

FROM TRUST TO ACTION

*Our Shared
Kuleana for
a Resilient
Hawai‘i*

2026 ANNUAL REPORT

hec
HAWAII EXECUTIVE
COLLABORATIVE

Aloha au i Hawai‘i

— I love Hawai‘i

Our love for Hawai‘i carries a deep commitment and a responsibility to act.

The pages that follow reflect how we are working to carry that forward.

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The Moment We Are In

Hawai‘i’s challenges are well understood. What is becoming clearer is that the way we respond must change. The issues shaping our future are deeply interconnected, and incremental or isolated efforts will not be enough. Progress will require leaders across sectors to work together in new ways.

Over the past several years, HEC has focused on strengthening that capacity.

Through Hawai‘i’s Soul, leaders across sectors, communities, perspectives, and generations have built stronger relationships, developed shared language, surfaced difficult questions, and deepened their sense of kuleana to Hawai‘i and to one another. We are beginning to see that work shape how people lead – asking different questions, rethinking strategies and decisions, and approaching complex issues with greater trust and shared responsibility.

However, trust and shared values have never been the end goal. Their importance is in what they make possible: the ability to engage difficult issues honestly, see challenges more fully, and act with greater confidence together.

With that foundation in place, HEC can be more intentional about where and how we contribute. Moving forward, we will work to create the conditions for leaders to take bigger, shared risks around opportunities that can make a meaningful difference for Hawai‘i. By bringing together the right people, partners, ideas, capital, and influence, we can help remove barriers and build the alignment and momentum needed to move promising opportunities into action.

HEC does not need to own the solution to help meaningful progress happen. Our role is to strengthen the courageous, systems-minded leadership Hawai‘i needs and bring that leadership together around opportunities grounded in Hawai‘i’s Soul that can create tangible value for our people and place. Through this work, we can help build a more resilient, nature-positive economy – one in which prosperity strengthens people, communities, culture, and the natural systems on which Hawai‘i’s future depends.

This report reflects the progress already made and the shift now underway: from trust to action, and from shared understanding to shared responsibility. What comes next will depend on all of us – on the leadership, courage, relationships, and resources we are each willing to bring. HEC can help create the conditions for those strengths to come together around opportunities that matter. We believe that, working alongside one another, we can make possible what no single leader or organization could accomplish alone and help shape a more resilient future for Hawai‘i.

Duane Kurisu
Chairman
Hawai‘i Executive Collaborative

Lynelle Marble
Executive Director
Hawai‘i Executive Collaborative

The Hawai‘i We Are Working Toward

Our vision for Hawai‘i is one where people can live with dignity and thrive; communities can shape their future; culture is lived and carried forward; honua is cared for with responsibility to future generations; and the economy creates opportunity and prosperity while strengthening the people and places that make Hawai‘i home.

That is our North Star and the shared future our work is designed to help advance.

COMMUNITIES

PROSPERITY

PEOPLE

PLACE

CULTURE

OUR VISION

Hawai‘i is
a global model of
resilience for its people,
communities, culture,
and honua.

Our Strategy

HEC builds the values, trust, and leadership capacity for shared action, then focuses that capacity on high-leverage opportunities that can advance a more resilient, nature-positive economy.



BRIDGE BUILDER

We bring together leaders across sectors and perspectives to build relationships, deepen understanding, and find common ground.



COLLABORATOR

Grounded in Hawai‘i’s Soul, we align partners, influence, and resources so solutions are shaped, owned and sustained by those closest to the work.



CATALYTIC BACKBONE

We identify leverage points, fill critical gaps, and accelerate promising efforts, from alignment to action, testing new approaches when needed.

We unite and activate leaders to transform Hawai‘i.

HEC does not own every solution. Our role is to connect the right people, help important work move, and build the alignment needed for lasting change.

Connect. Catalyze. Sustain.

HEC helps create the collective capacity to tackle challenges no single leader or institution can solve alone.

Three Interconnected Strategic Focus Areas

Hawai'i's Soul

What grounds and differentiates us

Make Hawai'i's Soul a practiced way of leading, deciding, and carrying responsibility for Hawai'i.

Leadership

How we build the capacity to act together

Build a connected body of courageous, systems-minded leaders who can work across sectors and perspectives, share responsibility, and move real-world action forward.

Nature-Positive Economy

The economic future we are working to build

Build a more resilient, nature-positive economy by positioning Hawai'i as a place where local and global partners develop, test, and advance solutions that create economic value while strengthening our natural systems.

INITIATIVES

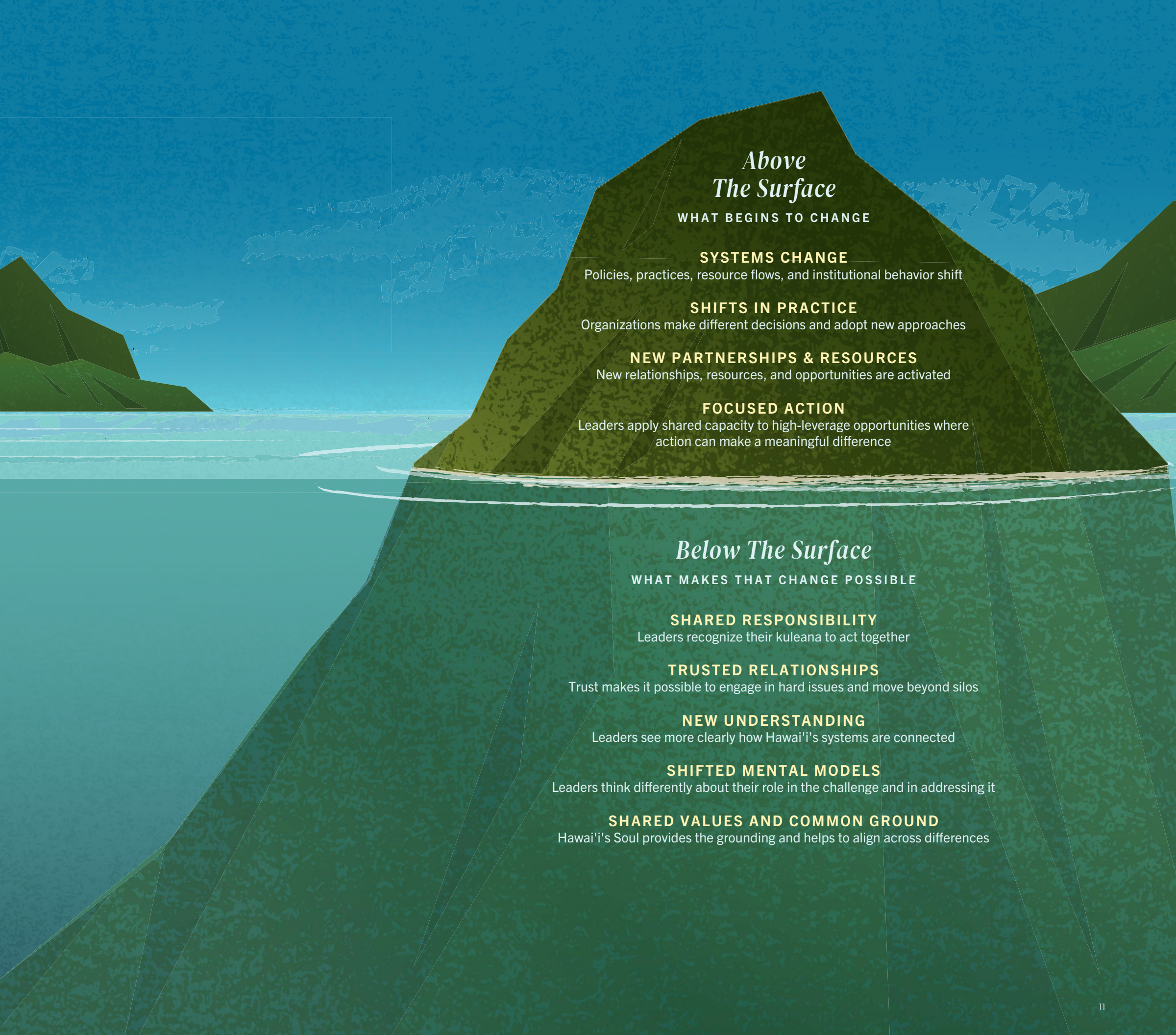
These initiatives put HEC's strategy into action. We bring together the partners, resources, and shared commitment needed to move promising ideas into practice – testing new approaches, overcoming barriers, and creating models that can be replicated or scaled across Hawai'i.

- 21st Century Ahupua'a-Konohiki System
- Aligned Leadership
- Hawai'i Global Bridge
- Hawai'i's Soul Network
- Kingdom Lands
- Kūkulu Hou

Moving From Building Capacity to Systems Change

Systems change rarely begins with the visible outcome. It begins by creating the conditions for leaders to see differently, make different choices, and act together. HEC’s role is to help build those conditions and focus them on opportunities where meaningful change can take hold.

Hawai‘i’s Soul provides the grounding – a shared language for kuleana that helps leaders work across differences and make decisions with Hawai‘i’s long-term well-being in mind.





*Kuleana
becomes visible
in what we
choose to do
with the trust,
relationships,
and shared
values we have
built.*

Kuleana in Action

The stories that follow show different points along this pathway – from shared values changing how leaders make decisions, to stronger relationships creating new possibilities for action, to leaders working together on opportunities that could ultimately shift systems. They are not endpoints. They are signs of the capacity, alignment, and action that make deeper change possible.

From Shared Values to Different Decisions

Hawai'i's Soul is moving from shared values into practice. Across organizations, leaders are using it to challenge assumptions, rethink strategy, and make decisions with greater attention to people, relationships, place, and responsibility.

The pattern we are beginning to see is simple: different questions lead to different strategies and ultimately, different decisions.

REALTORS® Association of Maui: From Transaction to Stewardship

After a dedicated strategy process with HEC, the REALTORS® Association of Maui (RAM) came to the broader Strategic Action Workshop already exploring how Hawai'i's Soul could shape not just its strategy, but the role of the profession itself.

The team centered on a bigger question: **What role should realtors play in shaping Hawai'i's future?** Recognizing that real estate sits at the intersection of housing, land, economic opportunity, and community well-being, RAM began reimagining realtors not only as professionals facilitating transactions, but as servants of place with a responsibility to the communities they serve.

Their desired shift is clear:
From transaction to stewardship.
From expertise to humility.
From individual success to shared responsibility.
From selling Maui to helping people understand Maui.

RAM is beginning to put that thinking into practice through place-based education, stronger relationships with cultural and community partners, and experiences that deepen members' understanding of Maui. Ideas such as *Knowing Maui by Heart and Live Pono* extend that thinking further – toward a professional culture where stewardship and responsibility to place matter alongside production.

Hawaiian Building Maintenance: From Structure to Shared Responsibility

Hawaiian Building Maintenance (HBM) came to the workshop amid organizational change. Hawai'i's Soul pushed the team beyond immediate questions about staffing, structure, and operations to ask: **What kind of company are we trying to be?**

That reframed decisions about roles, communication, accountability, and training around a larger question of how people experience connection, belonging, and responsibility at work.

Catholic Charities Hawai'i: From Programs to Organizational Alignment

Catholic Charities Hawai'i arrived focused on strengthening its community-based programs. The workshop, however, led the team inward, inviting deeper reflection on organizational culture, alignment, collaboration across silos, and how shared values are experienced throughout the agency. Central to the discussion was the value of *kaiāulu*. Rather than asking, "How does each program care for our communities?" the team began exploring a more unifying question: **"How do we, as one organization, help nurture a thriving community?"** This shift in perspective emphasized that *kaiāulu* is not only reflected in the services they provide, but also in how they work together, support one another, and embody the mission across the entire organization. What began as a programmatic challenge became an organizational one, followed by a concrete 30-day plan for action.

HEC'S ROLE

HEC creates the space and provides the tools for leaders to step outside immediate pressures, challenge assumptions, and apply Hawai'i's Soul to real organizational decisions. We do not prescribe the answer. We help leaders ask better questions and build the capacity to act on what they discover.

PUTTING HAWAI'I'S SOUL INTO PRACTICE

The deeper shift is not simply understanding Hawai'i's Soul. **It is using it to make different choices.**

HEC's Strategic Action Workshop creates the space for that application. This year, **17 organizational teams** brought real strategic challenges and used Hawai'i's Soul, future scenarios, and peer learning to test assumptions, explore choices, and identify concrete next steps. Teams left with 30-day action plans to move their work forward.

Across organizations, a pattern is emerging: **better questions are leading to new ways of thinking, different choices, and concrete action.**

The opportunity is to keep building leaders' capacity to use Hawai'i's Soul not only as a shared set of values, but as a practical way of thinking, leading, and acting.



Reconnecting Place, Community, and Prosperity

Across Hawai‘i, communities and practitioners are demonstrating how place-based stewardship can strengthen culture, community well-being, livelihoods, and resilience. Ahupua‘a and konohiki offer a way to reconnect systems that are often treated

separately today – stewardship, governance, economic activity, community responsibility, and the relationship between people and place.

The longer-term opportunity is to develop a contemporary, adaptable ahupua‘a-konohiki system at scale – grounded in ike kūpuna and informed by strong place-based models already working across Hawai‘i – that gives communities greater ability to shape decisions, steward resources,



strengthen self-reliance, and generate locally rooted economic opportunity.

Getting there will require learning from places already demonstrating elements of this approach, understanding where barriers remain, and building pathways that can work alongside existing institutions without imposing a single model across Hawai‘i.

Any contemporary system must remain accountable to place, adaptable across communities, and shaped with those already carrying this kuleana.

HEC’S ROLE

HEC is helping connect communities, practitioners, landowners, government, and other leaders who hold different pieces of the system – building shared understanding, strengthening relationships, and helping translate learning into practical pathways for action.

GROUNDING THE WORK

May 2026

More than 50 ‘āina, wai, and kai/ moana practitioners, kūpuna, and leaders from community, government, education, philanthropy, and business came together to explore the principles, relationships, and responsibilities that could inform a contemporary ahupua‘a-konohiki system.

July 2026

Through the Edith Kanaka‘ole Foundation’s Honuaiākea process, the work deepened in ‘ike kūpuna and helped clarify the qualities and responsibilities of a contemporary konohiki.

The work is being shaped through relationship, cultural grounding, and learning from place.



Turning a Difficult History into Shared Responsibility

Kingdom Lands are foundational to Hawai‘i’s history, yet understanding their origins, responsibilities, management, and intended beneficiaries remains fragmented. For Native Hawaiians, these lands carry distinct rights and historical harms; they are also part of a public trust with implications for Hawai‘i more broadly.

The challenge is not simply to resolve differing perspectives. It is to build enough shared understanding, transparency, and trust to move toward greater accountability and responsible stewardship.

From Fragmented Understanding to Shared Inquiry

Through Hawai‘i’s Soul, the future of Kingdom Lands emerged as one of the

consequential questions facing Hawai‘i. A cross-sector hui began examining the history, trust obligations, and responsibilities connected to these lands – creating space for distinct experiences, expertise, and institutional perspectives to be heard and explored together.

A shared understanding began to emerge: clarity is necessary, but it is only the beginning. The deeper kuleana is how these lands are stewarded, for whom, and with what accountability.

Building a Credible Baseline

A critical next step is advancing a comprehensive, credible inventory of Kingdom Lands – a shared baseline for understanding the lands, leases, revenues, responsibilities, and beneficiaries involved. Greater clarity can help move the conversation beyond competing assumptions and create a stronger foundation for transparency, accountability, and future stewardship decisions.

What Comes Next: From Clarity to Stewardship

The longer-term goal is not simply better information. It is to translate greater understanding into accountable stewardship and governance pathways.

HEC’s strategy identifies increased public understanding, a credible and validated inventory, and clearer stewardship and accountability pathways as the next measures of progress.

HEC’S ROLE

HEC does not determine the ultimate disposition or stewardship of Kingdom Lands.

Our role is to sustain trusted inquiry, bring together leaders and expertise that do not always sit at the same table, make a complex issue more accessible, and help move the work from understanding toward transparency and responsible stewardship.

MAKING THE TRUST VISIBLE

The Trust We Inherited: Kingdom Lands and the Future We Choose is one tangible milestone in the broader effort to build shared understanding around Kingdom Lands.

Developed with Hawai‘i News Now, the documentary builds on the work of the Kingdom Lands hui and brings together historical and cultural context with perspectives from leaders and institutions carrying important responsibilities, including DLNR and the Office of Hawaiian Affairs.

The film is intended not as the final word, but as a starting point – making a complex history and public trust more accessible, reducing misinformation, and creating a stronger foundation for informed dialogue about transparency, accountability, and stewardship. The broader Kingdom Lands strategy similarly pairs public learning with development of a credible inventory and future stewardship pathways.

Public understanding is an essential step toward fulfilling the trust.

Our Team

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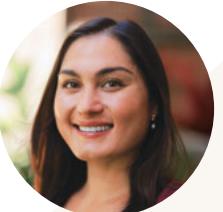


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REDISCOVERING HAWAI‘I’S SOUL LEADERS

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	Corbett Kalama	Cameron Nekota
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Matt Emerson	Mike Latham	Ann Teranishi
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- Par Hawaii
- The Queen’s Health Systems
- Southwest Airlines
- 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

*Each of you plays an essential role in Hawai'i's future through
the leadership, resources, influence, and action you bring.*

What becomes possible when we carry that kuleana together?