

NEIL JACOB KAHO'OKELE HANNAHS

RESUME

SEASONED EXECUTIVE with leadership experience in organizational governance, land management, educational administration, communications, cultural programs, community building and strategic planning with myriad mission-driven non-profit organizations.

Major strengths include:

- *Facilitative Leadership*
- *Non-Profit Organization Governance*
- *Team-Building*
- *Multi-Value Return Land Management*
- *Social Enterprise Development*
- *Place-Based Education*
- *Strategic Planning*
- *Written/Oral Communications*
- *Conflict Resolution/Consensus Building*

## PROFESSIONAL QUALIFICATIONS

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**Governance:** Board chair, trustee and director level experience with fiduciary responsibilities for multi-million dollar assets and operations of numerous non-profit organizations has honed an understanding of the fundamental duties of care, loyalty and obedience, as well as a familiarity with the distinction between management responsibilities of governance boards and operational executives. Experience includes:

- *Awaiaulu, Board Chair (2018 – present)*
- *The Kohala Center, Director (2015 – 2017)*
- *Aloha Kuamo'o 'Āina, Director (2015 – present)*
- *Hawai'i BioRefineryCo, Director (2012 – 2016)*
- *Hawaiian Islands Land Trust, Board Chair Emeritus (2012 – present)*
- *Wai'anae Coast Redevelopment Corp. (MA'O Farms), Treasurer (2009 – 2016)*
- *Queen's Health System, Trustee (2005 – 2014)*
- *Moloka'i General Hospital, Trustee (2005 – 2014)*
- *Queen's Medical Center, Trustee (2005 – 2013)*
- *Polynesian Voyaging Society, Board Chair (2006 – present)*
- *Bishop Museum, Director (2003 - 2012)*
- *PBS-Hawaii, Board Chair (1998 – 2009)*

**Executive Leadership:** Three decades of executive level experience in directing operations, building mission-driven teams and managing in a hierarchy of delegated authority has cultivated skills in strategic alignment, goal setting, multi-million dollar profit and loss responsibility, performance management and accountability reporting.

- *Kamehameha Schools Land Assets Division, Director Strategic Intergration (2000 – 2015)*
- *Kamehameha Schools Region II, Director (1997 – 2000)*
- *Kamehameha Schools Kaka'ako Improvement, Manager (1989 – 1997)*
- *Kamehameha Schools Public Affairs, Director (1982 – 1989)*

**Strategy & Policy:** Multiple opportunities to provide facilitative leadership and participate in strategic and tactical planning have developed a high level of proficiency in consultative strategic planning, as well as developing policies and tactics that offer meaningful guidance for operations. Experience includes:

- *Ho'okele Strategies LLC (2016 – present) – founder of consulting firm to foster emergence of high performance leadership and enterprises with indigenous values to catalyze abundance, health, sustainability and social equity*
- *Kamehameha Schools (KS) Strategic Plan (2000 – 2015) – co-coordinator in developing and implementing landmark plan that has served as the roadmap for KS operations for past decade; also chaired Endowment Core Planning Team*
- *Bishop Museum (2011) – served on strategic planning committee to oversee consultant planners, providing direction and feedback on a plan to refocus on core services in the face of funding challenges*
- *Lunalilo Home (2010) – invited by trustees to offer guidance in assisting the organization to establish a vision for its identity and delivery system in a modern context*
- *Queen's Health System (2006) – board representative on Ka 'Ike Pono strategic planning committee to create an integrated plan for the Medical Center and all organizational subsidiaries as part of a migration to a corporate enterprise governance model*
- *KS Endowment Tactical Plan (2003) – member of Endowment leadership team that developed the KS Endowment tactical plan and business model to establish investment parameters, risk mitigation measures, non-economic goals and operational targets*
- *Queen Lili'uokalani Children's Center (1994) – chaired advisory council and supported QLT trustees in developing a strategic plan that recognized the impact of community development on beneficiary well-being*

**Land & Resource Management:** Over the past decade, shifted management paradigm for agriculture and conservation lands, as well as natural and cultural resources, from land banking for economic maximization to culturally appropriate deployment and stewardship to derive an optimal balance of cultural, economic, educational, environmental and community benefits by developing policies, strategies, analytic rubrics, regional plans, interdisciplinary teams and business case for investment.

- *Hawai'i Investment Ready*, Co-Founder & Faculty (2013 – present)
- *Hawaii BioRefineryCo*, Director (2012 – present)
- *National Center for Ecological Analysis and Synthesis*, Working Group to Measure the Cultural Value of Ecosystem Services (2009 – 2012)
- *University of Hawai'i Sea Grant College Program*, Advisory Council (2005 – present)
- *National Science Foundation Hawai'i Experimental Program to Stimulate Competitive Research (EPSCoR)*, Statewide Steering Committee Member (2003 – 2011)
- *Kamehameha Schools Land Assets Division*, Director Strategic Intergration (2000 – 2015)

**Real Estate Investment:** Over twenty years of experience in managing real estate portfolios comprised of a diverse mix of commercial, industrial, residential, agricultural and conservation assets; multi-million dollar profit and loss responsibility, land use planning, entitlement and development; as well as leasing and asset management.

- *Queen's Health System*, Trustee (2005 – 2014)
- *Kamehameha Schools Land Assets Division*, Director Strategic Intergration (2000 – 2015)
- *Kamehameha Schools Region II*, Director (1997 – 2000)
- *Kamehameha Schools Kaka'ako Improvement*, Manager (1989 – 1997)

**Education:** Over forty years of service in developing, implementing, managing and evaluating educational services designed to improve the capability and well-being of Hawaiian beneficiaries.

- *Hawai'i Investment Ready*, Co-Founder & Faculty (2013 – present)
- *First Nations Futures Program*, Founder & Co-Director (2006 – present) – post-graduate program to develop indigenous leadership for land and natural resource management in partnership with Stanford University and Maori tribal organizations
- *'Āina Ulu eco-cultural education collaborations*, Founder & Director (2001 – 2011) - now providing 30,000 learner experiences annually through place-based learning programs
- *U.S. Congress Native Hawaiian Educational Assessment*, Project Director (1982 – 1984) – comprehensive assessment of Hawaiian educational achievements and needs
- *Kamehameha Schools*, Assistant to President (1977 – 1982)
- *Kamehameha Schools Extension Education*, Program Specialist (1974 – 1977)

**Hawaiian Culture:** Two decades of service in a variety of advisory or director positions to perpetuate Hawaiian values and practices and to integrate Hawaiian culture into academic, legal, land use decision-making and health care services.

- *Awaiaulu*, Board Chair (2018- present)
- *Hawai'inuiākea Dean's Community Leader Advisory Circle*, Member (2011 – present)
- *University of Hawai'i Richardson School of Law Ka Huli Ao Center for Excellence in Native Hawaiian Law*, Advisory Board (2009 – present)
- *Queen's Health System Native Hawaiian Health Committee*, Vice-Chair (2005 - 2014)
- *Polynesian Voyaging Society*, Board Chair (2006 - present)
- *Bishop Museum*, Board Director (2003 - 2012)
- *Hawai'i State Legislature, Public Access and Shoreline Hawai'i (PASH) Study Group* (1996 – 1997) – government, business and cultural representatives convened to accommodate traditional Hawaiian practices within a framework of western property rights and real estate transactions

**Community-Building:** Over forty years of experience in forging community-based relationships, understanding issues, assessing needs, developing programs to foster productive and thriving communities.

- *Ho'okele Strategies LLC, Founder (2016 – present)*
- *Hawai'i Investment Ready, Co-Founder & Faculty (2013 – present)*
- *Wai'anae Coast Redevelopment Corp. (MA'O Farms), Board Director (2009 – 2016)*
- *U.S. Army Garrison Commander, Native Hawaiian Advisory Council (2008 – 2015)*
- *Kamehameha Schools Land Assets Division, Director Strategic Intergration (2000 – 2015)*
- *Kamehameha Schools Strategic Plan, Co-Coordinator (1998 – 2000)*
- *Kamehameha Schools Public Affairs, Director (1982 – 1989)*
- *Kamehameha Schools, Assistant to President (1977 – 1982)*
- *Kamehameha Schools Extension Education Division, Program Specialist (1974 – 1977)*

## **EMPLOYMENT HISTORY**

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### **Ho'okele Strategies LLC, Founder (2016 – present)**

*Created and operate an intermediary consulting enterprise to connect inspiring social entrepreneurs with exceptional mentors and aligned impact investment capital.*

#### **Key Accomplishments**

- Developing and engaging 61 'ōiwi leaders over past ten years as founder, co-director and lead faculty of the First Nations Futures Program in collaboration with Stanford University, Te Runanga o Ngai Tahu and First Alaskans Institute
- Co-founded and operating a social enterprise accelerator in collaboration with KL Felicitas Foundation to foster investment readiness of 30 social enterprises to date that seek to enhance ability to deliver on promise, achieve greater financial self-reliance and diminish grant dependency
- Advocating support of a vibrant impact investment ecosystem by assisting aligned social enterprises to raise ~\$6 million to date to finance value propositions that catalyze abundance, health, sustainability and social equity in Hawai'i

### **Kamehameha Schools Land Assets Division, Director Strategic Intergration (2000 – 2015)**

*Responsible for managing 358,000 acres of Hawai'i agriculture and conservation lands in a culturally appropriate manner as a Sustainability Assets Class to improve capabilities and well-being of people of Hawaiian ancestry by achieving an optimal balance of cultural, economic, educational, environmental and community benefits.*

#### **Key Accomplishments**

- Directed realignment of regional departments, profit centers and personnel into newly formed division with unique mission to generate economic, educational, cultural, environmental and community benefits
- Managing inter-disciplinary staff of 52, responsible for regional land assets, strategic resources, water resources, land information system, land legacy resources, and cultural, environmental and educational programs
- Responsible for fiscal performance and profitability of multi-million dollar budget
- Led team-development of first-ever Strategic Agricultural Plan integrating commodity value chain analysis with land use planning
- Led team-development of first-ever Natural and Cultural Resource Management Plans that link the care of natural resources to cultural lineage, worldview and identity, as well as perpetual sustainability
- Created 'Āina Ulu place-based education partnerships now providing 55,000 economic opportunities annually through learning programs based on natural and cultural resource management
- Catalyzed development of 100 MW of renewable energy
- Acquired lands of ancestral significance around Kamehameha birthsite and other sites

**Kamehameha Schools Region II, Director (1997 – 2000)**

*Responsible for management area encompassing 50,000 acres of land on O'ahu's Windward and North Shore, Kaua'i, Maui and Moloka'i. Lands encumbered by approximately 2,000 leases for commercial, industrial, residential, agricultural and conservation uses.*

Key Accomplishments

- Facilitated KS strategic planning and chaired Endowment Core Planning Team
- Negotiated commercial and residential lease rent settlements that doubled profit center net operating income over two fiscal years
- Managed transition of plantation lands to diversified agriculture and issued land use agreements to support creation of a new agricultural economy
- Initiated program to develop database of cultural and historic resources related to KS land
- Provided leadership in creating and joining watershed management partnerships to enact proactive management programs for conservation lands through partnerships that leverage external resources
- Mediated statewide government, business and cultural interests to find ways to accommodate traditional Hawaiian practices within a framework of western property rights and real estate transactions

**Kamehameha Schools Kaka'ako Improvement, Manager. (1989 – 1997)**

*Responsible for master planning, obtaining entitlement and managing development of fifty-four acres of urban core real estate.*

Key Accomplishments

- Developed master plan and obtained regulatory entitlement to create up to eight million square feet of new office, retail, residential and industrial floor area
- Directed due diligence and negotiations resulting in real property exchanges and acquisitions valued in excess of \$80 million
- Coordinated production of Offering Memorandum for a \$100 million medium term note financing program involving financial management staff, investment banking advisors and national credit rating agencies

**Kamehameha Schools Public Affairs, Director (1982 – 1989)**

*Responsible for creating and directing new department to manage government affairs, communications, media representation, public relations, issues management, strategic planning and Centennial commemoration activities.*

Key Accomplishments

- Managed advocacy campaign for a major land use ballot referendum and annual budgets of over \$1 million
- Coordinated strategic planning activities and developed strategies to promote satisfactory resolution of key issues and controversies involving internal and external constituencies
- Served as primary legislative advocate and developed statewide citizens support network

**Kamehameha Schools, Assistant to President (1977 – 1982)**

*Responsible for directing school communications programs; managing relations with parent, alumni and Hawaiian organizations; providing education planning and federal advocacy support; and serving as Project Director for congressionally mandated Native Hawaiian Educational Assessment Project involving blue ribbon panel of national and local educational experts*

Key Accomplishments

- Directed educational assessment and advocacy efforts resulting in millions of dollars of Congressional appropriations to support programs to address Hawaiian needs
- Restored dissident parent group's support of KS policies and student needs

**Kamehameha Schools Extension Education, Program Specialist (1974 – 1977)**

*Responsible for assessing Hawaiian community needs and instituting community-based programs to address critical educational requirements.*

Key Accomplishments

- Established and managed over twenty programs in Hawaiian communities statewide
- Initiated KS study of the needs and benefits of pre-kindergarten education for Hawaiians

**EDUCATION**

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**Degree Programs:**

- *Stanford University* - Master of Arts, Secondary Education
- *Stanford University* - Bachelor of Arts, Political Science
- *Kamehameha Schools* - Graduate

**Other Development Programs:**

- *Certified Commercial Investment Members* - Market Analysis for Commercial Real Estate
- *Certified Commercial Investment Members* - Fundamentals of Real Estate Investment & Taxation
- *Urban Land Institute* - The Real Estate Development Process: I & II
- *Urban Land Institute* - Mixed-Use Real Estate Development
- *Urban Land Institute* - Real Estate Project Management
- *American Management Association* - The Management Course: I, II, III & IV
- *Kealahao Hawaiian Language Classes* – Intermediate Level

**OTHER RELATED PROFESSIONAL & COMMUNITY SERVICE**

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- *Schifrin Symphony #1: Lili'uokalani* - Executive Producer
- *Hui Hānai* – Past President
- *Kaka'ako Improvement Association* – Past President
- *Land Use Research Foundation* – Past President
- *Historic Hawai'i Foundation* – Past Vice-President
- *Pacific Islanders in Communication* – Past Treasurer

**RECOGNITION OF IMPACT**

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- *Multi-Cultural Alumni Hall of Fame* – Stanford University
- *Outstanding Leadership Award* – Hawai'i Conservation Alliance
- *Kalaniana'ole Scholarship Honor* – Prince Kūhiō Hawaiian Civic Club
- *I Ulu I Ke Kumu* – UH Hawai'i inuiākea School of Hawaiian Knowledge
- *Kama'āina of the Year* – Historic Hawai'i Foundation
- *Innovation Award* - Hawai'i Conservation Alliance

REFERENCES AVAILABLE UPON REQUEST