA WARE's six core values provide a shared ethical and institutional foundation for governance, leadership, professional practice, community participation, research, learning, and partnership. They describe how the organization seeks to work—not only what it seeks to accomplish.

Core Value	Meaning in Practice
KNOWLEDGE	Learn continuously, preserve organizational and community knowledge, and use evidence, experience, and reflection to support responsible decisions.
LEADERSHIP	Serve with purpose, develop the capacity of others, prepare future leaders, and exercise influence with humility and responsibility.
INTEGRITY	Act with honesty, transparency, accountability, and ethical discipline; protect trust through accurate representation and responsible conduct.
STEWARDSHIP	Care responsibly for people, resources, partnerships, reputation, mission, heritage, and the institution's long-term future.
COMMUNITY	Listen before leading, respect lived and place-based knowledge, strengthen existing systems, and build relationships grounded in trust and reciprocity.
EXCELLENCE	Pursue quality through evidence-informed practice, continuous learning, thoughtful innovation, and disciplined improvement.

VALUES IN PRACTICE

KITA WARE's values are intended to shape conduct, decisions, relationships, program design, research, governance, communication, and service. Titles or roles may differ, but the expectation of ethical and mission-aligned participation remains consistent.

Strategic Priorities

KITA WARE organizes its strategic priorities through six integrated institutional systems. Each priority has a distinct purpose while contributing to one coordinated framework of ethical governance, people development, programs, partnerships, learning, and cultural stewardship.

Strategic Priority	Purpose
1. Leadership & Strategic Governance	Set direction, protect ethics, ensure accountability, and oversee stewardship of KITA WARE's mission, resources, reputation, and long-term institutional direction.
2. Workforce Development	Develop people, leadership capacity, lifelong learning, professional growth, and resilience.
3. Programs & Community Services	Design and improve evidence-informed programs, services, initiatives, and interventions within KITA WARE's approved scope and capacity.
4. Community Partnerships	Build strategic relationships, shared resources, networks, reciprocal engagement, and collective impact with communities and institutions.
5. Research, Evaluation & Continuous Learning	Measure performance, generate and translate evidence, evaluate initiatives, preserve learning, and use findings to improve organizational and community practice.
6. Culture & Heritage	Preserve values, heritage, identity, place-responsive practice, and ethical cultural stewardship while supporting responsible adaptation for future needs.

INTEGRATED PRIORITY MODEL

The six priorities are mutually reinforcing. Governance provides stewardship; people and workforce capacity enable action; programs and partnerships create pathways for service and collaboration; research and evaluation strengthen learning; and culture and heritage help preserve identity, responsibility, and continuity.

Strategic Approach

KITA WARE advances its mission through a community-systems approach that emphasizes learning, collaboration, and responsible contribution before expansion or duplication of existing services.

Step	Purpose
1 — LISTEN	Understand community and organizational needs, strengths, opportunities, and challenges.
2 — LEARN	Learn from existing expertise, initiatives, evidence, lived experience, and place-based knowledge.
3 — COLLABORATE	Build relationships grounded in trust, respect, appropriate boundaries, and shared purpose.
4 — STRENGTHEN	Support existing systems, capacity, coordination, and learning for long-term resilience.

FIVE STRATEGIC ROLES

Strategic Role	Contribution
Community Systems Partner	Strengthens relationships, coordination, accessibility, and effectiveness across existing systems.
Organizational Capacity Builder	Supports strategic planning, leadership, governance, workforce, evaluation, and resilience.
Community Resource Navigation Facilitator	Maps resources and clarifies pathways without replacing case management or direct-service responsibilities.
Cross-Sector Partnership Convener	Supports shared learning, relationship-building, planning, and collaborative problem-solving.
Research, Learning & Innovation Partner	Advances needs assessments, evaluation, evidence-informed practice, innovation, and organizational learning.

Strategic Stewardship

Strategic priorities are advanced through disciplined stewardship. KITA WARE considers mission, community knowledge, evidence, organizational capacity, and long-term legacy when deciding whether and how to pursue an opportunity.

Stewardship Lens	Guiding Question
Mission	Does the opportunity strengthen and remain faithful to KITA WARE's purpose?
Community	Is the need demonstrated and informed by those already serving or affected?
Evidence	What do research, experience, consultation, and evaluation indicate?
Capacity	Does KITA WARE have the people, safeguards, resources, legitimacy, and partnerships required to proceed responsibly?
Legacy	Will the decision strengthen long-term sustainability, institutional learning, and responsible stewardship for the future?

RESPONSIBLE COLLABORATION

KITA WARE's role is to complement—not duplicate—existing systems. Collaboration should preserve organizational boundaries, recognize specialized expertise, and use appropriate written agreements or authorizations when commitments, representation, data, resources, or financial obligations are involved.

Intended Impact

KITA WARE seeks to translate mission, values, strategic priorities, and responsible collaboration into practical organizational and community-system outcomes.

Impact Area	Institutional Aim
Stronger Organizations	More ethical, effective, adaptive, and accountable organizational systems.
Sustainable Growth	Growth that reflects mission, capacity, partnership, evidence, and long-term responsibility.
Operational Excellence	Better planning, learning, systems, coordination, and continuous improvement.
Greater Impact	More meaningful contributions through collaboration, community engagement, and responsible use of resources.
Resilient Future	Organizations and communities better prepared to learn, adapt, sustain relationships, and navigate change.

PUBLIC-FACING ORIENTATION

This document is a concise statement of KITA WARE's mission, vision, values, and strategic direction. Specific programs, appointments, partnerships, or commitments remain subject to organizational capacity, governing documents, appropriate authorization, and any applicable written agreements.

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