

# **Kanaeokana mana‘o on KS Trustee finalists**

***December 26, 2025***

Trustee Screening Committee  
c/o Inkinen Executive Search  
1003 Bishop Street  
Suite 1477  
Honolulu, HI 96813



## Background

[Kanaeokana](#) is a network of 160 Hawaiian culture, ‘ōlelo, and lāhui revitalization focused organizations and schools (kamali‘i to kūpuna) collaborating to strengthen Hawaiian education, nurture the lāhui, and grow the next generations of aloha ‘āina leaders. Kanaeokana represents educators, organizational leaders, and cultural practitioners from across the pae ‘āina who are directly engaged in advancing Native Hawaiian education, ‘ike Hawai‘i, and community well-being.

In September 2025, Kanaeokana conducted a survey of its member organizations regarding the selection of the next Kamehameha Schools Trustee. The vast majority of respondents expressed that the opportunity to provide comments on trustee finalists was important, particularly given the enduring impact trustees have on the direction, governance, and stewardship of Ke Kula ‘o Kamehameha and its resources. As a collective of community-based educators working across education, culture, and ‘āina, Kanaeokana is well positioned to offer mana‘o grounded in lived experience and long-standing engagement with Native Hawaiian learners, families, and communities.

**Kanaeokana’s comments reflect how Native Hawaiian educators, cultural practitioners, and community leaders understand and operationalize [Kamehameha Schools’ Strategic Plan 2030](#) in practice. In particular, the mana‘o shared by Kanaeokana members speaks to SP2030’s emphasis on ‘Ōiwi leadership, ‘āina-centered stewardship, holistic well-being, and the inseparability of cultural grounding and fiduciary responsibility in fulfilling the trustee kuleana. This perspective is offered to support the Court’s consideration of how each finalist may advance Pauahi’s legacy and the charitable purposes of Kamehameha Schools as articulated in its current [Strategic Plan](#) and direction.**

## Process for collecting comments

[Executive search firm Inkinen posted names of the KS Trustee finalists on their website on November 24, 2025](#). However, the public was not notified of the Probate Court Trustee Screening Committee’s selections until [December 1, 2025](#), resulting in a short public comment period of less than one month.

Informed by [KS Strategic Plan 2030](#), [Kanaeokana’s Palapala ‘Ōnaehana Ho’ona‘auao Hawai‘i](#), and criteria offered by Kanaeokana members, comments were gathered from Kanaeokana member organizations. The comment period was open from December 4 through December 20, 2025, allowing time for review, synthesis, and compilation prior to the Court’s December 31 submission deadline.

The comment process collected both quantitative and qualitative information. Close-ended items used a Likert scale (*1 – Limited, 2 – Emerging, 3 – Proficient, 4 – Strong, and 5 – Exemplary*) to rate six focus areas: *commitment to a multi-dimensional view of wealth and well-being; commitment to ea<sup>1</sup>; ‘Ōiwi perspective and kuana‘ike Hawai‘i; collaborative leadership toward pono outcomes; connection to community; and skills and experience relevant to the kuleana of a Kamehameha Schools trustee in context*. Open-ended items allowed respondents to share examples, strengths, areas of concern, and additional mana‘o.

Given the limited public notification and the compressed comment period, participation was necessarily constrained. Responses were received from a subset of Kanaeokana’s member organizations and reflect a broad cross-section of the network, including educators, cultural

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<sup>1</sup> **Ea:** (1) A mindset, process, and action, rather than a destination; (2) The life and breath that come from healthy, integral relationships with kānaka and ‘āina; (3) The individual or collective agency to activate aloha ‘āina, accelerate ‘āina momona, and raise the well-being of our ‘āina, Kānaka ‘Ōiwi, ‘ohana, kaiāulu, lāhui, and honua; and (4) The capacity to exercise kuleana (authority and accountability), in decisions ranging from specific responsibilities to the broadest realms of sovereignty. — [SP2030](#)

practitioners, and organizational leaders working across different islands, educational levels, and community contexts. While the input is not intended to be statistically representative, the consistency of themes across responses offers meaningful qualitative insight into how members of the broader network understand trustee alignment with Kamehameha Schools' strategic direction.

## Contextualizing comments within [Strategic Plan 2030](#)

In interpreting the comments summarized below, **Kanaeokana members emphasized that cultural grounding, worldview, and technical expertise are not separate or competing dimensions of leadership.** Rather, cultural competency and 'Ōiwi perspective inform how technical, financial, and governance expertise are understood, prioritized, and exercised in practice. From this perspective, fiduciary skill is not evaluated solely by the ability to generate financial returns, but by how financial decision-making is guided by kuleana, aloha 'āina, and responsibility to community well-being. Accordingly, comments reflect an understanding of trustee expertise in which cultural grounding provides the context within which technical and financial capabilities are applied.

## ***Alignment of Kanaeokana Evaluation Criteria with [KS Strategic Plan 2030](#)***

<b>Kanaeokana Evaluation Criteria</b>	<b>Related SP2030 Priority</b>	<b>SP2030 Emphasis</b>	<b>Observed Pattern in Comments</b>
<b>Commitment to a multi-dimensional view of wealth and well-being (waiwai)</b>	<a href="#">Goal 3: ‘Āina</a>	‘Āina momona <sup>2</sup> ; holistic waiwai	<b>Respondents frequently distinguished between holistic and primarily financial conceptions of value</b>
<b>Commitment to ea</b>	<a href="#">Goal 1: Haumāna</a> <a href="#">Goal 2: Kaiāulu</a> <a href="#">Goal 3: ‘Āina</a> <a href="#">Goal 4: Enterprise</a>	‘Ōiwi leadership; self-determination	<b>Strong variation noted in perceived willingness to center ea in governance decisions</b>
<b>‘Ōiwi perspective and kuana‘ike Hawai‘i</b>	<a href="#">Goal 1: Haumāna</a> <a href="#">Goal 2: Kaiāulu</a> <a href="#">Goal 3: ‘Āina</a> <a href="#">Goal 4: Enterprise</a>	HCBE <sup>3</sup> ; ‘ike kupuna	<b>Cultural grounding and lived experience were cited as key differentiators</b>
<b>Collaborative leadership toward pono outcomes</b>	<a href="#">Goal 4: Enterprise</a>	Governance; pono decision-making	<b>Comments emphasized the importance of collaboration beyond technical management skill</b>
<b>Connection to community</b>	<a href="#">Goal 1: Haumāna</a> <a href="#">Goal 2: Kaiāulu</a>	Kaiāulu engagement; pilina	<b>Depth of ongoing community relationships emerged as a significant factor</b>
<b>Skills and experience relevant to trustee kuleana</b>	<a href="#">Goal 4: Enterprise</a>	Fiduciary duty; risk management	<b>Business and governance experience were present across candidates, with differing perceived balance</b>

<sup>2</sup> **‘Āina Momona:** Vibrant, thriving lands across our pae ‘āina that provide the essential context for cultivating ‘Ōiwi leaders and form the basis for cultural, spiritual, ecological, economic, and community well-being needed for a thriving and self-determined lāhui. The concept of ‘āina momona embodies the pilina of ‘āina and kānaka in which the well-being of one is inextricably connected to the other, reinforcing their mutual flourishing. — [SP2030](#)

<sup>3</sup> **Hawaiian Culture Based Education:** (1) Grounded in Hawaiian culture, worldviews, and ‘ōlelo Hawai‘i; (2) Personalized to the unique context and path of each haumāna and ‘ohana; (3) Responsive to the needs of our ‘āina and lāhui; and (4) Rigorous and relevant to modern, global environments and technologies. — [SP2030](#)

The open-ended responses from Kanaeokana members provide context for the quantitative ratings and offer insight into how respondents understand each candidate's potential to steward Kamehameha Schools' ongoing strategic trajectory.

**Olin Lagon:** Respondents frequently cited his work with Purple Mai'a and his innovative, entrepreneurial record as evidence of his commitment to the lāhui and his ability to apply an 'ōiwi perspective in complex, real-world contexts. He was noted for integrating cultural grounding with technological and social innovation, including initiatives related to public health, energy resilience, and disaster preparedness. Respondents viewed his greatest strength as his capacity to align governance, innovation, and community well-being in ways consistent with the direction articulated in SP2030. A cited concern was his comparatively limited experience in large-scale corporate governance environments.

**Keith Vieira:** While one respondent highlighted his long career as a business leader with deep familiarity in the visitor industry, the majority of comments raised concern about a tourism-centric worldview. Respondents expressed apprehension that this perspective may reflect models of development perceived as extractive and potentially misaligned with 'āina-centered stewardship and community priorities. Many respondents also indicated limited familiarity with his engagement in Native Hawaiian cultural or community-based initiatives, raising questions about alignment with the trajectory Kamehameha Schools has articulated in recent [strategic plans](#).

**Eric Yeaman:** Respondents acknowledged his extensive executive leadership experience across banking, telecommunications, utilities, and real estate. However, a recurring concern was the absence of explicit cultural grounding or demonstrated integration of Hawaiian values into governance and decision-making. Some respondents expressed concern that, without this grounding, enterprise expertise could be exercised in ways that prioritize financial performance over the holistic well-being (waiwai) of 'āina and communities,

potentially placing strain on the strategic momentum Kamehameha Schools has been building.

## Executive Summary

In summary, Kanaeokana respondents consistently emphasized that the trustee kuleana requires more than discrete technical or cultural competencies. **The comments reflect a view that the next trustee must be able to integrate governance and enterprise expertise with cultural grounding and ‘Ōiwi perspective in order to steward the generational direction articulated through SP2030 and Kamehameha Schools’ broader Theory of Change.** While public discourse has often highlighted business and financial expertise as a defining feature of this trustee seat, Kanaeokana respondents focused on how such expertise is exercised in practice, expressing concern where enterprise skill is not clearly informed by cultural grounding and community pilina. Within this framing, respondents viewed one candidate as more clearly aligned with this integrated approach, while expressing concern that others may lack sufficient grounding to carry forward KS’s current momentum.

## Implications for Trustee Selection

The selection of the next Kamehameha Schools Trustee comes at a pivotal moment. While significant attention is appropriately focused on [Strategic Plan 2030](#) as the current five-year roadmap, SP2030 is best understood as part of a longer continuum of strategic direction that has been generations in the making. From Strategic Plan 2020, to the Strategic Map 2025, to SV2040, and now SP2030, Kamehameha Schools has been engaged in an ongoing process of clarifying how Pauahi’s legacy is stewarded in a changing world. The next trustee is not stepping in to initiate a new direction, but to carry forward, safeguard, and strengthen this established momentum.

Kamehameha Schools’ own [Theory of Change](#) articulates this continuity clearly:

**“When we operate world-class schools, develop ‘Ōiwi leaders through E Ola!, and regenerate ‘āina, we will, together with our communities, exercise the ea necessary for a thriving and self-determined lāhui.”**

This theory reflects an integrated understanding of education, leadership, ‘āina stewardship, and enterprise governance as mutually reinforcing rather than separate domains. It also underscores that trustee decision-making is not solely about managing assets or programs, but about sustaining the conditions through which ea, well-being, and lāhui leadership can flourish over time.

From the perspective of Kanaeokana’s members, the trustee selected in this cycle will play a critical role in ensuring continuity between strategy and practice — holding both the weight of KS’s enterprise responsibilities and the long-term aspirations embedded in Pauahi’s legacy. The mana’o offered in this report is shared in that spirit, to support the Court’s consideration of which finalist is best positioned to steward not only the priorities of SP2030, but the generational trajectory and kuleana that SP2030 represents.

## **Quantitative and Qualitative Analysis**

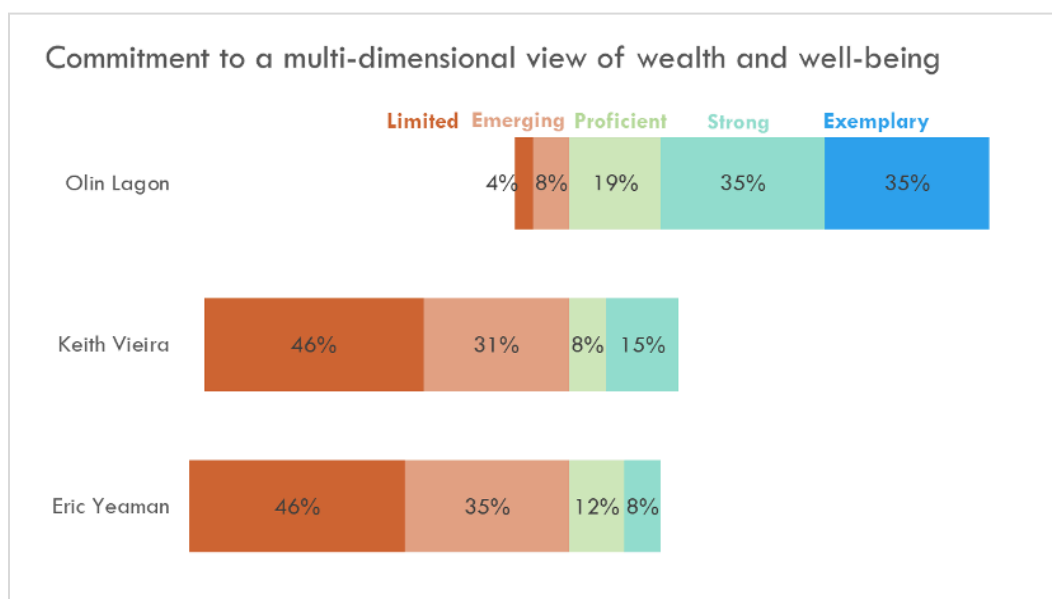
For reference, quantitative responses, open-ended responses, and individual responses are included to support the summary of findings above.



## **Commitment to a multi-dimensional view of wealth and well-being**

This focus area reflects Kanaeokana members' understanding of wealth and well-being as multidimensional, encompassing education, environment, economy, and culture as interdependent. In alignment with SP2030, respondents emphasized 'āina stewardship not as a fungible asset, but as the foundation for 'āina momona—vibrant lands that support education, leadership development, ecological health, and community well-being. From this perspective, trustee decision-making is evaluated by how institutional resources are stewarded to ensure the mutual flourishing of both kānaka and 'āina over time.

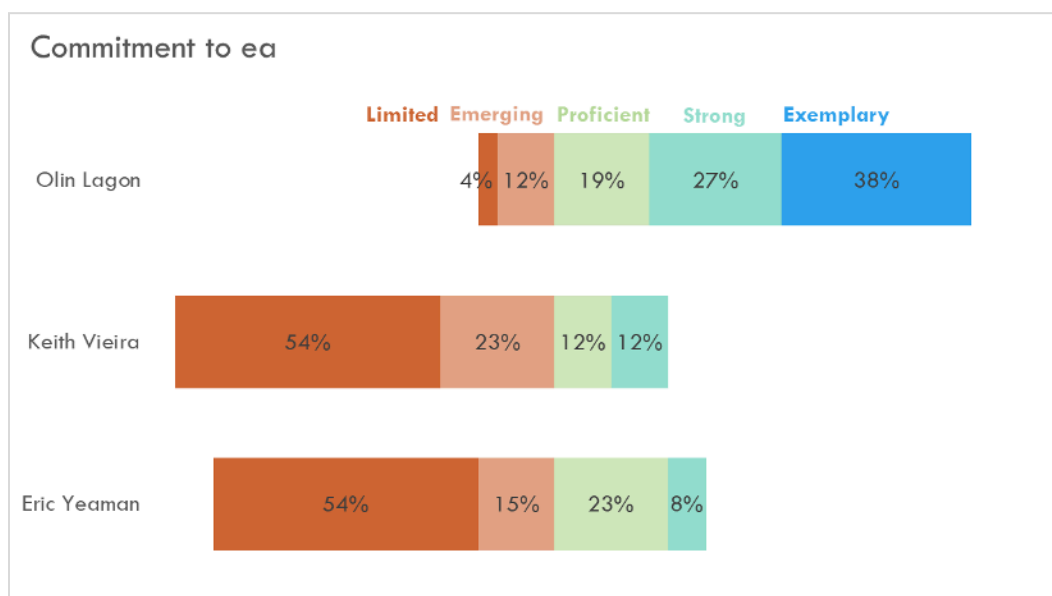
- **Olin Lagon:** 70% of respondents rated him as **Strong or Exemplary**, with 12% identifying him as **Limited or Emerging**.
- **Keith Vieira:** 15% of respondents rated him as **Strong** and 0% **Exemplary**, while 77% rated him as **Limited or Emerging**.
- **Eric Yeaman:** 8% of respondents rated him as **Strong** and 0% **Exemplary**, while 81% rated him as **Limited or Emerging**.



## **Commitment to ea**

Ea is central to Hawaiian education and to Kamehameha Schools' Theory of Change: *"When we operate world-class schools, develop 'Ōiwi leaders through E Ola!, and regenerate 'āina, we will, together with our communities, exercise the ea necessary for a thriving and self-determined lāhui."* In this focus area, respondents assessed a trustee's capacity to exercise ea as a mindset, process, and action expressed through the responsible use of authority, accountability, and kuleana in advancing community well-being and long-term self-determination.

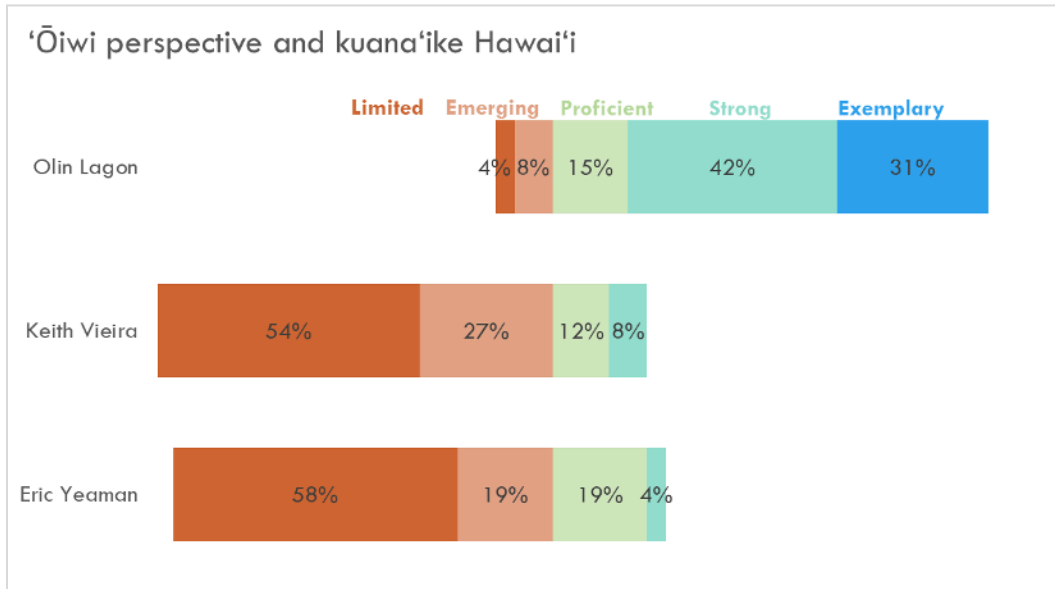
- **Olin Lagon:** 65% of respondents rated him as **Strong or Exemplary**, with 16% seeing him as **Limited or Emerging**.
- **Keith Vieira:** 12% of respondents rated him as **Strong** and 0% **Exemplary**, while 77% rated him as **Limited or Emerging**.
- **Eric Yeaman:** 8% of respondents rated him as **Strong** and 0% **Exemplary**, while 69% rated him as **Limited or Emerging**.



## **‘Ōiwi perspective and kuana‘ike Hawai‘i**

This focus area examines the extent to which high-stakes governance decisions are informed by ‘Ōiwi perspective and kuana‘ike Hawai‘i. Respondents emphasized that cultural grounding is not a discrete attribute, but a lens that shapes how leadership, judgment, and responsibility are exercised in practice. In alignment with SP2030, ‘Ōiwi leadership is understood as the integration of ‘ike kupuna, lived experience, and contemporary decision-making in service of present and future generations.

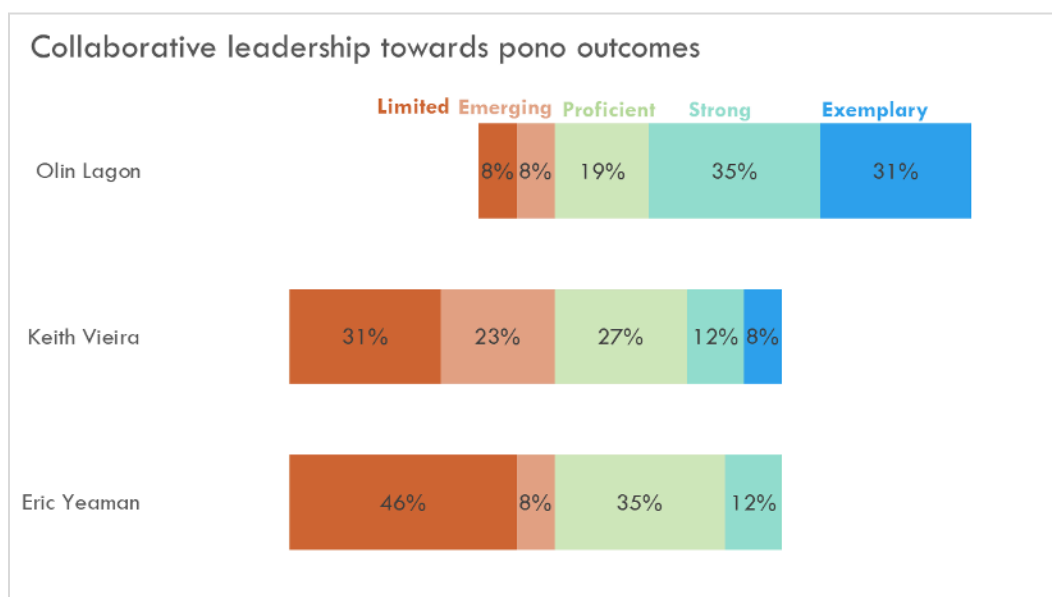
- **Olin Lagon:** 73% of respondents rated him as **Strong or Exemplary**, while 12% rated him as **Limited or Emerging**.
- **Keith Vieira:** 8% of respondents rated him as **Strong** and 0% **Exemplary**, while 81% rated him as **Limited or Emerging**.
- **Eric Yeaman:** 4% of respondents rated him as **Strong** and 0% **Exemplary**, while 77% rated him as **Limited or Emerging**.



## **Collaborative leadership towards pono outcomes**

This focus area evaluates a trustee's capacity to lead collaboratively toward pono outcomes within complex organizational and community contexts. Respondents emphasized that effective governance requires more than technical management skill; it requires the ability to engage diverse perspectives, navigate tension with humility, and exercise authority in ways that build trust and shared accountability. In the context of SP2030, collaborative leadership is viewed as essential to aligning enterprise performance with cultural values and community priorities.

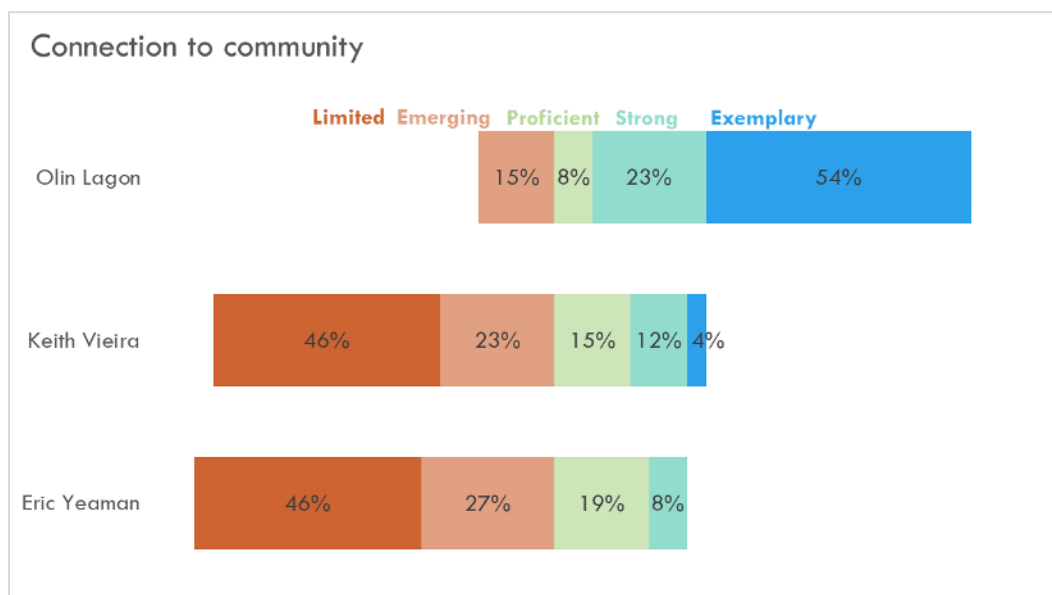
- **Olin Lagon:** 66% of respondents rated him as **Strong or Exemplary**, with 16% seeing him as **Limited or Emerging**.
- **Keith Vieira:** 20% of respondents as **Strong or Exemplary**, while 54% rated him as **Limited or Emerging**.
- **Eric Yeaman:** 12% of respondents rated him as **Strong** and 0% **Exemplary**, while 54% rated him as **Limited or Emerging**.



## **Connection to community**

Connection to community reflects the depth and continuity of a trustee's pilina with Native Hawaiian communities, educators, and cultural practitioners. Respondents asserted that meaningful community connection informs how decisions are made, whose voices are considered, and how impacts are understood. In alignment with SP2030's emphasis on kaiāulu and leadership development, this focus area evaluates whether governance decisions are grounded in lived relationships rather than abstract stakeholder considerations.

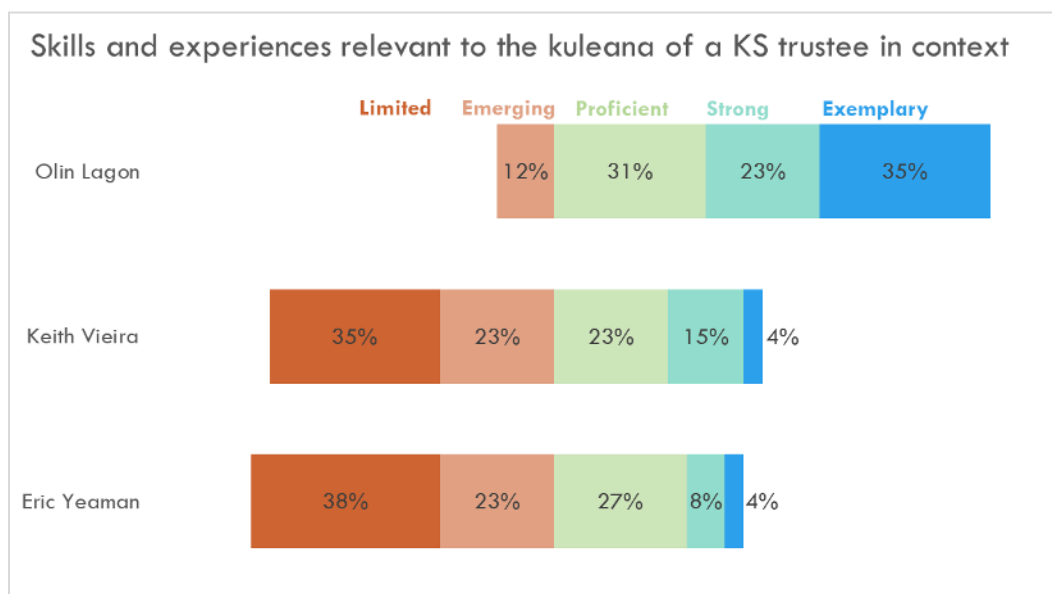
- **Olin Lagon:** 77% of respondents rated him as **Strong or Exemplary**, with 15% seeing him as **Emerging**.
- **Keith Vieira:** 16% of respondents rated him as **Strong or Exemplary**, while 69% rated him as **Limited or Emerging**.
- **Eric Yeaman:** 8% of respondents rated him as **Strong** and 0% **Exemplary**, while 73% rated him as **Limited or Emerging**.



### **Skills and experience relevant to the trustee kuleana**

This focus area examines the skills and experience necessary to fulfill the legal, fiduciary, and governance responsibilities of a Kamehameha Schools trustee. Respondents emphasized that enterprise, financial, and governance expertise are essential, while also underscoring that such expertise must be exercised through an ‘Ōiwi-grounded and community-centered lens. In the context of SP2030 and KS’s Theory of Change, trustee competence is understood as the integration of technical capability with cultural grounding and long-term responsibility to Pauahi’s legacy.

- **Olin Lagon:** 58% of respondents rated him as **Strong or Exemplary**, with 12% seeing him as **Emerging**.
- **Keith Vieira:** 19% of respondents rated him as **Strong or Exemplary**, while 58% rated him as **Limited or Emerging**.
- **Eric Yeaman:** 12% of respondents rated him as **Strong or Exemplary**, while 61% rated him as **Limited or Emerging**.



**Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.**

I admire Olin’s innovative thinking and ability to turn ideas into action.

Lagon has consistently supported initiatives grounded in Native Hawaiian ea, particularly those that leverage ea-ducation—such as the perspectives advanced by Purple Mai’a and commentary surrounding Maunakea—as pathways to deepen public discourse and to strengthen accountability and transparency in shaping an economic landscape where the health and well-being of all things Native Hawaiian are centered. With increasingly complex and high-stakes decisions emerging on the horizon, Olin is, in my view, the only one positioned to respond in ways that offer critical insight into the decision-making stance of the current Board of Trustees. At this time, I do not have specific instances to cite regarding Vieira or Yeaman.

Lagon seems to have a public track record that demonstrates an " ‘ōiwi perspective," although it's hard to understand the "high-stakes decision-making context" definitively. The other two, based on the information Kanaeokana provided, clearly have experience in high-stakes decision-making but with no foundation in ‘ōiwi perspective.

N/A

Welina mai kākou e Kamehameha Schools Trustee selection committee,

As an active member of the Hawaiian community, a native Hawaiian, pua a Pauahi, proud second generation alumni of the Kamehameha Schools Kapālama Campus, as well as a mākua of a class of 2017 alumni and a current haumāna of the class of 2025, I am writing in strong support of 2023 Trustee Candidate Olin Kealoha Lagon. I am vested and heavily involved in the work of the Kamehameha Schools as a member of the Board of Directors for several Hawaiian Community based organizations as well as the president of an O’ahu based Community Association.

In the time I have known Olin, first through his impactful work as a co-founder of the organization Purple Mai’a, I have come to truly see how selfless he is and how he truly has a strong desire to benefit the children of Hawai’i, but also his efforts to empower and advance all of the people of Hawai’i. Knowing parts of his personal journey, including his upbringing in an underprivileged family in Hawai’i, being the recipient of a Kamehameha Schools College assistance fund which ultimately led to him being the first college graduate in his family, it is not difficult to see how Olin genuinely has a strong desire to give back.

**Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.**

Olin’s ability to not only draw upon his years of experience as an entrepreneur, but his uncanny ability to think outside of the box as an engineer has simply not ceased to astound me. One example, his efforts to upcycle discarded laptop batteries to build power packs for houseless and other disadvantaged people of the community to be able to charge their mobile phones and other critical electronics.

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Another example of his achievements that particularly caught my attention during the Covid-19 pandemic was when Olin heard and answered a desperate cry due to a shortage of respiratory ventilators. As the entire nation suffered a serious crisis as Covid cases climbed and began to create major overloads of ICU beds and subsequently resulted in a nationwide shortage of ventilators.

Olin did not just standby like the other 99% of the world. Instead, he took action, designed and built a working prototype for a ventilator that could be manufactured right here in Hawai‘i, drastically reducing a major threat to all of the people of Hawai‘i. A true problem solver and humanitarian, the type of person that can absolutely benefit the children of Hawai‘i and Hawai‘i community at large if empowered with a position such as Kamehameha Schools Trustee.

Olin’s work and involvement with the successful start-up tech company Shifted Energy is yet another example of how he is not only a critical thinker, but a man of action part of the team that created cutting edge technology to create grid-edge power plants and in turn reducing negative impacts on the Earth’s resources due to conventional means of producing electricity utilizing fossil fuels. I firmly believe that Olin has all of the qualifications, education, background and most of all fortitude needed to serve as a Kamehameha Schools Trustee. I stand firmly behind him and hope that the selection committee will please weigh on my humble opinion.

I am truly grateful to have had the honor and pleasure to get to know Olin in multiple capacities and look forward to his appointment as Trustee. Thank you for your time and consideration.

not able to provide an informed response

Lagon - In his grass-roots development of social entrepreneur opportunities which focus on



**Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.**

inclusion of ‘ōiwi excellence. Yeaman - Through his extensive community projects focused on economic literacy for the benefit of the ‘ohana and the community. Vieira - In his support of the creation of a Hawaiian cultural specialist position at HTA.

When we speak about an ‘ōiwi perspective, we are referring to a way of seeing and navigating the world shaped by one’s family, upbringing, environment, cultural grounding, and lived experiences in Hawai‘i. It is not a single trait or credential, but rather a lens informed by the values, relationships, and sense of kuleana that come from being rooted in this place and its people. This perspective manifests differently for each individual, shaped by their own genealogy, community ties, and personal journey.

Regarding the candidates, I want to be thoughtful and transparent: I cannot confidently assess how well each of them has applied an ‘ōiwi perspective in specific high-stakes or complex decision-making contexts, as I do not have detailed insight into the internal process that guided their past decisions.

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What I can say is that both Olin and Eric were born and raised in Hawai‘i, and it is reasonable to expect that their life experiences here - shaped by local values, community connections, and a deep sense of place - would contribute meaningfully to how they approach their kuleana. While each individual’s ‘ōiwi lens is unique, I would like to believe that they both bring perspectives influenced by their roots in Hawai‘i and would carry those into their service as KS Trustees.

"Triple-bottom-line or “equitable innovation” framing—using technology and business structures to achieve social and environmental outcomes (e.g., clean energy for renters, equity in energy markets). (shiftedenergy.com)"

Mr. Lagon, through Purple Maia, has impacted many of our lahui. After working alongside Mr. Vieira in recent years, I do not see him serving anyone except his self-interests.

Olin consistently applies his ‘ōiwi perspective to all his decisions, whether it is launching and scaling new social ventures like Shifted Energy, or contributing to modeling Hawaiian food sovereignty.

This might seem a little unrelated to what most people think of as a high-stakes decision-making context, but one important time that I thought Olin asserted an ‘ōiwi perspective was during the hurricane watch a few years ago. He went to his social media and made a series of posts that provided practical advice for how people in our communities could get potable water from water heaters or connect their refrigerators to battery power as well as several other tips for disaster situations. That showed, first of all, a community-minded approach that valued the well being of the collective as well as a free sharing of his hard-won and specialized ‘ike with no desire for any kind of recognition

**Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.**

or compensation. He just wanted people to come through the situation okay.

**Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.**

Olin's Entrepreneurial record.  
Eric, stay the course.  
Keith, hotels.

Lagon is exemplary in his ability to stay connected to the needs, voices, and lived experiences of our communities, consistently demonstrating meaningful relationship-building, engagement, and accountability to Hawaiians and to the broader community. Purple Mai'a is also a trusted partner of our organization, reflecting the resonance between our missions and visions and the intentions of its founders to serve the lāhui. In addition, the work that Olin has aligned himself to is evidence that he remains strongly aligned with the values and goals of the lahui, Kanaeokana and the collective efforts of the (continued)

movement to aloha 'āina, 'āina aloha. At this time, I do not have specific instances to cite the most critical strength regarding Vieira or Yeaman.

Lagon's partnership in Purple Mai'a is good enough evidence that demonstrates an innovative mindset grounded in Hawaiian philosophy around sust-ainability and aloha. I'm not familiar at all with Vieira, and I'm not sure how they made the short list. Yeaman has a long record of executive leadership that illustrates (to me at least) just how well connected he is in the local business and financial industry and politics too (I'm guessing). While Yeaman's financial expertise may serve the larger KS financial enterprise very well, it is the absence of Hawaiian philosophy around aloha and 'āina that is worrisome. He comes off on paper as a good 'ole boy if you ask me.

N/A

In comparison with the two others, Olin Lagon's most critical strength is well rounded experience, skills, knowledge, actions/accomplishments, along with his roots in underserved community and `ōiwi practices and values. The other two candidates are very unbalanced in their strengths. Eric Yeaman and Keith Vieira did not get 4s or 5s from me.

**Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.**

Lagon - Understanding of technology as a tool for 'ōiwi advancement. Vieira - First hand experience in Hawai'i Tourism and marketing. Yeaman - Banking and wealth development.

Olin Lagon ('Ōiwi Values and Community-Centered Innovation) - repeatedly described as grounded in Hawaiian values and committed to aligning technology, energy, and innovation with equity and aloha 'āina.

Eric Yeaman (Extensive Executive Leadership Across Sectors, Strong Governance/Risk-Management Acumen) - led major enterprises across banking, telecom, utilities, and real estate. Has a long history of board service.

Keith Vieira (Tourism/Visitor Industry) - senior leadership roles.

Candidate Lagon has the commitment to his mission at Purple Maia that speaks volumes of evidence. Lagon = 5. Candidate Yeaman's affiliation as leader of A&B, I feel, works against him; that company's recent sell-out was surely not done without his input. Yeaman = 3. Vieira = 1.

Olin has extensive board and nonprofit experience and has an exemplary track record helping drive economic and educational decisions impacting Hawai'i at scale.

Olin has vision and his understanding of progress is rooted in community well-being and cultural values. I think that concrete examples include founding Purple Mai'a, which teaches coding to keiki and looks for  
(continued)

ways to innovate technologically while always being firm in our culture. And again, this is going to seem unrelated to business acumen or anything like that, but Olin is always tinkering with ways to make our culture more accessible to people, and one example is his recipe that he often shares for poi made in the food processor. It's absolutely not traditional, but it makes a traditional food more accessible to our people and it's a way to get them to look deeper. This is the kind of approach he takes with all of his ventures that I have witnessed. He wants everyone to come along with him.

As for the other two candidates, I can honestly say that I did not witness qualities worth mentioning.

Olin Lagon is a strong candidate for a Kamehameha Schools Trustee because his life's work directly aligns with Pauahi's mission to uplift Native Hawaiian learners through education, leadership, and innovation. As a co-founder of the Purple Mai'a Foundation, Olin has demonstrated proven

**Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.**

governance, fiscal responsibility, and long-term vision while building pathways that prepare Hawaiian youth for future economies without disconnecting them from culture, place, or 'āina. His ability to bridge 'ike kūpuna with emerging fields like technology and entrepreneurship reflects the kind of forward-thinking, values-rooted leadership needed to steward Kamehameha Schools for the next generation of lāhui leaders.

**Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali'i Bernice Pauahi Bishop?**

For all three, the biggest question is their commitment to community and lifting of our kanaka maoli keiki and lāhui.

Lagon demonstrates broad proficiency across the key dimensions of leadership described above. My specific concern, however, is whether there will be an explicit and unwavering defense of Pauahi's trust and legacy. What is required goes beyond fiscal stewardship or intellectual diligence—it demands a steadfast protection of our profound attachment to the values of aloha and aloha 'āina. The times will demand exemplary leadership, period. There will need to be more development of these skills if selected.

At this time, I do not have confidence in the leadership of Viera or Yeaman to uphold both the cultural and fiduciary responsibilities of a Trustee. Key risks include their limited engagement in Native Hawaiian cultural and communal activities, as well as career experiences largely siloed in private and public sectors that view Hawai'i primarily as a source of wealth rather than as waiwai—a (re)source and wellspring of intrinsic values grounded in 'ike kupuna (ancestral knowledge) and a commitment to the holistic health and well-being of Native Hawaiian communities.

To me, the greatest weakness is the role of the probate court! Their decision to select Goodyear-Kaopua indicated a good shift to acknowledge the importance and role of Hawaiian knowledge and grounding in the leadership of KS. The court must be consistent in selecting a trustee who is grounded in Hawaiian knowledge, or at least has some exposure to the Hawaiian language and culture. The court has to be confident about how that grounding or philosophy operates in decision-making about what is best for Kamehameha Schools.

**Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali'i Bernice Pauahi Bishop?**

Highly concerned about Keith Vieira's commitment to the tourist/prostitution industry without giving back to Lahui much; also highly concerned about Eric Yeaman's commitment to corporate America without giving back to Lahui.

Lotta capitalism in their worlds

Olin Lagon-no areas of weakness or concern. Keith Vieira-lack of connection to the lāhui and our `ōiwi values and practices. An area of concern is that he potentially does and would further promote culture as entertainment and KS expansion into extractive hospitality. Same for Eric Yeaman but on the financial/corporate front. Basically zero connection to `ōiwi values and practices with the risk of him pushing business models that only pose financial benefit at the expense of culture, practices, and community.

Lagon - Long-term stability in an institution. Vieira - Diverse experiences in other markets. Yeaman - None. All candidates lack an in-depth understanding of Native Hawaiian education and 'ōlelo Hawai'i.

Olin Lagon - limited large-scale governance experience.

Eric Yeaman - lack of explicit grounding in Hawaiian culture.

Keith Vieira - Tourism-centric worldview may conflict with community and 'āina priorities.

Ask Saint Louis School how much Keith Vieira contributed in improving that school, even through his experience with the travel industry. Nothing to talk about in a positive light here.

In my opinion Olin poses no risk to uphold the cultural and fiduciary duties of a KS Trustee.

The weakness that I am the most concerned with is not necessarily in the candidates themselves but in the selection process that gives primacy to business and executive skills over any more complex and grounded understanding of leadership. This ends up with us having a slate of candidates whose motivations and understandings are incommensurate with the values KS itself espouses. So the greatest risk for me is that they will have no choice but to look through their business lens at everything, and we all know what happens then. 'Āina is seen as real estate, ea is seen as optional, and aloha means not standing up. I think that there is a risk for all of the candidates in this sense but Olin is the least threatening, whereas I can easily picture the other two justifying prioritizing money over mālama.

**Provide any final mana‘o to the selection committee regarding suitability of the candidates. You may use this space to articulate any concerns or recommendations not fully captured in the previous sections, especially concerning alignment with Kanaeokana's priorities: Native Hawaiian education, aloha ‘āina, ‘ōlelo Hawai‘i, ‘ike Hawai‘i, and ea Hawai‘i.**

Mahalo for the opportunity to share here.

The entire process is incredibly rushed and lacks transparency. I believe strongly that there should be a restart of the process.

The next trustee has to be someone who is not afraid to face down the USA, as its most racist elements use the US court system (ironically) to try to exploit KS's legacy for their own white supremacist agenda. The next trustee cannot be someone who will compromise or is so well-connected locally and politically that they will betray the legacy of Pauahi to protect the powerful status quo.

Out of the three options, Olin Kealoha Lagon aligns most closely with Kanaeokana's priorities.

In my opinion the selection of Keith Vieira or Eric Yeaman could be not just detrimental but potentially dangerous to the future of KS and a thriving lāhui.

I appreciate the opportunity to share my opinion with the selection committee. I wish the best to all of the candidates and mahalo their willingness to participate and potentially serve the will of Ke Ali‘i Pauahi and the lāhui Hawai‘i.

In offering final mana‘o, we return to the foundation of what it means to serve as a trustee of Ke Ali‘i Pauahi’s legacy. This kuleana asks for more than professional skill - it calls for leaders who can navigate complexity with humility, practice pilina with our communities, and uphold an ‘Ōiwi-centered vision that strengthens ea and well-being for future generations.

Ultimately, the strongest trustee will be the one who can bridge cultural grounding, strategic governance, and community trust - someone who can hold both the weight of KS’ enterprise and the aspirations of our people.

Whatever the outcome, my hope is that the selection honors Pauahi’s intent and strengthens our collective path toward Hawaiian excellence, resilience, and ea.

I checked LIMITED on all answers re: Keith Vieira and Eric Yeaman, because I do not know anything about these two candidates, so I can not offer an informed opinion on their specific capacities. (Perhaps in the future, a column stating "unable to evaluate" could be added) However, the fact that

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they are not known by the Hawaiian community that I represent - I asked around and nobody else knew them either - in my opinion, makes them unsuitable KS Trustees, because I believe KS Trustees should be known, respected and even loved by nā kama a Pauahi, which is the Hawaiian community at large. Moreover, from reading their CVs, their professional expertise and track records are not what I would value as important qualities of a KS trustee.

I have known Keith Vieira for over 50 years, from high school and college into his professional career. I know from past experience that he is a superb businessman who can think outside the box, yet he is willing to listen to diverse input and will work hard to achieve a compromise that includes the diverse input he receives. He and I have been on opposite sides of the fence in the past, yet we have worked together for the greater good to achieve the comprehensive result. He is also a "local boy" who loves everything Hawaiian from the bottom of his heart!

To really take seriously any of KS's or Kanaeokana's priorities or even what the majority of the lāhui seems to have been calling for and fighting for these last few years, Olin is the only possible choice. Everyone else seems like Random Businessman #227, straight from central casting.

American Bird Conservancy is grateful to be a partner with Kanaeokana, and we truly appreciate the opportunity to work alongside an organization that consistently puts the needs of the ‘āina first. As we witness rapid changes unfolding across our communities, it is critical that we uplift leaders who center ‘ike Hawai‘i, advocate for our people, and ensure our communities have access to the best resources possible now and for generations to come.

## **Documents and resources**

- [KS Trustee Finalist Forum/Talk Story](#) (VIDEO) The Trustee Candidate Forum, held on December 18, 2025, at Kalama Dining Hall on Kamehameha Schools' Kapālama Campus, featured all three trustee finalists participating in a moderated discussion. The forum provided an opportunity for candidates to respond to shared questions and articulate their perspectives on leadership, governance, and the kuleana of serving as a Kamehameha Schools trustee.
- [Ke Kula 'o Kamehameha SP2030](#) Kamehameha Schools' Strategic Plan 2030 (SP2030) articulates the organization's current five-year direction, grounded in Native Hawaiian and Christian values and focused on developing 'Ōiwi leaders, regenerating 'āina, and achieving enterprise excellence. Building on prior strategic efforts, SP2030 reflects an ongoing continuum of work to steward Pauahi's legacy and advance a thriving, self-determined lāhui.
- [Kanaeokana Palapala 'Ōnaehana Ho'ona'auao Hawai'i](#) Kanaeokana, in unified agreement to strengthen our lāhui, believes that we must establish and nurture a Native Hawaiian education system that grows and sustains aloha 'āina leaders. This living document affirms the educational beliefs of Kanaeokana.



Individual responses

Commitment to a multi-dimensional view of wealth and well-being [Olin Lagon]	Commitment to a multi-dimensional view of wealth and well-being [Keith Vieira]	Commitment to a multi-dimensional view of wealth and well-being [Eric Yeaman]	Commitment to ea [Olin Lagon]	Commitment to ea [Keith Vieira]	Commitment to ea [Eric Yeaman]	‘Ōiwi perspective and kuana‘ike Hawai‘i [Olin Lagon]	‘Ōiwi perspective and kuana‘ike Hawai‘i [Keith Vieira]	‘Ōiwi perspective and kuana‘ike Hawai‘i [Eric Yeaman]	Collaborative leadership towards pono outcomes [Olin Lagon]	Collaborative leadership towards pono outcomes [Keith Vieira]	Collaborative leadership towards pono outcomes [Eric Yeaman]
5 - Exemplary	1 - Limited	2 - Emerging	5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	2 - Emerging
4 - Strong	2 - Emerging	3 - Proficient	3 - Proficient	2 - Emerging	3 - Proficient	4 - Strong	1 - Limited	3 - Proficient	4 - Strong	3 - Proficient	3 - Proficient
4 - Strong	2 - Emerging	2 - Emerging	4 - Strong	2 - Emerging	3 - Proficient	3 - Proficient	2 - Emerging	2 - Emerging	3 - Proficient	3 - Proficient	3 - Proficient
3 - Proficient	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	2 - Emerging	4 - Strong	1 - Limited	2 - Emerging	4 - Strong	1 - Limited	1 - Limited
4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	3 - Proficient	3 - Proficient	3 - Proficient
5 - Exemplary	1 - Limited	2 - Emerging	5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	4 - Strong	2 - Emerging	3 - Proficient
3 - Proficient	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	1 - Limited
5 - Exemplary	2 - Emerging	2 - Emerging	5 - Exemplary	3 - Proficient	3 - Proficient	4 - Strong	3 - Proficient	3 - Proficient	5 - Exemplary	3 - Proficient	3 - Proficient
3 - Proficient	2 - Emerging	2 - Emerging	3 - Proficient	2 - Emerging	2 - Emerging	3 - Proficient	2 - Emerging	2 - Emerging	3 - Proficient	3 - Proficient	3 - Proficient
4 - Strong	2 - Emerging	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	4 - Strong	2 - Emerging	1 - Limited
4 - Strong	3 - Proficient	1 - Limited	2 - Emerging	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	2 - Emerging	2 - Emerging	1 - Limited
4 - Strong	2 - Emerging	4 - Strong	5 - Exemplary	2 - Emerging	4 - Strong	4 - Strong	2 - Emerging	3 - Proficient	4 - Strong	2 - Emerging	4 - Strong
5 - Exemplary	3 - Proficient	3 - Proficient	4 - Strong	2 - Emerging	3 - Proficient	5 - Exemplary	3 - Proficient	3 - Proficient	4 - Strong	4 - Strong	3 - Proficient
2 - Emerging	1 - Limited	2 - Emerging	2 - Emerging	1 - Limited	2 - Emerging	2 - Emerging	1 - Limited	1 - Limited	1 - Limited	1 - Limited	1 - Limited
5 - Exemplary	4 - Strong	2 - Emerging	5 - Exemplary	4 - Strong	1 - Limited	4 - Strong	2 - Emerging	1 - Limited	5 - Exemplary	5 - Exemplary	1 - Limited
4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited
5 - Exemplary	1 - Limited	3 - Proficient	5 - Exemplary	1 - Limited	3 - Proficient	5 - Exemplary	1 - Limited	2 - Emerging	5 - Exemplary	2 - Emerging	4 - Strong
1 - Limited	4 - Strong	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	1 - Limited	2 - Emerging	1 - Limited	1 - Limited	4 - Strong	1 - Limited
5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited
3 - Proficient	4 - Strong	4 - Strong	3 - Proficient	4 - Strong	4 - Strong	3 - Proficient	4 - Strong	4 - Strong	4 - Strong	5 - Exemplary	4 - Strong
3 - Proficient	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	1 - Limited
5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	2 - Emerging	1 - Limited	5 - Exemplary	3 - Proficient	3 - Proficient
4 - Strong	2 - Emerging	2 - Emerging	4 - Strong	3 - Proficient	3 - Proficient	4 - Strong	3 - Proficient	3 - Proficient	5 - Exemplary	3 - Proficient	3 - Proficient
2 - Emerging	4 - Strong	1 - Limited	2 - Emerging	4 - Strong	1 - Limited	2 - Emerging	4 - Strong	1 - Limited	2 - Emerging	4 - Strong	1 - Limited
5 - Exemplary	2 - Emerging	2 - Emerging	5 - Exemplary	2 - Emerging	2 - Emerging	5 - Exemplary	2 - Emerging	2 - Emerging	5 - Exemplary	2 - Emerging	2 - Emerging
4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited

Individual responses

Connection to community [Olin Lagon]	Connection to community [Keith Vieira]	Connection to community [Eric Yeaman]	Skills and experiences relevant to the kuleana of a KS trustee in context [Olin Lagon]	Skills and experiences relevant to the kuleana of a KS trustee in context [Keith Vieira]	Skills and experiences relevant to the kuleana of a KS trustee in context [Eric Yeaman]	Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.	Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.	Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali‘i Bernice Pauahi Bishop?	Provide any final mana‘o to the selection committee regarding suitability of the candidates. You may use this space to articulate any concerns or recommendations not fully captured in the previous sections, especially concerning alignment with Kanaeokana's priorities: Native Hawaiian education, aloha ‘āina, ‘ōlelo Hawai‘i, ‘ike Hawai‘i, and ea Hawai‘i.
5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited				
4 - Strong	2 - Emerging	3 - Proficient	3 - Proficient	2 - Emerging	3 - Proficient				
2 - Emerging	2 - Emerging	2 - Emerging	5 - Exemplary	4 - Strong	4 - Strong	I admire Olin’s innovative thinking and ability to turn ideas into action.	Olin’s Entrepreneurial record. Eric, stay the course. Keith, hotels.	For all three, the biggest question is their commitment to community and lifting of our kanaka maoli keiki and lāhui.	Mahalo for the opportunity to share here.
5 - Exemplary	1 - Limited	2 - Emerging	3 - Proficient	2 - Emerging	2 - Emerging	Lagon has consistently supported initiatives grounded in Native Hawaiian ea, particularly those that leverage ea-ducation—such as the perspectives advanced by Purple Mai’a and commentary surrounding Maunakea—as pathways to deepen public discourse and to strengthen accountability and transparency in shaping an economic landscape where the health and well-being of all things Native Hawaiian are centered. With increasingly complex and high-stakes decisions emerging on the horizon, Olin is, in my view, the only one positioned to respond in ways that offer critical insight into the decision-making stance of the current Board of Trustees. At this time, I do not have specific instances to cite regarding Vieira or Yeaman.	Lagon is exemplary in his ability to stay connected to the needs, voices, and lived experiences of our communities, consistently demonstrating meaningful relationship-building, engagement, and accountability to Hawaiians and to the broader community. Purple Mai’a is also a trusted partner of our organization, reflecting the resonance between our missions and visions and the intentions of its founders to serve the lāhui. In addition, the work that Olin has aligned himself to is evidence that he remains strongly aligned with the values and goals of the lahui, Kanaeokana and the collective efforts of the movement to aloha ‘āina, ‘āina aloha. At this time, I do not have specific instances to cite the most critical strength regarding Vieira or Yeaman.	Lagon demonstrates broad proficiency across the key dimensions of leadership described above. My specific concern, however, is whether there will be an explicit and unwavering defense of Pauahi’s trust and legacy. What is required goes beyond fiscal stewardship or intellectual diligence—it demands a steadfast protection of our profound attachment to the values of aloha and aloha ‘āina. The times will demand exemplary leadership, period. There will need to be more development of these skills if selected. At this time, I do not have confidence in the leadership of Viera or Yeaman to uphold both the cultural and fiduciary responsibilities of a Trustee. Key risks include their limited engagement in Native Hawaiian cultural and communal activities, as well as career experiences largely siloed in private and public sectors that view Hawai‘i primarily as a source of wealth rather than as waiwai—a (re)source and wellspring of intrinsic values grounded in ‘ike kupuna (ancestral knowledge) and a commitment to the holistic health and well-being of Native Hawaiian communities.	The entire process is incredibly rushed and lacks transparency. I believe strongly that there should be a restart of the process.
4 - Strong	1 - Limited	1 - Limited	4 - Strong	2 - Emerging	2 - Emerging				

Individual responses

Connection to community [Olin Lagon]	Connection to community [Keith Vieira]	Connection to community [Eric Yeaman]	Skills and experiences relevant to the kuleana of a KS trustee in context [Olin Lagon]	Skills and experiences relevant to the kuleana of a KS trustee in context [Keith Vieira]	Skills and experiences relevant to the kuleana of a KS trustee in context [Eric Yeaman]	Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.	Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.	Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali‘i Bernice Pauahi Bishop?	Provide any final mana‘o to the selection committee regarding suitability of the candidates. You may use this space to articulate any concerns or recommendations not fully captured in the previous sections, especially concerning alignment with Kanaeokana's priorities: Native Hawaiian education, aloha ‘āina, ‘ōlelo Hawai‘i, ‘ike Hawai‘i, and ea Hawai‘i.
5 - Exemplary	1 - Limited	2 - Emerging	4 - Strong	4 - Strong	5 - Exemplary	Lagon seems to have a public track record that demonstrates an " ‘ōiwi perspective," although it's hard to understand the "high-stakes decision-making context" definitively. The other two, based on the information Kanaeokana provided, clearly have experience in high-stakes decision-making but with no foundation in ‘ōiwi perspective.	If the information Kanaeokana provided is accurate, Lagon's partnership in Purple Mai’a is good enough evidence that demonstrates an innovative mindset grounded in Hawaiian philosophy around sust-ainability and aloha. I'm not familiar at all with Vieira, and I'm not sure how they made the short list. Yeaman has a long record of executive leadership that illustrates (to me at least) just how well connected he is in the local business and financial industry and politics too (I’m guessing). While Yeaman’s financial expertise may serve the larger KS financial enterprise very well, it is the absence of Hawaiian philosophy around aloha and ‘āina that is worrisome. He comes off on paper as a good ‘ole boy if you ask me.	To me, the greatest weakness is the role of the probate court! Their decision to select Goodyear-Kaopua indicated a good shift to acknowledge the importance and role of Hawaiian knowledge and grounding in the leadership of KS. The court must be consistent in selecting a trustee who is grounded in Hawaiian knowledge, or at least has some exposure to the Hawaiian language and culture. The court has to be confident about how that grounding or philosophy operates in decision-making about what is best for Kamehameha Schools.	The next trustee has to be someone who is not afraid to face down the USA, as its most racist elements use the US court system (ironically) to try to exploit KS's legacy for their own white supremacist agenda. The next trustee cannot be someone who will compromise or is so well-connected locally and politically that they will betray the legacy of Pauahi to protect the powerful status quo.
5 - Exemplary	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	1 - Limited	N/A	N/A	Highly concerned about Keith Vieira's commitment to the tourist/prostitution industry without giving back to Lahui much; also highly concerned about Eric Yeaman's commitment to corporate America without giving back to Lahui.	Out of the three options, Olin Kealoha Lagon aligns most closely with Kanaeokana's priorities.
5 - Exemplary	3 - Proficient	3 - Proficient	5 - Exemplary	3 - Proficient	3 - Proficient	Welina mai kākou e Kamehameha Schools Trustee selection committee,  As an active member of the Hawaiian community, a native Hawaiian, pua a Pauahi, proud second generation alumni of the Kamehameha Schools Kapālama Campus, as well as a mākua of a class of 2017 alumni and a current haumāna of the class of 2025, I am writing in strong support of 2023			

Individual responses

Connection to community [Olin Lagon]	Connection to community [Keith Vieira]	Connection to community [Eric Yeaman]	Skills and experiences relevant to the kuleana of a KS trustee in context [Olin Lagon]	Skills and experiences relevant to the kuleana of a KS trustee in context [Keith Vieira]	Skills and experiences relevant to the kuleana of a KS trustee in context [Eric Yeaman]	Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.	Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.	Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali‘i Bernice Pauahi Bishop?	Provide any final mana‘o to the selection committee regarding suitability of the candidates. You may use this space to articulate any concerns or recommendations not fully captured in the previous sections, especially concerning alignment with Kanaeokana's priorities: Native Hawaiian education, aloha ‘āina, ‘ōlelo Hawai‘i, ‘ike Hawai‘i, and ea Hawai‘i.
						<p>Trustee Candidate Olin Kealoha Lagon. I am vested and heavily involved in the work of the Kamehameha Schools as a member of the Board of Directors for several Hawaiian Community based organizations as well as the president of an O’ahu based Community Association.</p> <p>In the time I have known Olin, first through his impactful work as a co-founder of the organization Purple Mai’a, I have come to truly see how selfless he is and how he truly has a strong desire to benefit the children of Hawai‘i, but also his efforts to empower and advance all of the people of Hawai‘i. Knowing parts of his personal journey, including his upbringing in an underprivileged family in Hawai‘i, being the recipient of a Kamehameha Schools College assistance fund which ultimately led to him being the first college graduate in his family, it is not difficult to see how Olin genuinely has a strong desire to give back.</p> <p>Olin’s ability to not only draw upon his years of experience as an entrepreneur, but his uncanny ability to think outside of the box as an engineer has simply not ceased to astound me. One example, his efforts to upcycle discarded laptop batteries to build power packs for houseless and other disadvantaged people of the community to be able to charge their mobile phones and other critical electronics.</p>			

Individual responses

Connection to community [Olin Lagon]	Connection to community [Keith Vieira]	Connection to community [Eric Yeaman]	Skills and experiences relevant to the kuleana of a KS trustee in context [Olin Lagon]	Skills and experiences relevant to the kuleana of a KS trustee in context [Keith Vieira]	Skills and experiences relevant to the kuleana of a KS trustee in context [Eric Yeaman]	Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.	Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.	Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali‘i Bernice Pauahi Bishop?	Provide any final mana‘o to the selection committee regarding suitability of the candidates. You may use this space to articulate any concerns or recommendations not fully captured in the previous sections, especially concerning alignment with Kanaeokana's priorities: Native Hawaiian education, aloha ‘āina, ‘ōlelo Hawai‘i, ‘ike Hawai‘i, and ea Hawai‘i.
						<p>Another example of his achievements that particularly caught my attention during the Covid-19 pandemic was when Olin heard and answered a desperate cry due to a shortage of respiratory ventilators. As the entire nation suffered a serious crisis as Covid cases climbed and began to create major overloads of ICU beds and subsequently resulted in a nationwide shortage of ventilators.</p> <p>Olin did not just standby like the other 99% of the world. Instead, he took action, designed and built a working prototype for a ventilator that could be manufactured right here in Hawai‘i, drastically reducing a major threat to all of the people of Hawai‘i. A true problem solver and humanitarian, the type of person that can absolutely benefit the children of Hawai‘i and Hawai‘i community at large if empowered with a position such as Kamehameha Schools Trustee.</p> <p>Olin’s work and involvement with the successful start-up tech company Shifted Energy is yet another example of how he is not only a critical thinker, but a man of action part of the team that created cutting edge technology to create grid-edge power plants and in turn reducing negative impacts on the Earth's resources due to conventional means of producing electricity utilizing fossil fuels. I firmly believe that Olin has all of the qualifications, education, background and most of all fortitude</p>			

Individual responses

Connection to community [Olin Lagon]	Connection to community [Keith Vieira]	Connection to community [Eric Yeaman]	Skills and experiences relevant to the kuleana of a KS trustee in context [Olin Lagon]	Skills and experiences relevant to the kuleana of a KS trustee in context [Keith Vieira]	Skills and experiences relevant to the kuleana of a KS trustee in context [Eric Yeaman]	Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.	Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.	Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali‘i Bernice Pauahi Bishop?	Provide any final mana‘o to the selection committee regarding suitability of the candidates. You may use this space to articulate any concerns or recommendations not fully captured in the previous sections, especially concerning alignment with Kanaeokana's priorities: Native Hawaiian education, aloha ‘āina, ‘ōlelo Hawai‘i, ‘ike Hawai‘i, and ea Hawai‘i.
						<p>needed to serve as a Kamehameha Schools Trustee. I stand firmly behind him and hope that the selection committee will please weigh on my humble opinion.</p> <p>I am truly grateul to have had the honor and pleasure to get to know Olin in multiple capacities and look forward to his appointment as Trustee. Thank you for your time and consideration.</p>			
3 - Proficient	3 - Proficient	3 - Proficient	3 - Proficient	3 - Proficient	3 - Proficient			Lotta capitalism in their worlds	
4 - Strong	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	not able to provide an informed response	In comparison with the two others, Olin Lagon's most critical strength is well rounded experience, skills, knowledge, actions/accomplishments, along with his roots in underserved community and `ōiwi practices and values. The other two candidates are very unbalanced in their strengths. Eric Yeaman and Keith Vieira did not get 4s or 5s from me.	Olin Lagon-no areas of weakness or concern. Keith Vieira-lack of connection to the lāhui and our `ōiwi values and practices. An area of concern is that he potentially does and would further promote culture as entertainment and KS expansion into extractive hospitality. Same for Eric Yeaman but on the financial/corporate front. Basically zero connection to `ōiwi values and practices with the risk of him pushing business models that only pose financial benefit at the expense of culture, practices, and community.	In my opinion the selection of Keith Vieira or Eric Yeaman could be not just detrimental but potentially dangerous to the future of KS and a thriving lāhui.
5 - Exemplary	2 - Emerging	1 - Limited	3 - Proficient	3 - Proficient	1 - Limited				
5 - Exemplary	2 - Emerging	4 - Strong	3 - Proficient	1 - Limited	3 - Proficient	Lagon - In his grass-roots development of social entrepreneur opportunities which focus on inclusion of ‘ōiwi excellence. Yeaman - Through his extensive community projects focused on economic literacy for the benefit of the ‘ohana and the community. Vieira - In his support of the creation of a Hawaiian cultural specialist position at HTA.	Lagon - Understanding of technology as a tool for ‘ōiwi advancement. Vieira - First hand experience in Hawai‘i Tourism and marketing. Yeaman - Banking and wealth development.	Lagon - Long-term stability in an institution. Vieira - Diverse experiences in other markets. Yeaman - None. All candidates lack an in-depth understanding of Native Hawaiian education and ‘ōlelo Hawai‘i.	I appreciate the opportunity to share my opinion with the selection committee. I wish the best to all of the candidates and mahalo their willingness to participate and potentially serve the will of Ke Ali‘i Pauahi and the lāhui Hawai‘i.

Individual responses

Connection to community [Olin Lagon]	Connection to community [Keith Vieira]	Connection to community [Eric Yeaman]	Skills and experiences relevant to the kuleana of a KS trustee in context [Olin Lagon]	Skills and experiences relevant to the kuleana of a KS trustee in context [Keith Vieira]	Skills and experiences relevant to the kuleana of a KS trustee in context [Eric Yeaman]	Describe instances where candidates effectively asserted or applied an ‘ōiwi perspective in a complex, high-stakes decision-making context.	Considering the essential qualities, identify each candidate's single most critical strength. Provide concrete evidence (actions, statements, or history) that demonstrates this strength is at the Strong (4) or Exemplary (5) level.	Identify the greatest weakness or area of concern that could compromise each candidate's ability to uphold the cultural and fiduciary duties of a KS Trustee. If selected, what is the primary risk this individual poses to the lāhui or the enduring legacy of Ke Ali‘i Bernice Pauahi Bishop?	Provide any final mana‘o to the selection committee regarding suitability of the candidates. You may use this space to articulate any concerns or recommendations not fully captured in the previous sections, especially concerning alignment with Kanaeokana's priorities: Native Hawaiian education, aloha ‘āina, ‘ōlelo Hawai‘i, ‘ike Hawai‘i, and ea Hawai‘i.
5 - Exemplary	3 - Proficient	2 - Emerging	4 - Strong	2 - Emerging	2 - Emerging				
2 - Emerging	1 - Limited	2 - Emerging	2 - Emerging	1 - Limited	2 - Emerging	<p>When we speak about an ‘ōiwi perspective, we are referring to a way of seeing and navigating the world shaped by one’s family, upbringing, environment, cultural grounding, and lived experiences in Hawai‘i. It is not a single trait or credential, but rather a lens informed by the values, relationships, and sense of kuleana that come from being rooted in this place and its people. This perspective manifests differently for each individual, shaped by their own genealogy, community ties, and personal journey.</p> <p>Regarding the candidates, I want to be thoughtful and transparent: I cannot confidently assess how well each of them has applied on ‘ōiwi perspective in specific high-stakes or complex decision-making contexts, as I do not have detailed insight into the internal process that guided their past decisions.</p> <p>What I can say is that both Olin and Eric were born and raised in Hawai‘i, and it is reasonable to expect that their life experiences here - shaped by local values, community connections, and a deep sense of place - would contribute meaningfully to how they approach their kuleana. While each individual’s ‘ōiwi lens is unique, I would like to believe that they both bring perspectives influenced by their roots in Hawai‘i and would carry those into their service as KS Trustees.</p>	<p>Olin Lagon (‘Ōiwi Values and Community-Centered Innovation) - repeatedly described as grounded in Hawaiian values and committed to aligning technology, energy, and innovation with equity and aloha ‘āina.</p> <p>Eric Yeaman (Extensive Executive Leadership Across Sectors, Strong Governance/Risk-Management Acumen) - led major enterprises across banking, telecom, utilities, and real estate. Has a long history of board service.</p> <p>Keith Vieira (Tourism/Visitor Industry) - senior leadership roles.</p>	<p>Olin Lagon - limited large-scale governance experience.</p> <p>Eric Yeaman - lack of explicit grounding in Hawaiian culture.</p> <p>Keith Vieira - Tourism-centric worldview may conflict with community and ‘āina priorities.</p>	<p>In offering final mana'o, we return to the foundation of what it means to serve as a trustee of Ke Ali'i Pauahi's legacy. This kuleana asks for more than professional skill - it calls for leaders who can navigate complexity with humility, practice pilina with our communities, and uphold an ‘Ōiwi-centered vision that strengthens ea and well-being for future generations.</p> <p>Ultimately, the strongest trustee will be the one who can bridge cultural grounding, strategic governance, and community trust - someone who can hold both the weight of KS’ enterprise and the aspirations of our people.</p> <p>Whaever the outcome, my hope is that the selection honors Pauahi’s intent and strengthens our collective path toward Hawaiian excellence, resilience, and ea.</p>



Individual responses

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5 - Exemplary	5 - Exemplary	1 - Limited	4 - Strong	3 - Proficient	2 - Emerging				
4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited	Triple-bottom-line or “equitable innovation” framing—using technology and business structures to achieve social and environmental outcomes (e.g., clean energy for renters, equity in energy markets). (shiftedenergy.com			
5 - Exemplary	1 - Limited	2 - Emerging	5 - Exemplary	2 - Emerging	3 - Proficient	Mr. Lagon, through Purple Maia, has impacted many of our lahui. After working alongside Mr. Vieira in recent years, I do not see him serving anyone except his self-interests.	Candidate Lagon has the commitment to his mission at Pruple Maia that speaks volumes of evidence1. Lagon = 5. Candidate Yeaman's affiliation as leader of A&B, I feel, works against him; that company's recent sell-out was surely not done without his input. Yeaman = 3. Vieira = 1.	Ask Saint Louis School how much Keith Vieira contributed in improving that school, even through his experience with the travel industry. Nothing to talk about in a positive light here.	
2 - Emerging	4 - Strong	1 - Limited	2 - Emerging	4 - Strong	1 - Limited				
5 - Exemplary	1 - Limited	1 - Limited	5 - Exemplary	1 - Limited	1 - Limited	Olin consistently applies his ‘ōiwi perspective to all his decisions, whether it is launching and scaling new social ventures like Shifted Energy, or contributing to modeling Hawaiian food sovereignty.	Olin has extensive board and nonprofit experience and has an exemplary track record helping drive economic and educational decisions impacting Hawai‘i at scale.	In my opinion Olin poses no risk to updhold the cultural and fiduciary duties of a KS Trustee.	I checked LIMITED on all answers re: Keith Vieira and Eric Yeaman, because I do not know anything about these two candidates, so I can not offer an informed opinion on their specific capacities. (Perhaps in the future, a column stating "unable to evaluate" could be added) However, the fact that they are not known by the Hawaiian community that I represent - I asked around and nobody else knew them either - in my opinion, makes them unsuitable KS Trustees, because I believe KS Trustees should be known, respected and even loved by nā kama a Pauahi, which is the Hawaiian community at large. Moreover, from reading their CVs, their professional expertise and track records are not what I would value as important qualities of a KS trustee.



Individual responses

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4 - Strong	4 - Strong	4 - Strong	3 - Proficient	5 - Exemplary	4 - Strong				I have known Keith Vieira for over 50 years, from high school and college into his professional career. I know from past experience that he is a superb businessman who can think outside the box, yet he is willing to listen to diverse input and will work hard to achieve a compromise that includes the diverse input he receives. He and I have been on opposite sides of the fence in the past, yet we have worked together for the greater good to achieve the comprehensive result. He is also a "local boy" who loves everything Hawaiian from the bottom of his heart!
3 - Proficient	1 - Limited	1 - Limited	3 - Proficient	1 - Limited	1 - Limited				
5 - Exemplary	2 - Emerging	2 - Emerging	5 - Exemplary	3 - Proficient	3 - Proficient	This might seem a little unrelated to what most people think of as a high-stakes decision-making context, but one important time that I thought Olin asserted an ‘ōiwi perspective was during the hurricane watch a few years ago. He went to his social media and made of series of posts that practical advice for how people in our communities could get potable water from water heaters or connect their refrigerators to battery power as well as several other tips for disaster situations. That showed, first of all, a community-minded approach that valued the well being of the collective as well as a free sharing of his hard-won and specialized ‘ike with no desire for any kind of recognition or compensation. He just wanted people to come through the situation okay.	Olin has vision and his understanding of progress is rooted in community well-being and cultural values. I think that concrete examples include founding Purple Mai’a, which teaches coding to keiki and looks for ways to innovate technologically while always being firm in our culture. And again, this is going to seem unrelated to business acumen or anything like that, but Olin is always tinkering with ways to make our culture more accessible to people, and one example is his recipe that he often shares for poi made in the food processor. It's absolutely not traditional, but it makes a traditional food more accessible to our people and it's a way to get them to look deeper. This is the kind of approach he takes with all of his ventures that I have witnessed. He wants everyone to come along with him.	The weakness that I am the most concerned with is not necessarily in the candidates themselves but in the selection process that gives primacy to business and executive skills over any more complex and grounded understanding of leadership. This ends up with us having a slate of candidates whose motivations and understandings are incommensurate with the values KS itself espouses. So the greatest risk for me is that they will have no choice but to look through their business lens at everything, and we all know what happens then. ‘Āina is seen as real estate, ea is seen as optional, and aloha means not standing up. I think that there is a risk for all of the candidates in this sense but Olin is the least threatening, whereas I can easily picture the other two justifying prioritizing money over	To really take seriously any of KS's or Kanaeokana's priorities or even what the majority of the lāhui seems to have been calling for and fighting for these last few years, Olin is the only possible choice. Everyone else seems like Random Businessman #227, straight from central casting.

Individual responses

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							As for the other two candidates, I can honestly say that I did not witness qualities worth mentioning.	mālama.	
5 - Exemplary	3 - Proficient	3 - Proficient	5 - Exemplary	3 - Proficient	3 - Proficient		Olin Lagon is a strong candidate for a Kamehameha Schools Trustee because his life's work directly aligns with Pauahi's mission to uplift Native Hawaiian learners through education, leadership, and innovation. As a co-founder of the Purple Mai'a Foundation, Olin has demonstrated proven governance, fiscal responsibility, and long-term vision while building pathways that prepare Hawaiian youth for future economies without disconnecting them from culture, place, or ‘āina. His ability to bridge ‘ike kūpuna with emerging fields like technology and entrepreneurship reflects the kind of forward-thinking, values-rooted leadership needed to steward Kamehameha Schools for the next generation of lāhui leaders.		American Bird Conservancy is grateful to be a partner with Kanaeokana, and we truly appreciate the opportunity to work alongside an organization that consistently puts the needs of the ‘āina first. As we witness rapid changes unfolding across our communities, it is critical that we uplift leaders who center ‘ike Hawai‘i, advocate for our people, and ensure our communities have access to the best resources possible now and for generations to come.
2 - Emerging	4 - Strong	1 - Limited	2 - Emerging	4 - Strong	1 - Limited				
5 - Exemplary	2 - Emerging	3 - Proficient	5 - Exemplary	2 - Emerging	2 - Emerging				
4 - Strong	1 - Limited	1 - Limited	4 - Strong	1 - Limited	1 - Limited				