



# Leading with Hawai'i's Soul

2023

Impact Report

# Leading with Hawai'i's Soul

Three years ago, Hawai'i Executive Collaborative (HEC) organized itself to help accelerate the shared impact of leaders who want to build a resilient Hawai'i. Our collaborative responses to the local and world events that have taken place during this time, including COVID-19 and the heartbreaking devastation caused by the wildfires on Maui, continue to demonstrate what is possible thanks to your bold leadership and collective commitment. Through your example, it also provided clarity of focus on HEC's dual roles in creating and supporting robust initiatives that could only have come from your intentional collaboration:

- As a **convener**, HEC creates spaces for cross-sector collaboration and helps to bring leaders from different industries and backgrounds together to identify shared actions.
- As a **backbone** organization, HEC encourages and supports leaders to co-create and identify gaps and define root problems, align goals, and accelerate change.

With early examples of success at the ground level, we now have evidence of the value HEC can bring as a connector of people and resources, as a neutral catalyst for complex conversations, and as a model for collaborative action.

We measure success by the impact of our network. Two initiatives that were incubated at HEC—Movers and Shakas and TRUE—gained enough traction to become their own nonprofits. HEC's Climate Coalition continues to grow and influence ... moving at a velocity that is appropriate to the urgent need for climate solutions.

Buttressing all of HEC's progress is the foundational work being done in Rediscovering Hawai'i's Soul (RHS). As members of this growing network dig deep to understand what it means to lead with Hawai'i's Soul, leaders from many different sectors, with many different perspectives, are leaning in to figure out how they can use their collective influence and power to preserve, perpetuate, and build a thriving Hawai'i for future generations.

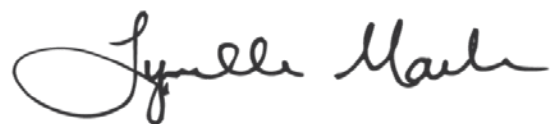
In the process, new partnerships are being forged and new possibilities have opened up. As trust builds relationships, as shared goals accelerate progress, and as diversity contributes to equitable solutions, we're learning that Hawai'i's Soul holds the key to Hawai'i's fate. The ability to lean in when our people need it most is a living example of Hawai'i's Soul. Kīpuni Aloha no Maui (embrace beloved Maui), the statewide, day-long vigil on Sept. 1, 2023, created a space for grieving and healing for Maui and all Hawai'i.

Deeply concerned for the emotional and spiritual health of the people of Maui, Hōkūlani Holt-Padilla, a revered Maui-based kumu hula and RHS network core team member, and RHS Executive Lead Kamana'o pono Crabbe reached out to leaders in the Hawaiian and faith-based communities to address this need. The result was a vigil rooted in Native Hawaiian practices that engaged leaders from diverse religions and invited Hawai'i to come together to heal as one. We will continue to support Maui and the work ahead.

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



## Hawai'i Executive Collaborative's Focus Areas

Guided by our principle, *A 'ohe hana nui ke alu i'a* – no task is too big when done together by all, HEC members are committed to building trusted relationships, and providing backbone support to advance collaborative work that is generated by HEC's members and the Rediscovering Hawai'i's Soul network.

The purpose of this collaborative work is to help align and expedite existing efforts, and to identify and fill in the gaps to address some of Hawai'i's toughest challenges.

Using the CHANGE framework set out by the Hawai'i Community Foundation, HEC has centered its focus on three areas where strategic change will measurably improve the outcomes we are working toward and overcome obstacles to community resilience:

- 1. Housing for All**
- 2. Climate Repair, Adaptation & Sustainability**
- 3. Learning Communities**

The Rediscovering Hawai'i's Soul initiative and network are a strong foundation for all of HEC's work and sets the table for bold and transformative action by engaging in deep, difficult conversations about Hawai'i's past and future.



Above: A living example of Hawai'i's Soul—Kipuni Aloha no Maui, a day-long vigil on Sept. 1 brought all Hawai'i together to help address the emotional and spiritual needs of Maui after the devastating wildfires. Pictured above, noon vigil at Thomas Square on O'ahu. Credit Jarin Kobashigawa, aio Hawai'i.



## Rediscovering Hawai'i's Soul

is an initiative that was launched in 2022 by HEC to create space for a diverse group of leaders to jointly reimagine a future for Hawai'i that is thriving, inclusive, and grounded in Hawaiian values and our diverse cultures.

**You've got to be able to build trust before being able to participate in something transformative."**

**Duane Kurisu**  
*HEC Chairman*

Over the course of many months, Native Hawaiian elders, and business and nonprofit professionals from more than 100 organizations across Hawai'i have been meeting through co-created hui to examine a variety of possible futures for Hawai'i, grapple with what it means to live and to lead with Hawai'i's Soul, and collectively address the most important choices facing Hawai'i.

Trust has and continues to be built, relationships are deepening, knowledge continues to be collected, and the 'ike from kūpuna is being shared...all to help to dissolve barriers that have held us back and allow collective energy to coalesce around common goals.

Tangible collaborations have evolved from this intentional work. They exemplify 'ōpū ali'i – selfless, benevolent, and courageous leadership that lays the groundwork for doing collaborative work with Hawai'i's Soul, for Hawai'i's future. Here are some examples on the next page.

Above: Kamana'opono Crabbe addresses attendees at a Rediscovering Hawai'i's Soul workshop.

## County of Hawai'i

Using the tools and practices of Rediscovering Hawai'i's Soul to build communities of practice and strengthen their commitment to Pehea Ka 'Āina, the County identified five action areas:

- **'Ōlelo Hawai'i:** honoring and embedding Hawaiian language in County culture, processes, and systems
- **Knowing Our Place:** Deepening pilina with 'āina through culture and place-based education
- **Strengthening Pilina:** Building relationships of trust to affect transformative action
- **Pehea Ka 'Āina and Regenerative Governance:** Building capacity to embed practices in County policy and program decision-making processes
- **Growing a Culture of Kuleana:** How community and County engage with each other

The County is partnering with the University of Hawai'i at Hilo and the Edith Kanaka'ole Foundation to embed these processes in its practices.



I am proud of Hawai'i County government. They made the effort to look at what they're doing and protecting, and how they can do it better. Know your island—think of this space we live on and how to better it."

**Pualani Kanahele**  
*RHS Core Team member*

## Moloka'i partnership with Bhutan

On a paired walk that was part of an RHS convening, Duane Kurisu and Walter Ritte uncovered some unexpected common ground. That connection led to a series of conversations about keeping Moloka'i Moloka'i, and brought in other voices, including the County of Maui, leaders in tourism, and other RHS leaders. Together, the group identified two shared actions: 1) creating a sister city relationship with Bhutan to better learn and partner with the city using its model of seeding, and 2) to form a first-time partnership where business leaders and activists come together to represent Hawai'i on behalf of Moloka'i, travelling to Singapore to meet with Moloka'i Ranch land owners in an effort to preserve and protect the island's precious natural resources.



The chance for business leaders and activists to be on the same side working toward the same goals for the same piece of land is a direct result of leading with Hawai'i's Soul."

**John Waihe'e III**  
*RHS Core Team member*

## Hawai'i Community Assets + American Savings Bank

Sharing in conversations about the community and 'āina as part of the process of Rediscovering Hawai'i's Soul led to the creation of a partnership to address the urgent need for Native Hawaiian housing on the front and back end. In this new collaboration, American Savings Bank (ASB) is contributing to Hawai'i Community Assets' revolving loan program to provide construction loans to families. Beneficiaries are then able to access ASB's home loan program once their home is built.



Everyone has a sense that we can do better. It's how actions align with values. We've taken to heart the mandate to do something instead of talk about it."

**Billy Pieper**  
*Sr. Vice President, American Savings Bank*

All of these ventures—and many more that are underway—come from building a culture and a mindset that is collective, action-driven, and based on trusted relationships.



## Focus Areas

“Pu'uhonua O Wai'anae is about fostering an awareness among its residents of what being a responsible member of a community is about. We believe Pu'uhonua O Wai'anae will serve as a model for other houseless encampments and be an important alternative to government led solutions.”

**Colbert Matsumoto**

*HEC fundraising lead for Pu'uhonua O Wai'anae*

### FOCUS AREA 1

## Housing for ALL

**Pu'uhonua O Wai'anae** is demonstrating an alternative model for addressing homelessness that does not involve a government-led solution. An encampment of more than 250 houseless people at Wai'anae Boat Harbor faced eviction by the state in 2018. Its residents worked together with former Governor Ige to find a solution to relocate, which garnered support from more than 250 donors to purchase 20 acres of land in Wai'anae Valley in 2020.

Pu'uhonua O Wai'anae Village—imbued with a sense of place and purpose by long-term resident Twinkle Borge and with the help of James Pakele—underscores the importance of building community as part of any effort to house people. More than just shelter, Pu'uhonua O Wai'anae relies on the residents to be contributing members of a thriving community where service is part of daily life. Construction is now underway and the first move-ins are targeted for this year. The model has already inspired houseless people in Waimānalo, Kaka'ako, and Sand Island to organize and share responsibilities in hopes of co-creating their own vibrant and safe communities.

Above: Twinkle Borge and James Pakele of Pu'uhonua O Wai'anae.



## FOCUS AREA 2

# Climate Repair, Adaptation & Sustainability

## Addressing our Climate Challenge

HEC leaders understand the threat posed by climate change and recognize their kuleana to reduce carbon emissions and increase Hawai'i's climate resilience. The HEC Climate Coalition, comprised of more than 50 influential and diverse organizations, seeks to accelerate Hawai'i's equitable transition to a resilient, prosperous future for all Hawai'i's people.

The Coalition is helping organizations meaningfully act on climate initiatives internally while working systemically to advance pro-climate policy and investment. Over 40 Coalition partners—including many of Hawai'i's largest institutions—have signed the Coalition's Climate Pledge and committed to taking meaningful climate actions within their organizations while using their collective influence to advance climate priorities.

HEC believes that by pairing the best science with indigenous wisdom we can position Hawai'i as a global leader in climate response.

“We launched the Climate Coalition in earnest about one year ago with the promise of changing the conversation about climate and building a bold new collaboration to address this systemic challenge. We're excited that, together, we are starting to fulfill that promise.”

**Chris Benjamin**  
Co-Chair, Climate Coalition

Above: Members build relationships centered around their shared passion for climate work at April's inaugural Climate Coalition retreat.



### FOCUS AREA 3

## Learning Communities

“We have to allow ourselves to be open, to be influenced by things and people that we don’t yet know. Otherwise, we’re working in silos, in our comfort zones, thinking we’re making a difference. When we bring our silos together and let the walls fade, there is so much potential for our community to be strong, influential, and happy.”

**Māpuana de Silva**  
*RHS Core Team member*

HEC and its partners recognize that a resilient state is built by bolstering one community at a time. Because the need is especially acute in rural communities, where educational and economic resources could make it possible for many residents to prosper, the Ka’ū region of Hawai’i Island was the first area targeted to create a resilient learning community. Called Ka’ū Dream, the template, which included the Ka’ū Global Learning Lab, changed the trajectory for many students and families, and for Ka’ū itself.

Ka’ū Dream is the living example of Hawai’i Dream, a partnership with the Global Learning Lab to build resilient communities. The process starts by discovering the core values that distinguish those communities and identifying key community champions who are willing to provide sustained leadership and outreach to many constituents—especially youth, businesses, learning and health institutions, government and other groups invested in a region’s wellbeing.

This much is clear: When social, cultural, political, and financial capital can be brought together to create resilient learning communities, local youth and residents regain an opportunity to live successful lives in a place where each person shares the responsibility for creating a vibrant community. We have seen it work.

The Hawai’i Dream framework will soon be available for sharing and Ka’ū and Hawai’i will serve as examples for the world.

Above: Students learn about entrepreneurship and connection to community through the Ka’ū Dream model.



# Our Values, Mission and Vision

HEC leaders believe in the value of collective action, common data, and shared impact. The work that we do, and the way that we work, stem from fundamental beliefs that shape our priorities.

## Values

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### **Aloha au i Aloha**

*I love Hawai'i*

### **Auamo au i ke kuleana no ko Hawai'i ke ala mua**

*I am responsible for Hawai'i's future*

### **'A'ohe hana nui ke alu 'ia**

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

## Mission

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**We mobilize, support, and leverage the collective leadership of senior executives to accelerate the building of a more resilient Hawai'i.**

## Vision

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**To honor and perpetuate Hawai'i's Soul and serve as a model globally**

## About HEC

Hawai'i Executive Collaborative (HEC) is a nonprofit organization that provides backbone support to senior leaders from different sectors who want to help build a more resilient economy and state. HEC members believe in the power of acting collectively and focus their energies and resources on areas where immediate and systemic changes will benefit Hawai'i and the world.

### **To learn more, visit [hec.org](https://hec.org)**

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# Our Team

## 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*

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## Collaborative Leadership

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

HEC leaders use their expertise and influence to make tangible progress on the issues that are most important to Hawai'i's future.

## Collective Action

HEC leaders focus on where their involvement—as leaders or as supporters—can measurably improve outcomes.

HEC leaders seek to develop early proof points with initiatives that are practical, systemic, and responsive to the community.

## Commitment to Hawai'i

The work of HEC, which is grounded in Hawaiian values, can inspire a culture of collaborative leadership beyond these shores and serve as a global model for community transformation.

HEC leaders invite investment and new opportunities for Hawai'i from collaborators whose values align with theirs.

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## HEC Leadership Committee



**Matthew Cox**  
*Chairman and CEO,  
Matson, Inc.*



**Shelee Kimura**  
*President and CEO,  
Hawaiian Electric*



**Kamana'opono Crabbe, PhD**  
*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 and Contractors



**Lynelle Marble**  
*Executive Director*

**Liana Mausolf**  
*Special Events Director*

**Lynne Hirayama**  
*Administrative Assistant*

**Darcie Yukimura**  
*RHS Knowledge Weaver*



**Kimberly Vierra**  
*Director of Communications  
& Programs*



**Judge Michael Broderick RET.**  
*Principal, Broderick Dispute  
Resolution; HEC Advisor*



**Glenn Miyataki**  
*HEC Advisor*



## Initiative Leadership

### HOUSING FOR ALL

#### **Peter Ho**

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

### CLIMATE COALITION

#### **Chris Benjamin**

*Climate Coalition Co-Chair*

#### **Dr. Charles “Chip” Fletcher**

*Interim Dean of the School of  
Ocean and Earth Science and  
Technology at UH Mānoa; Climate  
Coalition Co-Chair*

### LEARNING COMMUNITIES

#### **Terry George**

*President and CEO,  
Harold K.L. Castle Foundation*

#### **Catherine Ngo**

*Chair,  
Central Pacific Financial Corp.*

#### **Robert Nobriga**

*President and CEO,  
Island Holdings, Inc.*

#### **Roland Smith**

*Co-Founder and Managing Director,  
Global Learning Lab*

### REDISCOVERING HAWAI'I'S SOUL

#### **Kamana'opono Crabbe, PhD**

*RHS Executive Lead*

#### **Corbett Kalama**

*President and CEO  
RESCO, Inc.*

#### **Micah Kāne**

*CEO and President,  
Hawai'i Community Foundation*

#### **Michelle Ka'uhane**

*Senior Vice President &  
Chief Impact Officer,  
Hawai'i Community Foundation*

#### **Duane Kurisu**

*HEC Board Chair  
aio Group Founder*

#### **Lynelle Marble**

*Executive Director,  
Hawai'i Executive Collaborative*

#### **Glenn Miyataki**

*HEC Advisor*

#### **Nainoa Thompson**

*President,  
Polynesian Voyaging Society*

#### **Gov. John Waihe'e III**

*Past Governor, State of Hawai'i*

# Join Us in Building Hawai'i's Future

Building a more resilient community and giving everyone in it a chance to thrive is a responsibility too large, too hard, and too profoundly important for any single leader, organization, profession, or sector to take on alone. Together, we will continue to approach Hawai'i's greatest challenges to build a solid and sustainable future for the generations that follow us.

Together, we will build a more resilient and thriving community for all.

Collaborative leadership can show up in the way a person interacts, in the way an organization is run, and in the way a community organizes itself; it is key to progress and indispensable to change.

We encourage local and global senior leaders who identify opportunities that can benefit Hawai'i and the world to partner with HEC members and exemplify the power of collective action to create permanent and positive change.

**To learn more, visit [hec.org](https://hec.org)**



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# ‘A ‘ohe hana nui ke alu ‘ia

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

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**hec**  
HAWAII EXECUTIVE  
COLLABORATIVE

[hec.org](http://hec.org)