

House District 26
Senate District 12

THE TWENTY-SEVENTH LEGISLATURE
APPLICATION FOR GRANTS AND SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

- GRANT REQUEST – OPERATING GRANT REQUEST – CAPITAL SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): _____

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
Center for Tomorrow's Leaders

Dba:

Street Address: **677 Ala Moana Blvd/Honolulu, HI 96813**

Mailing Address: **25 Prospect Street/Honolulu, HI 96813**

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name KATIE CHANG

Title EXECUTIVE DIRECTOR

Phone # (808) 721-9430

Fax # _____

e-mail kchang@ctlhawaii.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
 FOR PROFIT CORPORATION
 LIMITED LIABILITY COMPANY
 SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

THE CENTER FOR TOMORROW'S LEADERS REQUESTS PARTNER FUNDS TO OFFER CHARACTER-BASED, INNOVATIVE LEADERSHIP DEVELOPMENT PROGRAMS TO PROMISING EMERGING LEADERS ACROSS THE STATE. TARGETED TO NON-TRADITIONAL LEADERS, THE PROGRAM WILL BE OFFERED TO 5 DIVERSE PUBLIC HIGH SCHOOLS WITH THE PURPOSE OF EMPOWERING YOUNG LEADERS TO START MAKING A DIFFERENCE IN THEIR SCHOOLS AND COMMUNITIES.

4. FEDERAL TAX ID #: _____

5. STATE TAX ID #: _____

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2015: \$ 20,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
 EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$ 20,000

FEDERAL \$ _____

COUNTY \$ _____

PRIVATE/OTHER \$ 69,500

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

Katie Chang / Executive Director

NAME & TITLE

1-31-14

DATE SIGNED

Application for Grants and Subsidies

I. Background and Summary

A. Brief Description of the Center for Tomorrow's Leaders

Website: www.CenterForTomorrowsLeaders.org

The Center for Tomorrow's Leaders (CTL) engages, equips and empowers Hawaii's next generation of leaders to start making a difference now. With signature programs and resources, the CTL works to find promising young leaders across our state, and to train them in comprehensive, character-focused programs.

There are 3 signature CTL Programs:

- **CTL Fellows Program:** A year-long leadership development program for twenty of Hawaii's most capable high school juniors and seniors. CTL Fellows are given exclusive access to influential leaders and are guided by coaches who help them to expand their leadership capacity. There are over 140 alumni of the program.
- **CTL Schools Initiative:** The CTL partners directly with Hawaii's high schools by offering leadership courses that teach student leaders to create positive change by effectively leading people. 345 students have been trained in 3 years.
- **CTL Emerging Leaders Hawaii conference:** The CTL's inaugural leadership conference brought together over 250 young leaders from various public and private high schools for a premiere conference experience which included panel sessions with community leaders and keynote speech by Aloha United Way President, Kim Gennaula.

B. The goals and objectives; and the public purpose it serves

The Center for Tomorrow's Leaders (CTL) requests partner funds to build on momentum to offer leadership development programs to a growing number of emerging leaders in Hawaii. This is a unique partnership which can allow the senior leaders of the Hawaii State Legislature to empower the emerging leaders in public high schools. Values-based leadership development with a broad range of students has the potential for meaningful and lasting community change.

Specifically, the CTL requests funds to continue cutting-edge leadership development courses in the CTL Schools program, namely students from Nanakuli High School, McKinley High School, Castle High School, Lanai High School and Pearl City High School. The pilot program was successful, and shows great promise moving forward.

Program Goals:

- a. **Student Engagement:** the course is designed to expand the leadership capacity of each student. The CTL's seeks non-traditional leaders.
- b. **Culture Change:** the course creates a platform for students to participate as advocates of school-wide change. Students can strengthen culture and drive social change which could affect indicators such as student attendance and decreased incidents of bullying.

- c. System Reform: competent and passionate student leaders should be a significant player in educational reform, and this program creates the mechanism to hear their collective voice. Multiple constituents have expressed interest in this.
- d. Improved Future Workforce: using the lesson they learned in school, graduates will display a great sense of ownership for the future and will enter the workforce with higher emotional intelligence, communication and leadership skills.

Program Distinctive:

- a. Focus on Character: as one of the foundational priorities of leadership, the courses focus on character as the foundation of leadership. The course begins with "Model the Way," and students receive constant coaching and encouragement about how leaders live values and encourage others to do the same.
- b. Empower Students as Change-Agents: Teachers often hear that students "wanted to help, but did not know how." There is an unmet need to empower students to not only give feedback, but to be a key player in driving reform. The CTL focuses on expanding the capacity of students to amplify their voices.
- c. Find non-traditional leaders: these are young people who do not have a leadership title but have been identified as a person with influence (perhaps even using this influence for negative affects). By expanding the definition of leadership, the CTL includes a larger and more diverse group of students, who in turn, can make a larger difference.
- d. Connect to Senior Leaders: The CTL network of speakers includes over 100 leaders who are passionate about mentoring the next generation. This adds great value to the program.
- e. Utilize effective, research-based programs: CTL's leadership philosophy is rooted in the seminal work of James Kouzes and Barry Posner's The Student Leadership Challenge. The CTL staff are the only certified facilitators of the Student Leadership Challenge on Oahu.

Public Purpose Served:

In many high schools, the state of leadership development in many schools is narrow and incomplete. Most focus on event-planning, not on inspiring and mobilizing people. As a result, a relatively small group of young leaders are trained every year. Hawaii Department of Education leaders have commented that the collective voice of students is largely silent. But this could change. Within an unprecedented atmosphere of reform, there is a growing desire to develop untapped leadership potential. An investment in training a more diverse group of leaders, especially non-traditional ones, would be an investment in the overall health of the school, and the community.

Good leaders are, by nature, multipliers. An investment in leadership education of the right leaders could have affect far beyond the initial investment – in the school and the broader community. The CTL Leadership Course will improve the social environment of a school by empowering students who are exemplary role models and committed to positive change. Change truly takes root when it is advocated by peers.

For the larger community, the support of parents and other community organizations ensures that the investment spreads. There will be a mutual benefit between legislative leaders and emerging leaders as they share wisdom with each other. Students can share

more about their community and culture while senior leaders can share more about the bigger picture and opportunities that exist far beyond their schools.

C. Target population to be served

350 young leaders from Pearl City High School, Nanakuli High School, McKinley High School, Lanai High School, and Castle High School.

II. **Service Summary and Outcomes**

A. Scope of work, tasks and responsibilities

The CTL will contract with 5 high schools to offer an expanded leadership development course for diverse leaders. Expansion plans include reaching more students, broader leadership projects and more intensive leadership training. In the same format as last year, students will meet weekly from September to April.

The first semester is an introduction to leadership and the launch of relevant leadership projects. The second semester is focused on positioning these students as agents of change in the high school. In the summer, students will be selected in partnership with teachers and administrators. Students are nominated by administrators and teachers, and receive credit for the course.

The foundation of the course is the seminal research of James Kouzes and Barry Posner with *The Leadership Challenge*. The framework is comprehensive, values-based and research-based. The course's foundation is "Model the Way", which focused on identifying and living values. Facilitators continue to explore how leaders craft and communicate vision, how leaders innovate, how leaders strengthen teams and empower others, and how leaders encourage the heart.

B. Timeline for next school year:

Activities – Steps	Timeline (Jul 2014 –June 2015)	Outcome
Recruit students in partnership with school staff	Summer 2014	Diverse group of non-traditional leaders
Launch leadership course, focused on the 5 practices	September - November 2014	Learn the basics of leadership; assess abilities
Emerging Leaders HI Conference	November 2014	Network with students from other high schools and hear inspirational guest leaders
Implementation of leadership project	January – May, 2015	Student-driven, cultural project for the school and/or community
Assessment	May 2015	Assess the changes in students

C. Quality Assurance and Assessment:

Attitudinal Assessment: the pre and post assessment the CTL offers is focused on attitudes regarding students' own leadership, their ability to make a change and their connection to their peers and community. We will be tracking to see if students embrace their role as leaders in their school and their community.

Skills Assessment: the pre and post assessment will also measure students' ability to practice key leadership functions, especially focused on communication skills.

Success of leadership project: the students will be assessed based on their leadership project. Did the project address a significant need? Did it involve cultural change at the school? Did the students overcome challenges?

Personal Report: If amenable to legislature leaders, the students could participate in a site-visit/presentation to meet key leaders and discuss the impact of the course.

III. Financial

A. Quarterly funding requests for the fiscal year 2015

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

B. State and Federal tax credits: None

C. Other potential sources of funding: School funds, private donations, Aloha United Way, Ka Pua Initiative, Pulama Lanai, the Learning Coalition and First Hawaiian Bank Foundation.

IV. Experience and Capability

A. Experience: Starting with the CTL's signature Fellows program, the CTL has over 10 years of experience in finding and training emerging leaders. In the past 2 years, the CTL has formally partnered with local high schools to train young leaders. The CTL is adept in working with key administrators and staff to design and implement this program. Additionally, curriculum is research-based and designed in partnership with former teachers and administrators

B. Leadership: Katie Chang is the Executive Director of the Center for Tomorrow's Leaders. She is a certified presenter of the nationally-acclaimed Student Leadership Challenge. Prior to joining the CTL, Katie worked as an advisor for the US/UK Fulbright Commission in London, UK. She is a summa cum laude graduate of Pepperdine University.

C. Facilities

The CTL Schools program is site-based and hosted on the local high school campus. No additional facilities are required.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

This project will be staffed by Katie Chang, and one other presenter. During the 2013-2014 SY, it was staffed by April Nakamura, the Student Activities Coordinator at McKinley High School who was granted a year-long sabbatical to teach in the CTL Schools program. The CTL will set up a similar structure this year.

B. Organization Chart

Staff:

Executive Director, Katie Chang
One certified presenter

CTL Board of Directors

Garrett Sullivan, Former President, Kaikor Construction
Ty Aldinger, President, Aldipro
Caroline Wong, Former Principal, Hawaii State DOE
Lloyd Unebasami, Retired CPA

CTL Board of Advisors

Gill Berger, Board Chair, Pacific Rim Bank
Melvin Kaneshige, Former Executive VP, Outrigger Enterprises Group
Karen Lee, Executive Director, P-20 Partnerships for Education
Christopher Pan, Attorney, Damon Key Leong Kupchak Hastert

Volunteers:

3 volunteer coaches
8 CTL Interns, students at the University of Hawaii and CTL Alumni

VI. Other

A. Litigation

None.

B. Licensure or Accreditation

None.

BUDGET REQUEST BY SOURCE OF FUNDS
(Period: July 1, 2014 to June 30, 2015)

App for Tomorrow's Leaders' Schools Program

BUDGET CATEGORIES	Total State Funds Requested (a)	Private Donations (b)	School Contracts (c)	In-Kind Donations (d)
A. PERSONNEL COST				
1. Salaries	14,800	25,000	14,000	
2. Payroll Taxes & Assessments	3,200	18,498	2,000	
3. Fringe Benefits				
TOTAL PERSONNEL COST	18,000	43,498	16,000	
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				10,000
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies	2,000			
7. Telecommunication				
8. Utilities				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	2,000			10,000
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	20,000	43,498	16,000	10,000
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	20,000	Katie Chang		(808) 721-9430
(b) Private/Corporate Donations	43,498	Name (Please type or print) Phone		
(c) DOE Contract	16,000	Signature of Authorized Official Date		
(d) In-Kind Donations	10,000	Katie Chang, Executive Director		
TOTAL BUDGET	89,498	Name and Title (Please type or print)		

BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant: _____

Period: July 1, 2014 to June 30, 2015

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director/Facilitator	1	\$40,000.00	20.00%	\$ 8,000.00
DOE Sabbatical Position Stipend	1	\$34,000.00	20.00%	\$ 6,800.00
				\$ -
				\$ -
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				\$ -
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				\$ -
TOTAL:				14,800.00
JUSTIFICATION/COMMENTS:				

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS AND SUBSIDIES PURSUANT TO
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

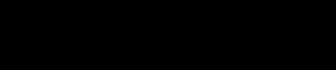
- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.
- 2) The applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants or subsidies used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Center For Tomorrow's Leaders

(Typed Name of Individual or Organization)


(Signature)

1-31-14

(Date)

Katie Chang

(Typed Name)

Executive Director

(Title)