

Connecting for Change

2024 IMPACT REPORT

hec
HAWAII EXECUTIVE
COLLABORATIVE

Table of Contents

- 1 Welcome**
- 2 About Us**
- 3 Connecting for Change**
- 8 Stories of Impact**
- 9 Connecting for Our Future
- 10 Connecting for Our Community
- 11 Connecting for Our People
- 12 Connecting for Unity
- 13 Connecting for Resilience
- 14 Connecting for Hope
- 16 Connecting for Innovation
- 17 Connecting for Our Keiki
- 18 Our Team**



Welcome

When some of the state's senior leaders first came together as the Hawai'i Executive Collaborative (HEC), they saw the need to get personally involved in a purpose that was greater than themselves and beyond the scope of their own organizations. Building resilience for Hawai'i's people and economy would require much more than well-intentioned leaders doing good work individually; they needed to work together.

So they took off their hats as the CEOs and executives of their local enterprises and came together, bringing their differing perspectives and experiences with them. What they had in common was the courage and commitment to figure out why more progress wasn't being made on Hawai'i's most intractable problems, and then figure out a better way.

By harnessing their collective power to focus energy and resources on areas that were key drivers for systemic change, HEC leaders modeled a new approach to incubating ideas, filling gaps, and amplifying existing efforts.

HEC's drive toward results through collaboration starts with the heart, prioritizing the soul of Hawai'i and relationships as the lynchpins to progress. This approach has gained traction with the initiative and network we call Rediscovering Hawai'i's Soul (RHS). Now 600 people strong, a diverse group of Native Hawaiian elders, alongside business, nonprofit, and community leaders from across our state, is doing the hard work of engaging in deep, sometimes difficult conversations about Hawai'i's past and present, with people from all walks of life who are committed to Hawai'i's future.

Forming unlikely relationships across sectors, and then working hard to understand different perspectives and find common ground, has transformed good intentions into tangible progress—changing outcomes for the better, and changing individuals in the process.

That's because when people stay in the conversation, with a commitment to build trusted relationships and gain an understanding of deeply-rooted issues, they begin to feel, think, and act differently. Sometimes, they get a glimpse of their own part in the problem they are trying to solve.

As the network expands—from HEC to RHS—we are seeing participation by leaders at all levels and in all sectors. The growth and momentum of RHS is especially significant at a time when there is so much divisiveness around the world and at home. Our approach grows out of a leadership culture that strives to build relationships and accountability as a two-pronged foundation for moving forward, together.

On a groundwork that is fortified by mutual trust, shared knowledge, and a common connection and commitment to this 'āina and people, actionable collaborations have converged around where help is needed most in our community.

We invite you to read about some of the significant shifts that have occurred in how leaders in Hawai'i are thinking about and working toward better solutions. Through the lens of Hawai'i's Soul, the work of HEC has become deeper, more personal, more impactful, and more urgent.

Mahalo for your commitment to each other, to the process, and to Hawai'i.

Duane Kurisu
Chairman
Hawai'i Executive Collaborative

Lynelle Marble
Executive Director
Hawai'i Executive Collaborative

About Us

We bring together leaders from across all sectors to address systemic issues through collaboration, aligning of resources, and driving action rooted in Hawai'i's Soul.

We serve as a neutral convenor and bridge builder, providing backbone support to partnerships built on a shared understanding and common goals.

Our approach to collaboration is to bring together leaders from across all sectors and levels of management to incubate ideas, fill gaps, and amplify existing efforts.

What Makes Us Different: Relationships + Accountability

Hawai'i Executive Collaborative prioritizes relationships. Rooted in values that exemplify Hawai'i's Soul, we bring together diverse stakeholders in respectful and inclusive settings to form new and unlikely relationships and cultivate existing ones.

This approach builds bridges, fortifies trust, and allows individuals to broaden and shift their perspectives. As a result, they demonstrate **responsibility** and **accountability** for their actions and relationships with the 'āina and with each other.

To learn more, visit hec.org

Hawai'i Executive Collaborative
827 Fort Street Mall, 2nd Floor
Honolulu, Hawai'i 96813

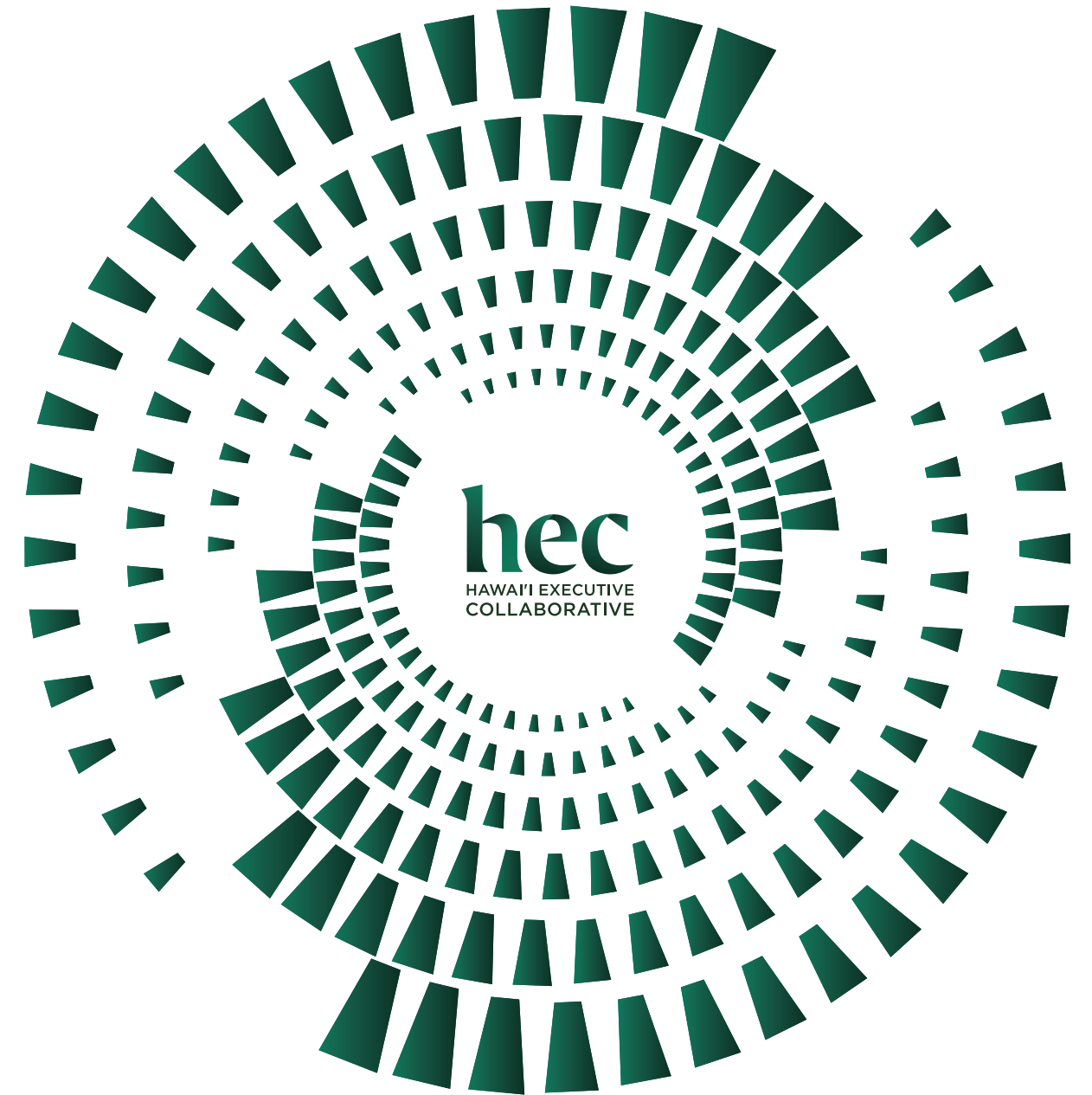
info@hec.org



The work of Hawai'i's Soul and HEC provides a real opportunity for achieving a shared vision and set of common values for all of us committed to making Hawai'i a special place."

— **Peter Ho**
Chairman and CEO, Bank of Hawai'i

Connecting for Change



Connecting for Change

Connecting for Change is a generative journey that flows in a positive direction as leaders connect differently—building partnerships out of relationships that lead to shared commitments and common goals.

Along the way, more leaders get involved—from different sectors and levels of management—so momentum accrues from both the top and the middle, while moving in alignment.

As trust grows, so does the capacity to incorporate additional perspectives and shared kuleana for the collaborative decisions that follow. It's a win for the individuals, the organizations, and the initiatives that build and become Hawai'i's resilience.

All of this happens with the support of HEC in its dual role as backbone and catalyst, connecting people and resources to optimize the impact of collective leadership for Hawai'i.

Our Journey

2018-2019

Commitment to Collaborate

- Top executives commit to work collaboratively at 2018 Hawai'i Executive Conference.
- Committees form utilizing HCF's CHANGE framework.
- Early childhood learning effort feeds into first joint legislative package of bills in recent history.
- TRUE launches to share business tech solutions.
- Seed funding provided to establish ClimbHI Bridge.

2020-2021

Clarity of Focus Through COVID

- HEC's key roles identified as a neutral convenor and backbone to support collaborative work of leaders.
- CHANGE committees shift to the HEC Leadership Committee.
- Mayor meetings are established to serve as a sounding board and trusted partner.
- Focus areas formed on: Climate, Housing, Learning Communities.
- Ka'ū Dream – multi-stakeholder partnership transforms Ka'ū.
- Programs – TRUE and Movers & Shakas become their own organizations.
- \$200M allotted to build or retrofit pre-K classrooms.

2022-2023

Changing Norms

- Recognition that a new approach is needed to address the root of long-standing issues.
- Creation of the 4 possible futures of Hawai'i's Soul scenarios.
- Creation of the Hawai'i's Soul framework.
- Sharing of scenarios and framework (through over 100 workshops and briefings) lead to the Rediscovering Hawai'i's Soul network.
- RHS Network co-creates collaboration agenda.
- Climate coalition launched and over 40 institutions sign pledge.
- Ka'ū Dream scales its programming through the Global Learning Lab and secures large federal grant.
- Pu'uhonua O Wai'anae fundraising committee established.

2024

Shifting Relationships and Actions

- HEC and RHS convenings and gatherings create shifts in relationships and accountability which result in different and accelerated actions.
- Cross sector collaborations created on military, ceded lands, tourism, education.
- System change convenings held on Military, Lahaina.
- Growing of RHS network to over 600 participants.
- Climate Coalition re-brands as Climate Hawai'i and establishes first climate leadership awards.
- Climate Hawai'i supports successful legislation giving private parties the ability to invest in solar for low-income households, and a federal appropriation of \$62M for Hawai'i's Green Bank.
- Pu'uhonua O Wai'anae \$10M fundraising goal reached.
- 56 new pre-K classrooms open across the state reaching 1,120 keiki.

Our Impact

► Working toward creating resilience for Hawai'i requires a long-view and long-term commitment.

By taking a systems approach to helping to address our most challenging issues, we are collectively making progress and creating an impact.

ClimbHI Bridge

2023-2024

200,000 students participate in community engagements with 150% growth year-over-year.

2019

HEC leaders provide seed funding for platform.

Early Childhood Learning

2019

Collaborative effort results in first joint legislative package of bills.

2023-2024

State opens 56 new pre-K classrooms across islands reaching 1,120 keiki.

Pu'uhonua O Wai'anae

2022

HEC leaders form fundraising committee.

2024

\$10M fundraising goal reached.

Ka'ū Dream

2019

Cross-sector partnership is formed to support youth and families in Ka'ū.

2024

More than 25 at-risk students receive college credits in high school.

Ka'ū High receives multi million dollar federal grant.

HEC's RHS Initiative and Network

40+ leaders collaborate to create the 4 Possible Futures of Hawai'i's Soul Scenarios

150 leaders + teams

Implications Workshop

Hawai'i's Soul framework created

Over 100 workshops + briefings

Ceded Lands Hui focuses on positioning of Kingdom Lands to reactivate Ahupua'a System

13 Choice points

Network Gathering

250 individuals

Kīpuni Aloha no Maui Statewide Day-Long Vigil

Global attention First collaboration for all community stations

First collaboration of all faiths

Accelerator

6 Hui to accelerate shared work

Lahaina Convening 5 areas identified for support

Network Gathering 250+ individuals

Military + Community Key Stakeholder Convening

600+ Engaged in Network

Action teams formed

Stories of Impact

In these pages, HEC leaders describe new partnerships and possibilities that reflect an evolution in the leadership culture of and for Hawai'i. As people connect differently, they begin to think and act in new and better ways. This change is happening within and across organizations, and in the formation of new and unexpected pairings.



“

I've grown personally and professionally by listening to the diverse perspectives generously shared within the RHS network. Though there is still much work to be done, the collection of leaders at the table is an impactful step forward.”

— **Kūha'o Zane**
COO & Creative Director, Sig Zane Designs

“

The work of Hawai'i's Soul serves as a platform for conversation and action at Bank of Hawai'i around our role in this community that we all love.”

— **Matthew Emerson**
Vice Chair and Chief Retail Banking Officer,
Bank of Hawai'i

Connecting for Our Future

“

I make the work of Hawai'i's Soul a priority because it speaks directly to Punahou's mission to pursue our kuleana to Hawai'i and the world. **With friends and colleagues from across the RHS network, we have prioritized the growth of a generation of students who understand Hawai'i's culture and values and are committed to addressing our community's most pressing challenges.** As part of Punahou's wider approach to academic excellence, we have now embedded 'olelo Hawai'i in our curriculum for all children from kindergarten through 6th grade, created a new graduation requirement in Hawaiian history, and are moving to make sustainability a focus of our school's curriculum and operations. I learned so much from this group, and I am excited to see what we can achieve together.”

— **Michael Latham**
President, Punahou School

“

Connecting with other educators through Hawai'i's Soul has taught me to stay open to a potential future where 'āina stewardship is a priority for all and tomorrow's leaders are invested in a collective approach to ensuring community well-being.”

— **Kau'i Sang**
Director, Office of Hawaiian Education,
Hawai'i State Department of Education

Through the work of Rediscovering Hawai'i's Soul, educators are deepening connections and collectively shifting toward the seamless integration of Native Hawaiian 'ike (knowledge), practices, and language into the lives of future generations.



Connecting for Our Community

“

Connecting with Catherine Ngo through HEC helped me reshape my understanding about the potential resources and support for initiatives and ideas that we, at a grassroots level, have been working toward. Her genuine care and action have given me, and many others, a sense of hope and promise that real change can happen for hard-working Filipino families.”

— **Nestor Ugale**
Lahaina Advisory Team, County of Maui



To help support the Lahaina recovery effort, HEC held a neutral convening for leaders that resulted in new relationships and partnerships to benefit their community.

“

I first met Nestor through Rediscovering Hawai'i's Soul on a paired walk and was inspired by his passion and bold vision to create a better future for Filipinos on Maui and throughout Hawai'i. That became the beginning of a long and meaningful partnership that includes workforce development and moving forward, together.”

— **Catherine Ngo**
Board Chair, Central Pacific Financial Corp.

Connecting for Our People

“

In Hawai'i County, we believe that the preservation of Hawai'i's Soul is deeply rooted in the connection of our people to this place, its resources, our culture, and each other. Through our Pehea Ka 'Āina program, we help our employees reconnect and strengthen their relationship to this special place, ensuring that the essence of Hawai'i's Soul lives on in our actions and decisions for generations to come.”

— **Mayor Mitch Roth**
County of Hawai'i



“

Through Pehea Ka 'Āina, Hawai'i County government practitioners have deepened their understanding of 'āina as the first form of governance and cultivated communities of practice that are committed, connected, and invested in the well-being of our community and environment.”

— **Frecia Cevallos**
Deputy Director, Department of Research and Development, County of Hawai'i



The County of Hawai'i implemented the teachings of Hawai'i's Soul to create cross-departmental communities of practice, leading to stronger employee connections, increased satisfaction, and closer ties to the community they serve. This approach is yielding positive results and deepening individuals' commitment to serve the 'āina and people of Hawai'i County.



Connecting for Unity

“

What gives me hope now is that people are recognizing the importance of our kuleana for the ‘āina and are willing to consider deliberate and momentous steps—both in policy and practice—to care for our islands.”

— **Jon Osorio**

Dean, Hawai‘i inuiākea School of Hawaiian Knowledge, University of Hawai‘i

“

Although Kingdom Lands is not my area of expertise, I committed to getting engaged because the issue is so fundamental to restoring trust between community members and finding a way to unite in addressing today’s problems.”

— **Bob Harrison**

Chairman, President & CEO,
First Hawaiian Bank

HEC leaders came together to form the Kingdom Lands (or Ceded Lands) hui in recognition of the importance of this complex issue and what it means to the well-being of our ‘āina and communities.

Connecting for Resilience



Through the work of Hawai‘i’s Soul, HEC convened top military leaders from all branches with community and business leaders to help build bridges, trust, and a shared understanding of each other’s perspectives - the sacredness of our ‘āina, what it means to live with island consciousness, and the need and value of the safety and protections of our islands. Action teams were formed including the Military and Community hui.

“

Seeing top military leaders understand the culture and history of Hawai‘i has helped them appreciate the inherent connection between the land and its people and realize that they, too, are an integral part of a resilient community.”

— **Frenchy Faurot**

Brig. Gen. Christopher K. Faurot, Mobilization
Assistant to the Commander, U.S. Indo-Pacific Command

“

Connecting with cultural leaders through Hawai‘i’s Soul has deepened my perspective on ‘āina and the need for self-sustainability. As long-standing partners in Hawai‘i, **military leaders must take on this approach to ensure that both people and ‘āina are equally protected now, and into the future.”**

— **Doug Wadsworth**

Chief of Staff, Marine Corps Base Hawai‘i

“

Although there’s still a lot of work to be done, the work of Hawai‘i’s Soul created a platform for meaningful discussions which helped bring awareness to military leadership of the importance of engaging the Native Hawaiian community.”

— **Mehana Hind**

Senior Advisor to the CEO, Council
for Native Hawaiian Advancement

Connecting for Hope



After hearing from community leader Twinkle Borge at the 2022 conference, a group of HEC members rallied to help support Pu'uhonua o Wai'anae. Together, they were able to leverage their influence and connections to reach their \$10M fundraising goal to help complete the first phase of the village. This success showcases the power of HEC in driving meaningful impact by aligning with and helping to accelerate a community's goal. Pictured are some of the first buildings from phase one.

Twinkle Borge Tribute

Twinkle dedicated her life to serving people and building community, embodying the very essence of Hawai'i's Soul. We had the honor of learning from her and working alongside her, as she was part of the first group of respected leaders that helped lay the foundation for the Rediscovering Hawai'i's Soul initiative. Her work demonstrated what can be accomplished when we come together, and to us, and so many others, she was 'ohana.

Our hearts are with all the people she passionately served. We are committed to continuing the work she started, building on the firm foundation she created for Pu'uhonua O Wai'anae. In remembrance of Twinkle, we will honor her legacy by living and leading with aloha, keeping the community at the heart of our efforts, and carrying forward the values and principles she instilled in us all.

“

When HEC works collaboratively, something very good happens: **Aloha happens, change happens, lasting impact happens, and “you guys” become “us guys.”**

— **Bob Bruhl**
President, Tradewind Capital

“

Reaching the fundraising goal through HEC means that **we can start bringing people home.**

— **James Pakele**
Community Leader, Pu'uhonua O Wai'anae

Connecting for Innovation



The work of Hawai'i's Soul creates safe spaces so that people can gain new perspectives, form unexpected relationships, and develop partnerships to accelerate and amplify current efforts. The partnership between Hawai'i Community Lending and American Savings Bank required innovative thinking and commitment, and continues to grow to provide access to housing.

“

Participating in RHS has helped me realize the fragility of cultural traditions that are the foundation of what we all love about Hawai'i, and that, as a business leader, I have an opportunity and a responsibility to find ways to honor and nurture those traditions.”

— **Matthew Cox**
Chairman, Matson, Inc.

“

By connecting through RHS, our relationship with ASB has proven that like-minded organizations can find common ground and work together to serve Hawai'i's people. Thanks to a collaboration with Ann Teranishi and ASB, we've jointly created an \$8 million, zero-down construction loan program for Native Hawaiians statewide, and a program to assist 500 homeowners impacted by the Lahaina fires to rebuild.”

— **Jeff Gilbreath**
Executive Director,
Hawai'i Community Lending
(Pictured left)

“

Thanks to the deep connections made through the Rediscovering Hawai'i's Soul initiative, I realized that American Savings Bank can do things we've never done to accomplish things we've never achieved as a community. Building on a foundation of trust established with Jeff Gilbreath over many conversations, a unique partnership between ASB and Hawai'i Community Lending now provides increased access to affordable homebuying.”

— **Ann Teranishi**
President & CEO,
American Savings Bank

Connecting for Our Keiki

“

Coming off of the ConAm defeat and lingering doubts of whether preschools were helpful enough for families, Terry George reintroduces us to early learning with clear data and a simple, sobering message. It led to Act 46, which was the first time in recent history that all government leaders agreed on a joint set of legislative priorities. Through this, **we witnessed the defined power of HEC: to convene, challenge, drive good long-term policy, and provide backbone support, working with its members to fill the gaps that normally sideline good ideas,** through research, data, teacher training, classroom blueprints, pilot projects, business plans, marketing, funding, network building and sustained advocacy (for governance, funding, building process, etc.). It reminded us that we can still build nice things for our families and communities.”

— **Jack Wong**
President and CEO, Kamehameha Schools

“

At the 2019 Hawai'i Executive Conference, Jack Wong lit a fire under us by bringing our attention to the critical need for pre-K classroom access. This seed sparked many collective actions fueled and supported by HEC leaders including working with legislative leaders to draft a bill committing to fill the full need for pre-K classroom access within a decade, and the passing and signing of a bill allotting \$200 million to retrofit pre-K classrooms and to dramatically increase the existing Preschool Open Doors program. Since that historic investment, the State has opened 56 new pre-K classrooms across the islands reaching 1,120 keiki to have the opportunity to enjoy all the learning and social development that economists and neuroscientists now identify as one of the most important periods in a person's life - and one of the best investments that any government can make in its community. ”

— **Terry George**
President and CEO, Harold K.L. Castle Foundation

Our Team

Mission

We inspire, mobilize, support, and leverage the collaborative leadership of top decision makers to create local and global change that is rooted in Hawai'i's Soul.

Vision

We envision a resilient community and economy where every person works to collectively honor, protect, and perpetuate Hawai'i's Soul.

HEC Pillars

1. Collaborative Leadership

HEC leaders believe in the power of collaboration and action, aligning in purpose and sharing commitments to help build a more resilient Hawai'i.

2. Collective Action

HEC leaders focus on where their expertise and influence—as leaders or as supporters—can accelerate and improve outcomes that are practical, systemic, and responsive to the community.

3. Commitment to Change

The work of HEC is grounded in Hawaiian values, inspiring a leadership culture built on mutual trust, shared knowledge, and a common connection and commitment to this 'āina and its people. The collaborative and connective power of the HEC network serves as a global model for community transformation.

HEC Board



Duane Kurisu

HEC Board Chair;
Founder, aio Group



Micah Kāne

CEO and President,
Hawai'i Community Foundation



Ann Teranishi

President and CEO,
American Savings Bank



Ray Vara

President and CEO,
Hawai'i Pacific Health

HEC Leadership Committee



Matthew Cox

Chairman and CEO,
Matson, Inc.



Shelee Kimura

President and CEO,
Hawaiian Electric



Kamana'opono Crabbe, Ph.D.

Rediscovering Hawai'i's Soul
Executive Lead



Colbert Matsumoto

Chairman, Tradewind Capital
Group, Inc. and Island
Insurance Co. Ltd.



Terry George

President and CEO,
Harold K.L. Castle Foundation



Elliot Mills

Vice President, Disneyland
Resort Hotels and Aulani,
a Disney Resort & Spa



Robert Harrison

Chairman, President, and CEO,
First Hawaiian Bank



Catherine Ngo

Chair,
Central Pacific Financial Corp.



Peter Ho

Chairman, President, and CEO,
Bank of Hawai'i



Robert Nobriga

President and CEO,
Island Holdings, Inc.



Corbett Kalama

President and CEO,
RESCO, Inc.



Jack Wong

President and CEO,
Kamehameha Schools



Michelle Ka'uhane

Senior Vice President
Hawai'i Community Foundation

HEC Staff



Lynelle Marble
Executive Director



Kira Dilonno
Communications Project Manager



Lynne Hirayama
Administrative Assistant



Hannah Ishida
Network Engagement Lead



Liana Mausolf
Operations and Events Manager

HEC Advisors



Judge Michael Broderick, retired
Principal, Broderick Dispute Resolution; HEC Advisor



Glenn Miyataki
HEC Advisor



**‘A ‘ohe
hana nui
ke alu ‘ia**

*No task is too big when
done together by all*



hec
HAWAII EXECUTIVE
COLLABORATIVE

hec.org