

**Native Hawaiian Place of Learning Advancement Office**  
**Guiding Frameworks**

| <b>Author</b>             | <b>Contribution</b>   | <b>NH Place of Learning application</b>  |
|---------------------------|---|--|
| Schein (2018)             | 3 levels of organizational culture (artifacts, espoused values, & underlying assumptions)   | Given UH Mānoa’s espoused value/goal of becoming a NH place of learning, the campus must pay particular attention to our campus communities’ underlying assumptions that either align or do not with our goal.   |
| Kezar (2018)              | Convergent leadership (Working with leaders from all levels of higher ed)   | In becoming a NH place of learning, leadership and wisdom come from all levels within UH Mānoa and need to be valued and utilized in a collaborative manner.   |
| Jayakumar & Museus (2018) | Campus culture (takes into account a campus’ historical context, rituals, traditions, observed & unobserved values, assumptions, and behaviors of a campus) | Recognizing the many parts of both the past and the present that continue to shape each of us individually and collectively in our work towards or against becoming a NH place of learning.  |
| Lipe (2018)               | Hō‘ālanī Framework (NH-grounded theory of change & transformation)  | The campus and individuals are each shaped by many genealogies that guide us towards our particular <u>kuleana</u> - our roles, responsibilities, and dear privileges - to contribute to UH Mānoa becoming a NH place of learning. Part of the work of becoming a NH place of learning is helping people discover those genealogies and thus that kuleana.   |
| Lipe (2016)               | Kū Makani Framework (Resilience and survival)   | The work of becoming a NH place of learning exists within some very challenging and oppressive environments. In order to overcome these challenges, the Kū Makani Framework invites us to become like the ‘a‘ali‘i (a NH plant) that is deeply rooted in Hawai‘i, resilient and flexible in the face of harsh conditions, and responsive to our communities. |