



HAWAII EXECUTIVE
collaborative

IMPACT REPORT

2020-2021



Hawai'i Executive Collaborative

▼ COLLABORATIVE LEADERSHIP

▼ COLLECTIVE ACTION

▼ COMMITMENT TO HAWAI'I

January 2022

Aloha Hawai'i Executive Collaborative members,

One of the attributes of a good leader is the ability to plan. Another equally important characteristic is the ability to pivot.

The plans we made for 2020 changed when HEC and its members pivoted to help Hawai'i address the public health crisis created by the pandemic and grapple with the economic and societal fallout that ensued.

The needs of our people and this place are significant in number and serious in nature. In the face of such pressing challenges, leaders in Hawai'i recognized the opportunity—indeed, the necessity—of aligning for action. By understanding where collaboration could have the greatest impact, and harnessing the resources to make that happen, HEC has worked to serve as a catalyst to help build a more resilient economy and state.

Toward that end, HEC has many partners in its endeavors. We know that creating long-lasting change requires everyone to step up and band together. Along with others who understand the urgency of responsive leadership, we're doing our part to accelerate real-world, high-impact solutions in Hawai'i and far beyond its shores.

As HEC leaders see it, the challenge is to amplify the good work that is already underway and set in motion initiatives that fill critical gaps in what still needs to be done. It is only by working together that we, as a community, can move faster and go further.

The cumulative contributions of HEC members and partners have been consequential, all the while exemplifying our collaborative and action-oriented approach to driving change. It is an honor and an inspiration to support the hard work of top decision makers who are guided by a shared sense of responsibility to use their authority for our collective good.

Duane Kurisu

Chairman, Hawai'i Executive Collaborative

Lynelle Marble

Executive Director, Hawai'i Executive Collaborative



Who We Are

The Hawai'i Executive Collaborative (HEC) was born out of the Hawai'i Executive Conference which has been ongoing for more than 50 years. In 2019, when CEOs and top decision makers made a commitment to get personally involved in collaborative efforts that would build resilience for Hawai'i's people, HEC took shape as a backbone organization to accelerate the impact of its members' collective leadership.

The Hawai'i Executive Conference, now a key program of HEC, started in 1963 as a forum for top leadership to exchange ideas. Many of the original participants were executives of the Big Five companies in Hawai'i. By the time the conference was transferred to aio Foundation with Duane Kurisu as chairman in 2018, it reimagined its participants as change agents and expanded its membership beyond business executives to include leaders in government, labor, education, and the nonprofit sector.

COLLABORATIVE LEADERSHIP

There are no bystanders at HEC—every person is actively engaged. As members of HEC, local and global leaders combine their knowledge and influence to expedite change that offers immediate and systemic benefits.

COLLECTIVE ACTION

HEC leaders believe in tangible action and the power of collective effort. Their focus is on finding, creating, or accelerating community solutions that work, whether they are leading or supporting the effort. The Hawai'i Community Foundation's CHANGE framework was adopted by HEC as a way to organize cross-sector partnerships using a common set of metrics to quantify their results.

Current HEC initiatives focus on creating a resilient economy, building a talent and investment base, and joining with others to lift the socioeconomic status of all of Hawai'i's people.

COMMITMENT TO HAWAI'I

HEC leaders are driven by a deep sense of shared kuleana (responsibility) for perpetuating our Native Hawaiian culture and values, which shape the way we live and work. Recognizing that Hawai'i's communities are enhanced by their diversity, HEC leaders understand the positive impact of personal connection—across the table and across the ocean.

In seeking to create connections, in a community where everyone has the opportunity to thrive, where leadership is shared and values are aligned, a universal model for transcendent leadership is beginning to emerge. We believe that bringing a global perspective to local work increases the impact that leaders can have, wherever they are.

Our Team

The reach of HEC's Board and Leadership Committee represents 36,000 employees across the state and over \$220 million in philanthropic dollars invested in the community.

HEC BOARD



Duane Kurisu
*HEC Board Chair;
Founder, aio Group*



Micah Kāne
*CEO and President,
Hawai'i Community Foundation*



John Dean
*Chairman Emeritus,
Central Pacific Financial Corp.*



Ann Teranishi
*President and CEO,
American Savings Bank*



Ray Vara
*President and CEO,
Hawai'i Pacific Health*



HEC LEADERSHIP
COMMITTEE



Kamana'opono Crabbe
Community Leader



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



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



Catherine Ngo
*Executive Vice Chair,
Central Pacific Bank*



Robert Harrison
*Chairman, President, and CEO,
First Hawaiian Bank*



Robert Nobriga
President, Island Holdings, Inc.



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



Richard Wacker
Community Leader



Corbett Kalama
*Executive Vice President,
The Harry and Jeanette
Weinberg Foundation*



Jack Wong
*President and CEO,
Kamehameha Schools*



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



Paul Yonamine
*Chairman, Central Pacific Bank,
and Chairman and CEO, Central
Pacific Financial Corporation*

HEC STAFF AND
CONTRACTORS



Lynelle Marble
Executive Director



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



Glenn Miyataki
Advisor



Leilani Farinas
Director, TRUE



Nicole Lim
Director, Movers and Shakas

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

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 hananui ke alu 'ia
No task is too big when done together by all

MISSION

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

VISION

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

Impact stories

A great deal has been accomplished since the launch of HEC. Together—with the backbone support of HEC and the initiative of its leaders—we have set in motion solutions that are practical, systemic, and responsive to the community.



Community launch event for TRUE at the Entrepreneurs Sandbox (pre-COVID-19).

TRUE TECHNOLOGY READINESS USER EVALUATION

CHALLENGE

Both the private and public sectors in Hawai'i are late adopters of information technology. There is a shortage of IT specialists in the state and limited availability at the present time for higher wage, tech-enabled jobs.

SOLUTION

TRUE (Technology Readiness User Evaluation) is an initiative of HEC that's building pathways for businesses to expedite their adoption of technology and accelerate it through roundtable discussions, events, and workshops. By fostering collaborations between member organizations, students, private companies, and state agencies to solve real-world problems, TRUE is helping local businesses begin to thrive in a digital economy.



Senator Kalani English, Mike McCartney and Senator Jarrett Keohokalole at TRUE launch event.



Continuing pandemic restrictions have accelerated businesses toward adopting technology. Accessibility has never been more possible than now for Hawai'i businesses to be data-informed, optimized for efficiencies, and positioned for globalization."

– Paul Yonamine, Chairman, Central Pacific Bank, and Chairman and CEO, Central Pacific Financial Corporation;
Chair, TRUE advisory committee

RESULTS

Leveraging Hawai'i's limited IT resources and investments across sectors and industries will ultimately help the state's economy become more diversified and sustainable. TRUE's impact on real-world problems is already being demonstrated across a number of sectors:

Community Innovation Mentorship Program (CIMP) 1.0 - Modernizing & Digitizing the Pet Retrieval Process at HNL

Computer science students from UH College of Engineering developed a tech-based solution to ease a pain point at the Honolulu Airport Animal Quarantine Holding Facility (AAQHF). Utilizing programming frameworks and methodologies, user authentication, technical architectural and database design, middle-tier business logic, and front-end UI/UX frameworks, the quarantine wait time was significantly reduced for pet owners. This project was a collaboration between TRUE, DataHouse, Transform Hawai'i Government, the Hawai'i Technology Development Corporation (HTDC), and the Entrepreneurs Sandbox.

Community Innovation Mentorship Program (CIMP) 2.0 - Preserving Hawai'i's Supply of Fresh Water

A prototype solution was developed by UH College of Engineering and Waipahu High School students with mentors and sponsors from DataHouse, Belt Collins, Transform Hawai'i Government, and TRUE to help landowners manage their stormwater run-off.

Optimizing the Customer Experience

Member organization Servco drove innovation internally across its departments using Amperity, Tableau, and Salesforce Commerce and Marketing Cloud to improve the customer's experience, increase engagement during COVID-19, and gain intelligence that drives business decisions. TRUE's sharing of this "use case" resulted in First Hawaiian Bank implementing Amperity as a result of learning about Servco's experience.

AI for Call Center

Central Pacific Bank customers can now experience a quick, intuitive, problem-solving process using AI. With customer wait times decreased and service channels improved, customer service costs for the bank went down. TRUE's sharing of this "use case" resulted in other local companies adopting this technology, including: ProService, Simplicity HR, and Entrepreneurs Sandbox.

Upcoming opportunities:

- Robotics process automation
- Cloud infrastructure
- Artificial intelligence/Machine learning
- eSports gaming and career opportunities
- High-tech lab for equitable access

TRUE added five new member organizations and grew to a total of 20 member organizations, delivering a 35 percent increase in membership in 2021. Over 20 events were organized and more than 2,100 people were reached.

HEC ROLE

Backbone support

Learn more about TRUE at
hec.org/TRUE

ClimbHI BRIDGE

CHALLENGE

Too many students in Hawai‘i do not finish high school, and too few secure a post-secondary education or pursue a particular career path. The chance to expose them to working professionals in a meaningful way can motivate students to think about—and plan for—their futures.

SOLUTION

Born from the collective buy-in of HEC leaders, ClimbHI was created to educate and inspire high school students about future career paths and the process necessary to achieve their goals.

ClimbHI Bridge is a revolutionary online tool that makes it easy for educators to connect with businesses through real-world opportunities that can directly benefit students via:

- Guest speakers and teachers
- Mentorships
- Site visits and other events
- Job shadowing
- Project-based learning
- Career fair and job readiness activities
- Judges and coaches
- Internships
- Jobs
- Scholarships and awards
- Materials and resources

RESULTS

ClimbHI Bridge reached more than 32,000 students in its first 11 months of operation. Over 2,900 educators and 425 businesses have onboarded, and the numbers are growing.

HEC ROLE

Accelerator, Catalyst



I received same-day responses from five of the companies that I contacted. Having everything in one place with the right contact person on the account saved me what would normally take a week’s worth of time getting leads from others or trying to cold call companies to get to the right contact within the company.”

– **Geraldine Valencia, Campbell High School**

“I’ve utilized the ClimbHI Bridge to identify and recruit industry professionals as guest judges for our annual performance-based assessment. We’ve also connected with industry professionals to support our students in future internships and an upcoming virtual career fair. The outcome has been fruitful as we’ve secured a number of industry partners. We really appreciate all the great work the ClimbHI Bridge staff members have put into their platform and we intend to keep utilizing it for future work-based learning activities and events!”

– **Dr. Rachael Aquino, Windward CTE Intermediary, Hawai‘i Workforce Pipeline**

“The ClimbHI Bridge tool has been such an easy-to-use system. This year alone we have had almost 30 different requests. These are all new requests that we have been able to partner with people who are actively looking to work with us. It is so easy to put up the opportunities that we are looking for and to connect with these individuals. You can turn on or turn off the opportunities as you need. All of the educators are so open that we are able to talk about the opportunities that they are looking for.”

– **Kazu Hayashida, Workforce Planning Manager, The Queen’s Health Systems**

To get involved, go to [ClimbHI.org](https://climbhi.org)

MOVERS AND SHAKAS

CHALLENGE

As Hawai‘i’s number one industry, tourism, declined precipitously because of COVID-19, there was an urgent need to help fill the gap of the 7-day visitor and, at the same time, reverse Hawai‘i’s “brain drain.” Recruiting key talent to Hawai‘i, especially returning kama‘āina, took priority as remote work gained a foothold.

SOLUTION

A group of CEOs from different industries—along with volunteers from the local business community—created Movers and Shakas to attract and retain professionals who could contribute their talents to growing and diversifying the local economy. In return for volunteering with local nonprofit organizations, Fellows were provided free roundtrip tickets to Hawai‘i, help with accommodations, and authentic local experiences.

Two place-based immersion programs aim to build enduring personal relationships, professional collaborations, and long-term contributions to Hawai‘i by enabling participants to learn, contribute, and connect.

The Cohort Fellow program is a 30-day flagship experience directed toward remote workers, especially returning kama‘āina, to relocate and/or build economic ties to Hawai‘i. A new pilot, Hawai‘i Talent Onboarding Program (HITOP), is an 8-week community orientation to facilitate newly relocated talent’s cultural, social, and professional transition to Hawai‘i. Together, Movers and Shakas aims to promote brain gain by attracting, integrating, and retaining key talent to build a more resilient, innovative, and sustainable Hawai‘i.

RESULTS

Comprising the inaugural cohort, 50 Fellows from diverse backgrounds were chosen from nearly 90,000 applications. Cohort 2 is scheduled for January 2022.

A concrete example is the contribution of web design services by a member of Cohort 1 to create Kuhikuhi.com, an online directory of Native Hawaiian-owned businesses (built in collaboration with the Native Hawaiian Hospitality Association).

HEC ROLE

Incubator, Accelerator



Movers and Shakas Cohort Fellows participate in volunteer workdays at Huilua Fishpond (top), Koko‘o ‘Ōiwi (middle) and Ka‘ena Point (bottom).



Addressing the many impacts of COVID-19 required us to think out-of-the-box and to take chances on new solutions. Movers and Shakas has the ability to play a critical role in helping to attract and retain talented people who will contribute to our state.”

– **Jason Higa, CEO, FCH Enterprises; Chair, M&S Advisory Committee**

Learn more about M&S and how you can support at MoversAndShakas.org



KA'Ū DREAM

CHALLENGE

A resilient state is built by bolstering one community at a time. One of the oldest and most remote areas in Hawai'i, the Ka'ū District, is also the state's largest district. Its median income is 43 percent lower than that of the rest of the state and, like other rural communities, is lacking adequate educational and economic resources for its residents to thrive.

SOLUTION

Ka'ū Dream is an initiative that adopts the Global Learning Lab – a model that aims to build more resilient rural communities across the world by leveraging existing community resources, accelerating learning, and creating economic viability. Ka'ū adopted the model with a focus on education, entrepreneurship, and connection to community. Its four phases are now underway:

- Developing learning and education spaces for the entire community
- Creating economic opportunities to keep young talent in the district and honor the region's cultural heritage
- Forming agriculture partnerships to encourage agri-preneurship projects and products for the region (i.e., Ka'ū-branded ketchup from local tomatoes)
- Building infrastructure such as reliable high-speed internet service

RESULTS

Ka'ū students connected with MyFarm Japan and hosted monthly visits by Professor Naoaki Hirata to help young people think about global markets for their locally made products. The process of reviving abandoned farmland is inspiring future ag-tech entrepreneurs.

The impact of Ka'ū Dream is also showing up in more engaged students, better attendance at school, and the formation of new business ventures by entrepreneurial students.

HEC ROLE

Accelerator, Catalyst



When it's a program like Ka'ū Dream that's driven by the community ... it becomes much stronger and more sustainable. It can be a role model for the revitalization of other rural communities beyond Hawai'i."

– *First Lady Dawn Amano Ige, Community Advisory Committee*

To support Ka'ū Dream, visit kaudream.org



Students Cody Ahyee and Cyrus Eder join First Lady Dawn Ige, Kumu 'Āina Akamu and Principal Sharon Beck at the Ka'ū Dream launch event.



Students share banners to show the different aspects of the Ka'ū Dream.

WORKFORCE DEVELOPMENT

CHALLENGE

The challenge of building a more resilient economy and state is tied directly to building a skilled workforce in recession-resistant industries. A prerequisite to creating a talent pipeline is the availability of education and training that aligns with the needs of the marketplace so that we can fill jobs with local residents and offer wages above ALICE (Asset limited, income, constrained, employed) level.

SOLUTION

Multi-sector partnerships were formed to analyze the problem and subsequently scale and support the training and development of a skilled workforce with the goal of promoting economic advancement for individuals, economic recovery for the state, and business success in growing sectors.

The findings, recommendations, and actions of these multi-sector partnerships are highlighted in two published reports:

From Today to Tomorrow: A Talent Roadmap to Support Economic Recovery

Three strategic opportunities were developed for building a skilled workforce in growth sectors: expanding work-based learning; rapidly reskilling and credentialing; and investing in high-priority sectors of health care, technology, and skilled trades. This report has guided significant investment of federal resources by partners such as the University of Hawai'i Community College system.

Analysis of IT Workforce Needs

Technology was identified as a priority sector for talent development. The report examines the existing IT needs of Hawai'i companies, the IT workforce supply and demand, the fastest growing IT occupations, and the requisite skills and credentials Hawai'i employers are looking for.



Building a stronger bridge between education and workforce will require all sectors to make a commitment—including the business sector. We can play a critical role in providing opportunities for training and paid internships to ensure that valuable Hawai'i jobs are filled by Hawai'i's people." – *Robert Nobriga, President, Island Holdings, Inc.; HEC Leadership Committee*

RESULTS

HEC leaders championed an effort to get local businesses to play an active role in developing talent through training and paid internships. Pacxa piloted the Huaka'i program, training and launching the IT careers of several new hires and supporting them to obtain industry-recognized credentials. They shared the program with business and community leaders with the intention of being able to scale it. The keen interest of legislators in promoting the model now provides good momentum to reach more aspiring future IT professionals.

The roadmap continues to serve as a guideline for colleges and businesses to partner through efforts like these:

- Hāna Career Pathways (a \$13 million effort to provide displaced workers with short-term training in key industry sectors)
- Promising Credentials in Hawai'i (an analysis of which of the short-term credentials have real value in Hawai'i's labor market)
- O'ahu Back to Work
- Hawai'i Healthcare Workforce Initiative
- Chaminade University Data Science Scholarships

HEC ROLE

Backbone support

[Read the reports and results at hec.org](https://hec.org)

COVID-19 RESPONSE SUPPORT

CHALLENGE

The far-reaching toll the pandemic took on our community has required a nimble, all-out response in a variety of key areas.

SOLUTION

HEC pivoted to fill various roles as a community partner: engaging businesses and organizations, supporting effective initiatives already underway, and providing timely communications during a crisis.

HEC ROLE

Community partner

ALOHASAFE ALERT

An app developed in partnership with the Hawai'i State Department of Health and aio Digital was created using Apple and Google exposure notification technology to anonymously let people know about their potential exposure to COVID-19.

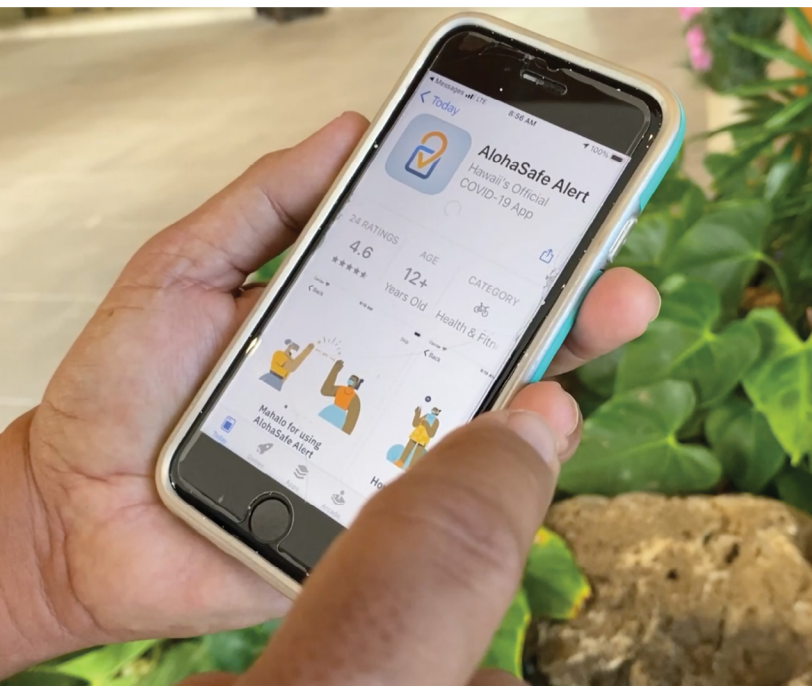
RESULTS

More than 1.5 million Hawai'i residents and visitors activated AlohaSafe Alert. More than 100 companies and organizations, along with the Governor's office, county mayors and leadership, and state legislators, encouraged their constituents to adopt the app.



When we tested positive, it helped us protect others."

- Local family who tested positive and was able to alert unknown contacts through AlohaSafe Alert



COVID Pau received overwhelming participation from partners across all islands and sectors. Through unprecedented collaboration, we brought clarity where it was needed, support to communities, and helped chart a path forward to recover together."

- Ray Vara, President and CEO, Hawai'i Pacific Health; Chair, Hawai'i COVID Collaborative

HAWAI'I COVID COLLABORATIVE/ COVID PAU

Through the House Select Committee, a hui of leaders from the health care, business, and nonprofit sectors launched the Hawai'i COVID Collaborative and COVID Pau to provide important and timely information to the public while providing expertise to policy makers to navigate some very hard decisions.

RESULTS

- COVID Pau, in partnership with the Hawai'i Data Collaborative, designed a data dashboard to provide a clear snapshot of the most important real-time data, every day. The dashboard drove 58 percent of COVIDPau.org traffic.
- An ad spotlighting the decision by one Hawaiian mother to vaccinate garnered 50K+ views on social channels and TV, and resonated deeply with NHPI populations statewide, including vaccine-hesitant households.
- "Ohana Clinics" was a catalyst for entire families to come in for the shots for younger children and boosters for already vaccinated members of the household.
- By the end of 2021, there were 54 organizations using weekly distribution of videos, ads, social media and graphics, reaching more than 3.8 million residents.

TOURISM CAMPAIGN

Hawai'i's economic recovery required a restart of all industries, especially hospitality. The Hawai'i Hospitality Sentiment Program was created to help soften the negative resident sentiment toward the return of tourism, post-pandemic.

RESULTS

First-person stories—illustrating the connection between the successful reopening of the hospitality industry and the stability of our island communities—were featured across broadcast and social media.

- 13.4M+ cumulative impressions
- 363K+ social media views

COVID CONVERSATIONS – SPOTLIGHT HAWAI'I

Early on in the pandemic, HEC recognized the need to provide a community forum for residents to ask questions and get clarity from leaders and subject area experts. Hosts Ryan Kalei Tsuji and Yunji De Nies continue to moderate a live online show on the Honolulu Star-Advertiser's Facebook page that can be accessed via multiple outlets, allowing leaders to respond to specific questions.

RESULTS

The show initially attracted over 15,000 daily viewers and has since increased its audience. Now called "Spotlight," it was fully adopted by the Star-Advertiser and continues to this day.

To learn more, visit COVIDPau.org

CONVENING OF LEADERS

CHALLENGE

The pandemic highlighted the need for better communication and coordination among leadership across the state in all sectors.

SOLUTION

To help build trust, extend support, and create better alignment between county and business leadership, HEC organized biweekly meetings with mayors of Honolulu, Hawai'i Island, and Kaua'i. The convenings work to provide a confidential sounding board to leadership, identify potential partnerships and need for support, and align county and local business efforts.



Our relationship with the Hawai'i Executive Collaborative has brought nothing but positive results to our county and helped to forge partnerships we never thought possible. Through open dialogue, thoughtful collaboration, and the best of intentions, we have been able to tackle some of the most challenging issues plaguing our island. As we move forward from the pandemic and begin our return to a thriving and vibrant Hawai'i Island, we will continue to rely on the Collaborative for their guidance, synergy, and support."

– *Hawai'i County Mayor Mitch Roth*



RESULTS

Tangible results from these meetings include:

- Providing support and alignment of Housing for All policy, Kama'āina Hospitality Sentiment campaign, and COVID-19 policy change
- Establishing a public-private partnership with Hawai'i County and island businesses to develop a county app for the community
- Connecting mayors to the CHANGE framework and updating them on opportunities for collaboration
- Engaging business and philanthropy to support Keāhole Center for Sustainability

\$50 Million Loan Program

HEC helped to implement a \$50 million loan program for small businesses as a result of the convenings.

Open for Business

HEC convened leaders from retail and restaurant industries as well as landowners to develop a guide to reopening that government leaders could draw from as they set rules for business resumption.

Hawai'i County App

Through convenings with Mayor Roth, HEC helped to make connections and provide resources for the development of Hawai'i County's app, Kāhea, that will provide vital information to Hawai'i Island residents—in real time. The app was designed to rollout in phases and will feature need-to-know information related to emergencies, COVID-19, roadwork, transfer station closures, community funding opportunities, and more. Currently slated to drop in early February, the Kāhea app is a perfect example of ideas turned to action through partnership and collaboration with HEC and the County of Hawai'i.

HEC ROLE

Convener, Aligner

EARLY CHILDHOOD LEARNING

CHALLENGE

Early childhood learning is vital to the healthy development of all children and their future prospects, and yet 54 percent of 3- and 4-year-olds in Hawai'i—approximately 20,000 keiki—are not enrolled in nursery school, preschool, or kindergarten. Jack Wong of Kamehameha Schools noted at the 2019 Hawai'i Executive Conference that "if we build preschool seats at the current pace, it will take us 47 years before we can meet the full need."

SOLUTION

In an unprecedented show of unity, dozens of community, business, labor and state representatives introduced a joint package of bills—the 2020 Cost of Living Initiative—that included wages and tax benefits, affordable housing, and early learning opportunities for 3- and 4-year old keiki.

RESULTS

Having passed, even in a session that was disrupted by COVID-19, the act helped set a common goal of ensuring access to learning through preschool for 50 percent of 3- and 4-year-olds by 2027, and 100 percent of all 3- and 4-year-olds by 2032. While statewide coordination is needed, the aggressive expansion of preschool seats cannot wait; seats were lost during the pandemic. Public and private funding and development of preschools should be in motion. Support from HEC is needed to make sure we meet our statewide goal.

HEC ROLE

Convener, Partner, Accelerator

To get involved contact info@hec.org



Tackling a complex issue such as early childhood learning will require multiple partners from all sectors to come together. While our work still continues, HEC played a key role in helping to align leaders around a common goal that will provide long-term benefits for our keiki."

– *Terry George, President & CEO, Harold K.L. Castle Foundation; HEC Leadership Committee*





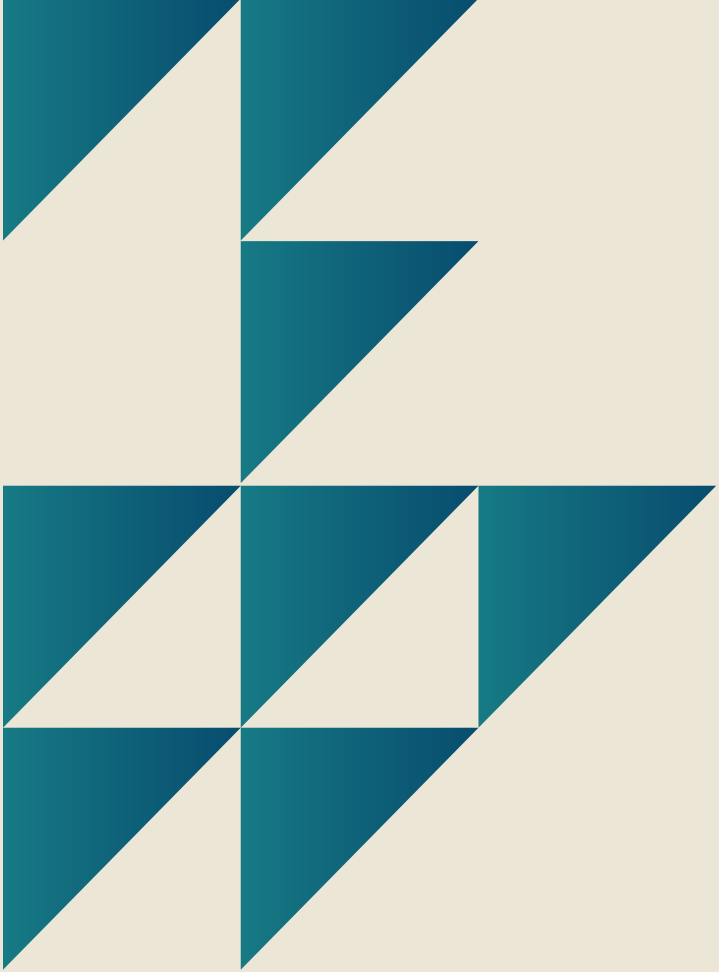
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We invite you to join in and learn more:

info@hec.org

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nui ke alu 'ia**

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is too big
when done
together
by all***



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