

OUR *Kuleana*

2025 Impact Report



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Welcome

This year, your leadership and willingness to work together have driven important conversations and catalyzed meaningful change across our islands. We know it hasn't been easy, especially in a time of increasing divisiveness both globally and at home, and when the work often requires confronting difficult truths, including our own roles in the systems we seek to transform. Yet, it is the prioritization and strength of the relationships we build that enable us to trust one another, broaden our perspectives, and take our next steps with greater responsibility and shared accountability.

Through your transformative leadership – leading with courage, taking risks, and modeling what it means to lead with both heart and vision – and your collaboration through HEC, you continue to inspire leaders at every level. You provide hope, momentum, and the collective energy to keep going. The growth of Rediscovering Hawai'i's Soul (RHS) and the strength of our expanding network, that now engages over 780 leaders and 250 organizations, are clear reflections of your commitment. Your leadership is also accelerating progress on collaborative efforts like the reactivation of the ahupua'a and konohiki systems that is rooted in Native Hawaiian 'ike and adapted for contemporary challenges to ensure all who call Hawai'i home can benefit.

As we look to 2026 and beyond, your leadership reminds us that true transformation begins with kuleana – our shared responsibility to one another, to this place, and to the generations that follow. Through your courage, collaboration, and commitment to Hawai'i's Soul, we are helping to heal divides, shift systems, and build a future grounded in shared values and ancestral wisdom. Mahalo for your trust in HEC. Together, we are poised to shape a flourishing Hawai'i for generations to come.



Duane Kurisu
Chairman
Hawai'i Executive Collaborative



Lynelle Marble
Executive Director
Hawai'i Executive Collaborative

HEC at a Glance

OUR VISION:

Hawai‘i is a global model where people, cultures, and ‘āina flourish in resilient communities and economies.

➤ OUR MISSION:

We unite and activate leaders across sectors to transform systems by developing bold, values-driven solutions rooted in Hawai‘i’s Soul.

➤ OUR VALUES:

In all that we do, we are rooted in Hawai‘i’s Soul and emphasize the following guiding principles:

ALOHA AU I HAWAI‘I

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

➤ OUR PILLARS:

- **Collaborative Leadership**
Uniting leaders to build trust, live Hawai‘i’s Soul, confront entrenched views, and take bold, courageous action together.
- **Collective Action**
Aligning leaders and resources to amplify efforts, close gaps, and achieve more together.
- **Commitment to Transformative Change**
Empowering leaders to challenge norms, forge unlikely partnerships, and drive lasting change.

➤ GOALS:

GOAL 1:

Redefining Leadership

GOAL 2:

Rediscovering Hawai‘i’s Soul

GOAL 3:

Incubating Strategic Focus Areas

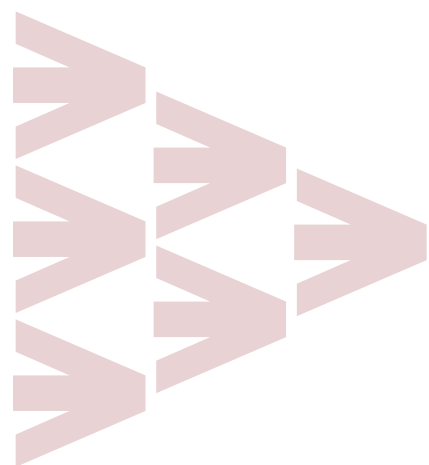
GOAL 4:

Financial Stewardship

➤ OUR OPERATIONAL MODEL:

HEC's operational model reflects both the value we offer and the commitments our leaders make in service to Hawai'i. By convening trusted spaces, providing backbone support, and catalyzing bold, systems-level solutions, HEC fosters a reciprocal relationship with leadership — amplifying their impact as they co-create, commit, and champion change. This model strengthens relationships and drives collective action toward a more resilient Hawai'i.

<i>Collaborative Leadership</i>	<i>Collective Action</i>	<i>Commitment to Transformative Change</i>
WHAT HEC DOES		
<i>Convene</i> Assemble top decision-makers in a neutral, values based forum to surface tough issues and align intent.	<i>Collaborate</i> Provide backbone support to turn ideas into a unified strategy.	<i>Catalyze</i> Leverage collective influence and capital to shift power dynamics and scale enduring solutions.
HEC'S VALUE		
<i>Access</i> Direct access to Hawai'i's most influential network and real time intelligence.	<i>Derisk</i> Derisk bold moves and speed execution through pooled resources.	<i>Amplify</i> Amplify impact, shape statewide narrative, and leave a lasting legacy.
COMMITMENT BY LEADERS		
<i>Show Up</i> Engage consistently and elevate diverse voices.	<i>Co-Create</i> Share resources, measure progress, uphold joint accountability.	<i>Champion</i> Invest influence, mentor others, publicly advance the agenda.



Taking Collaborative Action

Our kuleana calls us to step forward with courage and benevolence when facing Hawai'i's toughest challenges. It is not enough to rely on the same paths we have always taken – today's complex issues demand new approaches, bold leadership, and a willingness to work together in ways that may feel unfamiliar. These stories highlight what is possible when leaders embrace kuleana not just as a personal responsibility, but as a shared commitment to one another and to future generations.

➤ OUR FOCUS AREAS

Redefining Leadership

Addressing Land Use



*Rediscovering
Hawai‘i’s Soul
Initiative and
Network*

*Hawai‘i is a global
model where people,
cultures, and ‘āina
flourish in resilient
communities
and economies*

*Creating
Innovative
Economic
Opportunities*

Creating a Culture of Courageous, Collaborative, Benevolent Leadership

FOCUS AREA: REDEFINING LEADERSHIP

➤ CHALLENGE:

Hawai'i's growing divide is fueled in part by leadership that at times operates in silos – disconnected across sectors, communities, priorities, and a reluctance to confront uncomfortable truths. This fragmentation has made it difficult to align on bold solutions, eroding trust and slowing progress at a time when Hawai'i faces urgent, complex challenges.

➤ OPPORTUNITY:

To help address the urgent and complex challenges facing Hawai'i, leaders identified a critical opportunity to cultivate a bold, innovative, and collaborative leadership culture – one that is deeply rooted in Hawai'i's values, guided by a global perspective, anchored in connection to people and place, and upheld by the principles of courage, accountability, and trust.

➤ APPROACH:

Leaders embracing this culture are shifting systems through trusted relationships and a shared commitment to Hawai'i's Soul, and making decisions faster, with greater unity and purpose.

Right: Three years after Twinkle Borge inspired HEC leaders and helped catalyze \$10 million in support, permanent housing for nearly 200 formerly houseless residents at Pu'uuhonua o Wai'anae is nearing completion.

The stories that follow illustrate the impact of this leadership in action.

HAWAI'I EXECUTIVE CONFERENCE

Since 2018, HEC has led the Hawai'i Executive Conference as the state's premier forum for CEOs and top decision-makers to strengthen relationships, exchange ideas, and commit to action. Designed as a catalyst for systems-level change, the conference creates a trusted space to share progress and drive bold, cross-sector solutions grounded in Hawai'i's values – advancing collective action toward a more resilient Hawai'i.

PU'UHONUA O WAI'ANAE

After hearing from community leader Twinkle Borge at the 2022 HEC conference, a group of **HEC leaders raised \$10M** for Pu'uuhonua O Wai'anae to build permanent housing for its approximately 200 community members living unhoused near the Wai'anae Boat Harbor. Earlier this year, the Pu'uuhonua O Wai'anae Farm Village, located on a 20-acre parcel in Wai'anae Valley, welcomed its first residents, and construction that will house about 100 additional people was completed in the summer. The final phases of construction are anticipated to be finished by Thanksgiving of 2025.



NEW BONDS, NEW BLUEPRINT

“We had the opportunity to put down our guard and really get to know each other,” says Jeff Gilbreath, executive director of Hawai‘i Community Lending, of his introduction to Ann Teranishi, president and CEO of American Savings Bank (ASB) at the first RHS convening in 2022 over ceremonial ‘awa. From that conversation, they discovered a shared purpose: to come up with an affordable housing solution that prioritizes the well-being of Hawai‘i families. They forged a partnership between their two organizations, with ASB investing an initial \$2 million in HCL’s loan fund – **ASB’s investment has since grown to \$13 million.** “Now we can do up to thirty loans at any given time,” says Gilbreath, including zero-down construction loans to Department of Hawaiian Homeland beneficiaries, who have traditionally found it difficult to find financing for new construction on leased land.

ONE CONNECTION IMPACTS A COMMUNITY

Nestor Ugale, founder of Kaibigan ng Lahaina (Friends of Lahaina), and Catherine Ngo, executive vice chair of Central Pacific Bank (CPB), met at the January 2024 Lahaina RHS convening on a paired walk. Inspired by Ugale’s dedication to Lahaina’s Filipino community, Ngo has since helped to support and amplify his efforts. **With Ngo’s mentorship, Kaibigan ng Lahaina secured a \$1.6 million grant from the Hawai‘i Community Foundation, and CPB funded the second annual Lahaina Palengke Night, a celebration of Filipino heritage and economic resilience.** “It’s not just the funding,” Nestor says of his connection with Ngo. “It’s the doors she helped open, the guidance, the relationships.”



Above: On Hawaii News Now’s Spotlight Now, Catherine Ngo and Nestor Ugale shared how a RHS paired walk sparked a trust-based relationship that enabled support for the Filipino community in Lahaina’s recovery.

Bridging the Military and Hawai‘i

FOCUS AREA: ADDRESSING LAND USE

➤ CHALLENGE:

The military’s significant presence in Hawai‘i has long been both a source of security and strain. Historical tensions, land use issues, and cultural disconnect have deepened mistrust and limited collaboration with the community.

➤ OPPORTUNITY:

By fostering common ground through Hawai‘i’s Soul and island consciousness, leaders have a path to bridge long-standing divides – bridging the military’s responsibility to protect against global threats with the community’s commitment to place, culture, and people. This alignment also strengthens readiness by better preparing service members to live with island consciousness and serve successfully in Hawai‘i.



At the 2024 HEC Conference, military and HEC leaders announced a first-of-its-kind MOU affirming their shared commitment to preserve, protect, and perpetuate Hawai‘i’s Soul.



➤ APPROACH:

HEC convened a cross-sector group of Department of Defense, business, and community leaders that continues to meet regularly to build trust, deepen understanding, and co-create pathways toward mutual respect and responsibility. The group formalized their commitment through a signed MOU to collectively preserve, protect, and perpetuate Hawai‘i’s Soul.

Earlier this year, a subset of the group participated in the Rediscovering Hawai‘i’s Soul Accelerator – two intensive days of systems thinking, relationship building, and action planning – which sparked new initiatives now underway: Hawai‘i 101, a standardized curriculum for all incoming service members; Military 101, experience-based education opportunities for the community; and efforts to improve accessibility across military lands.



Addressing Kingdom Lands

FOCUS AREA: ADDRESSING LAND USE

➤ CHALLENGE:

Kingdom Lands – often mischaracterized as “ceded lands” – are inseparable from Hawai‘i’s identity and history yet remain misunderstood and unresolved. For many Native Hawaiians, they represent a legacy of sovereignty loss, colonization, and ongoing pain. The lack of a comprehensive inventory, coupled with limited public awareness, has fueled disparities in understanding, connection, and kuleana across communities.

➤ OPPORTUNITY:

Kingdom Lands are not just a Hawaiian issue, they are a Hawai‘i issue. This moment offers a powerful opportunity to deepen public understanding of their history and significance so that all who call Hawai‘i home can recognize their value. By fostering shared awareness and kuleana, we can begin to steward these lands in ways that honor the past, reflect collective responsibility and ensure lasting benefit for all of Hawai‘i’s people, now and for generations to come.

➤ APPROACH:

Shifting the narrative from “ceded lands” to Kingdom Lands reframes public understanding and elevates their historical and cultural significance. Current efforts focus on two priorities: expanding education through features in Hawai‘i Business, Spotlight Now, and a forthcoming documentary; and advancing the development of a comprehensive inventory of Kingdom Lands.



Left: During the 2025 RHS Accelerator, the Kingdom Lands hui explored how traditional systems of land governance and stewardship can restore balance and resilience across Hawai‘i.



Reactivating the Ahupua‘a and Konohiki Systems

FOCUS AREA: ADDRESSING LAND USE

➤ CHALLENGE:

Communities across Hawai‘i are facing growing division, disconnection from ‘āina, and the erosion of shared values. Environmental degradation, compounded with the high costs of living and limited affordable housing, is forcing many residents to leave. Existing top-down systems of land management too often overlook local knowledge and needs – further weakening both ecological and social resilience.

➤ OPPORTUNITY:

Reviving the ahupua‘a and konohiki systems offers a time-tested, place-based response rooted in Native Hawaiian ‘ike and Hawai‘i’s Soul. Adapted for today, these ancestral frameworks present a decentralized model of land stewardship and community-led governance that restores balance between people and ‘āina. By reactivating the ahupua‘a system statewide and establishing a konohiki structure grounded in genealogy and merit, communities can embrace their shared kuleana to steward the land and build a resilient future where culture, community, and environment thrive together.



➤ **APPROACH:**

Leaders are advancing work to adapt the ahupua‘a and konohiki systems into contemporary practice, demonstrating how ancestral wisdom can guide modern governance and stewardship. A promising pilot opportunity lies in the 11 intact ahupua‘a owned by Maui Land & Pineapple Company, Inc., which could serve as a model for holistic planning, care of ‘āina, and community-driven development. These efforts are laying a foundation for decentralized governance, renewed cultural connection, and resilient communities rooted in Hawai‘i’s Soul.

‘Āina Momona – creating an abundant ‘āina – means living in reciprocity with the land, honoring our kuleana to mālama, protect, and preserve Hawai‘i’s natural resources in all we do.

Rediscovering Hawai‘i’s Soul

Initiative

FOCUS AREA: REDISCOVERING HAWAI‘I’S SOUL INITIATIVE AND NETWORK

➤ CHALLENGE:

Tensions around issues such as Mauna Kea and Pōhakuloa revealed symptoms of a deeper divide, putting the very soul of Hawai‘i at risk.

➤ OPPORTUNITY:

Establishing common ground rooted in our deep love for Hawai‘i and guided by Native Hawaiian ‘ike, creates a space for leaders from diverse backgrounds, viewpoints, ethnicities, and sectors to define Hawai‘i’s Soul. This inclusive process ensures its preservation and perpetuation in ways that honor Native Hawaiian wisdom while embracing the many cultures that have shaped Hawai‘i.

➤ APPROACH:

In 2022, HEC convened a diverse group of leaders who, through Transformative Scenario Planning, developed the Four Possible Futures of Hawai‘i’s Soul and the Hawai‘i’s Soul framework. These tools created space for truth-telling, healing, and alignment on shared values – laying the foundation for deeper relationships, values alignment, and more collaborative decision-making.

Since then, HEC has served as the collaborative backbone for this work, designing and holding trusted spaces for courageous dialogue, idea incubation, and cross-sector action. Convenings have brought together individuals often separated

by perspectives, beliefs, and backgrounds to find common ground so that together, they can find ways forward on deep-rooted challenges. Convenings include bringing together military leaders from Hawai‘i and DC with business, community, and cultural practitioners, and gathering Lahaina community leaders with government, business, and nonprofit partners.

This year, a series of Hawai‘i’s Soul convenings with kūpuna, CEOs, and younger leaders for Hawai‘i’s future deepened the understanding of Hawai‘i’s Soul and built alignment on how to ensure these values guide generations to come.

More than an initiative, Rediscovering Hawai‘i’s Soul serves as the values-based foundation for all of HEC’s work. Its tools are actively informing strategy, shaping systems, and guiding leadership practices across the state.

By creating the conditions for alignment, reflection, and shared purpose, this work continues to strengthen relationships and ignite collective action. HEC’s role is not to direct the work, but to enable it – offering backbone support, trusted facilitation, and a deep commitment to place that activates one of Hawai‘i’s most powerful resources: its people.



Top leaders from across sectors gathered in May 2025 for a daylong convening, aligning around a collective responsibility to lead with shared values, protect Hawai‘i’s Soul, and steward a thriving future for future generations.



In July 2025, more than 50 diverse younger leaders came together to deepen their understanding of Hawai‘i’s Soul and align on how to carry its values forward for future generations.



Network

➤ CHALLENGE:

Recognizing the potential of the scenarios and Hawai‘i’s Soul framework as tools to build common ground and a shared understanding of what it means to live with island consciousness, a critical question emerged: how do we extend this work to reach and engage all 1.4 million people of Hawai‘i?

➤ OPPORTUNITY:

By using the scenarios and Hawai‘i’s Soul framework as tools, leaders across every sector are engaging in candid conversations about belonging, kuleana, and the values we must uphold to ensure Hawai‘i’s Soul thrives for future generations.

➤ APPROACH:

The Rediscovering Hawai‘i’s Soul Network has grown into a cross-sector movement of more than 780 leaders and individuals, representing over 250 organizations. Its diversity – spanning business, government, education, environment, housing, healthcare, labor, philanthropy, youth, and more – reflects a broad commitment across Hawai‘i to work together for systems-level change.

Through convenings, hui work, and more than 130 briefings and workshops, the network continues to strengthen capacity for collaboration and impact. To build local expertise in systems thinking, 20 individuals completed a two-day Systems Leadership Training, equipping them to help frame, guide, and advance collective action through Network Gatherings, Haku calls, and the Accelerator.

This year also marked the launch of the online Rediscovering Hawai‘i’s Soul Engagement Platform, designed to foster connection, conversation, and collaboration. Serving as a central hub for a network directory, event information, real-time updates, and shared resources, the platform already engages more than 200 leaders, with participation growing every day.

Together, this growing network is expanding the reach of Hawai‘i’s Soul and embedding its values into decision-making across Hawai‘i.

780+ leaders and individuals

250+ organizations

130+ briefings and workshops

Sectors include:

-  Arts & Culture
-  Business
-  Education
-  Environment & ‘Āina-based organizations
-  Government
-  Healthcare
-  Housing & Development
-  Labor & Workforce Development
-  Media & Communications
-  Nonprofit & Community
-  Philanthropy
-  Youth & Next-generation Leaders
-  Technology & Innovation



In January 2025, the RHS Accelerator brought together over 50 participants at the East-West Center for two intensive days of systems thinking, relationship-building, and action planning.

Engaging Hawai'i's Global Diaspora

FOCUS AREA: CREATING INNOVATIVE ECONOMIC OPPORTUNITIES

➤ CHALLENGE:

Hawai'i continues to face complex social, cultural, and economic challenges, yet many of its most talented sons and daughters – the global diaspora – have pursued opportunities elsewhere. This separation has created a gap between the islands and those who carry deep ties, skills, and resources that could help address Hawai'i's most pressing needs.

➤ OPPORTUNITY:

I'm Coming Home extends a bold invitation to Hawai'i's global diaspora to reconnect – in heart, mind, and body – and contribute their knowledge, networks, and innovation to co-create local solutions with global relevance. By weaving ancestral wisdom with modern innovation, the initiative seeks to redefine prosperity in terms of ecological abundance, cultural resilience, and collective well-being, positioning Hawai'i as both a model of innovation and a place where global leaders inspire new industries and opportunities for future generations.

➤ APPROACH:

Set to launch in 2026, *I'm Coming Home* will begin with a landmark convening of global kama'āina leaders, cultural practitioners, and cross-sector changemakers. This gathering will identify catalytic issues facing Hawai'i, spark collaborative, community-rooted solutions, and seed new ventures and partnerships. With the guidance of world leaders with ties to Hawai'i, the initiative is cultivating an entrepreneurial, systems-thinking environment that reknits a global-local network of Hawai'i-rooted leadership – bold enough to take risks and grounded in the values that make these islands home. Together with Hawai'i's local leaders, this network will reimagine prosperity for the islands and inspire future generations to see Hawai'i as a hub of innovation, leadership, and possibility.



Younger leaders at the July 2025 Hawai'i's Soul convening.

Our Team

Together, we are demonstrating a new model of leadership rooted in place. HEC thrives because of your courage to listen, connect, and act.

Let us continue to honor Hawai'i's Soul and lead in a way that brings healing, hope, and opportunity to all who call these islands home.





HEC Board



Duane Kurisu

HEC Board Chair
Founder, aio Group



Terry George

President and CEO
Hawai'i Community Foundation



Micah Kāne

CEO
Parker Ranch



Ann Teranishi

President and CEO
American Savings Bank



Ray Vara

President and CEO
Hawai'i Pacific Health

HEC Advisors



Glenn Miyataki

HEC Advisor

HEC Staff



Lynelle Marble

Executive Director



Hannah Ishida

Network Engagement Lead



Kira Dilonno

Communications Project Manager



Liana Mausolf

Operations and Events Manager



Lynne Hirayama

Administrative Assistant

HEC Leadership Committee



Matthew Cox

Chairman and CEO
Matson, Inc.



Shelee Kimura

President and CEO
Hawaiian Electric



**Kamana'o pono Crabbe,
Ph.D.**

Executive Lead
Rediscovering Hawai'i's Soul, HEC



Colbert Matsumoto

Chairman
Tradewind Group



Robert Harrison

Chairman, President, and CEO
First Hawaiian Bank



Elliot Mills

CEO
Hawai'i Hospitality Group



Peter Ho

Chairman, President, and CEO
Bank of Hawai'i



Catherine Ngo

Board Member
Former President & CEO
Central Pacific Bank



Corbett Kalama

President and CEO
RESCO, Inc.



Robert Nobriga

President & CEO
Tradewind Group Inc.



Michelle Ka'uhane

COO and Executive Vice President
Hawai'i Community Foundation



Jack Wong

President and CEO
Kamehameha Schools

Rediscovering Hawai‘i’s Soul Leaders

We are deeply appreciative for the leaders who helped establish and grow the Rediscovering Hawai‘i’s Soul initiative. Their continued engagement is helping to shape and strengthen this ever-growing network.

RHS Scenario Team

We honor the original Scenario Team whose courage launched this initiative, co-created the foundational tools, and whose continued guidance remains a cornerstone of this journey to preserve, protect, and perpetuate Hawai‘i’s Soul.

William Aila
Twinkle Borge
Michael Broderick
Matt Cox
Kamana‘opono Crabbe
John De Fries
Māpuana de Silva
Matt Emerson
Jeff Gilbreath
Kenneth Hara
Kawaikapu Hewett
Mehanaokala Hind
Peter Ho
Hökūlani Holt-Padilla
Michelle Ka‘uhane

Corbett Kalama
Pualani Kanahele
Luka Kanaka‘ole
Micah Kāne
Earl Kawa‘a
Shelee Kimura
Duane Kurisu
Mike Latham
Kūhiō Lewis
Lynelle Marble
Rich Matsuda
Colbert Matsumoto
Connie Mitchell
Glenn Miyataki
Kīhei Nahalea

Cameron Nekota
Catherine Ngo
Jon Osorio
Walter Ritte
Kau‘i Sang
Leah Santos
Wai‘ale‘ale Sarsona
Ann Teranishi
Nainoa Thompson
Suzanne Vares-Lum
John Waihe‘e III
Jack Wong
Kūha‘o Zane

RHS Systems Leaders

The individuals listed below have played a vital role in advancing the Rediscovering Hawai‘i’s Soul initiative - through their participation in Systems Leadership Training and as core contributors to this year’s convenings. Their steadfast commitment and thought-partnership continue to enrich our collective path.

Meagan Beyer
Frecia Cevallos
Kamana‘opono Crabbe
Dexter Dean Del Rosario
Kira Diionno
Sterling Higa
Mehanaokala Hind
Hannah Ishida

Brent Kakesako
Luka Kanaka‘ole
Duane Kurisu
Oralani Koa
Lynelle Marble
Colbert Matsumoto
Reiko Matsuyama
Makana Reilly

Kau‘i Sang
Leah Santos
Tiffany Vara
Doug Wadsworth
John Waihe‘e III
Darcie Yukimura
Kūha‘o Zane

Donors

We are grateful for the generosity of our donors. Their trust in HEC empowers us to advance systemic change that strengthens Hawai'i's future.

aiio Foundation

Alaska Airlines

Albert C. Kobayashi, Inc.

American Savings Bank

Bank of Hawai'i Foundation

Castle Foundation

Central Pacific Bank Foundation

Dorcy Foundation

Doris Duke Foundation

First Hawaiian Bank Foundation

Hawai'i Community Foundation

Hawai'i Gas

Hawai'i Pacific Health

Hawai'i State Federal Credit Union

Hawaiian Electric

Hawaiian Electric Industries

Hawaii Medical Service Association

Howard Hughes

HPM Building Supply

ItoEn Hawaii

James Campbell Company

Kaiser Permanente

Kamehameha Schools

Kawānanakoa Foundation

Kobayashi Group

Kosasa Foundation

The Learning Coalition

MacNaughton Foundation

Matson

Nordic PCL Construction

***Omidyar 'Ohana Fund at the
Hawai'i Community Foundation***

Outrigger Resorts & Hotels

Par Hawaii

***The Queen's Health Systems
Servco***

Title Guaranty Hawaii

Tradewind Group Foundation

Zephyr Insurance



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

— I am responsible for Hawai'i's future



hec
HAWAII EXECUTIVE
COLLABORATIVE

hec.org