

House District 19, 20, 22, 38, 39, 40, 41, 44

Senate District 9, 12, 17, 19, 20, 21

THE TWENTY-EIGHTH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

"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.

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

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 (CTL)

Db/a: Not Applicable

Street Address: 677 Ala Moana Boulevard, Suite 1100
Honolulu, Hawaii 96813

Mailing Address: Same as Above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name KATIE CHANG

Title Executive Director

Phone # 808-681-7687

Fax # 808-946-1301

E-mail kchang@ctlhawaii.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION INCORPORATED IN HAWAII
 FOR PROFIT CORPORATION INCORPORATED IN HAWAII
 LIMITED LIABILITY COMPANY
 OTHER
 SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

CENTER FOR TOMORROW'S LEADERS SCHOOL PROGRAM

4. FEDERAL TAX ID #

5. STATE TAX ID #:

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2016: \$ 95,000

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 \$0
FEDERAL \$0
COUNTY \$0
PRIVATE/OTHER \$15,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

KATIE CHANG
NAME & TITLE

JANUARY 23, 2015
DATE SIGNED



RECEIVED

1/29/2015
K. H. 2015

Application for Grants

If any item is not applicable to the request, the applicant should enter "not applicable".

I. **Background and Summary**

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of the applicant's background;

The Center for Tomorrow's Leaders (CTL) was established in 2003 with the mission of engaging, equipping and empowering Hawaii's future leaders to start making a difference now. With signature programs and resources, the CTL works to identify teens with leadership potential across the State and train them through comprehensive, character-focused programs.

In response to the need for reaching a greater number of emerging leaders from low-socioeconomic backgrounds, the CTL launched a pilot program in several schools, including Lanai High School, McKinley High School, Pearl City High School, Castle High School, and Nanakuli High School and Kamehameha Schools.

The CTL School Program empowers Hawaii's next generation of leaders by offering a multi-year leadership development program for students in local high schools. The CTL works with key school administrators to identify and select student candidates, particularly those at-risk, who have the potential to become advocates of change within their schools and their respective communities. CTL's curriculum framework is based on *The Five Practices of Exemplary Leadership*® described in *The Students Leadership Challenge* by James M. Kouzes and Barry Z. Posner.

A select group of these high school juniors and seniors are also invited to participate in a year-long CTL Fellows program. These students have exclusive access to influential leaders who serve as coaches to further enhance their leadership capacity and collegiate style of dialogue, including opportunities for roundtable discussions.

2. The goals and objectives related to the request;

To build upon the success of its pilot initiatives, the CTL seeks to expand its leadership program by partnering with seven additional public schools and 350 students in grades 9-12. In each school, the CTL will provide instructors and curriculum for the first two years, with the singular focus of equipping students, particularly those considered at-risk,

with the type of leadership skills necessary to become Hawaii's next generation of visionaries, innovators, and collaborators in the workplace. Programs are designed to expand the leadership capacity of each student in character, communication, and decision-making, creating a platform for youth to participate as advocates for school-wide change and community action.

By the third year, the CTL will train teachers at each school to implement the courses, as well as offer summer training and consultation as necessary. The CTL will also provide partnering schools with a community liaison to provide guidance on leadership projects between students and community organizations.

The CTL is in current negotiations with a total of seven schools throughout Oahu who wish to offer the school program to their students, including Kaimuki, Roosevelt, Kaiser, Kalani, Waipahu, Campbell, and Waianae High Schools.

3. The public purpose and need to be served;

Current leadership foundation in public and private schools is generally limited to student government, with training primarily focused on event planning, rather than leadership. The CTL is singularly focused on leadership development and upon building an intentional mechanism to recruit and train young leaders.

While there are organizations that offer regional or retreat-based leadership development experiences, many of these programs are issue- or business- specific, such as Junior Achievement. **The CTL is the only organization offering a school-based, comprehensive organizational leadership development training program for diverse youth leaders.** Because of recent reforms within the Department of Education emphasizing student leadership and community partnerships, there is an urgency to expand the CTL program to additional schools in Hawaii, particularly to at-risk students who have limited exposure to role models or mentors in executive and entrepreneurial leadership positions.

Hawaii's strategic position as a world leader requires a workforce that is well-equipped with the leadership skills to successfully compete in a global economy. To prepare Hawaii's youth to become tomorrow's visionary career leaders, we must collaboratively train a growing pool of committed, resilient youth leaders among our high schools. By investing in our youth at the high school level, the CTL believes it can radically increase the number of emerging leaders exposed to excellent leadership development and corporate, business and academy mentorship.

In 2010, the CTL recognized that current leadership programs for youth were narrow and incomplete, predominantly focusing on high-achieving students. The CTL responded by focusing its efforts on the untapped leadership potential in Hawaii's public schools, recruiting and training non-traditional students who did not hold leadership positions but had potential for great impact. The majority were considered at-risk or were students

from low-socioeconomic backgrounds who had limited exposure to leadership opportunities.

Hawaii's youth, particularly those considered at-risk, desperately need the CTL's transformative school program to help them develop the leadership skills necessary to succeed in the 21st century workplace, as well as to be at the forefront of solving their community's most entrenched problems.

4. Describe the target population to be served; and

The CTL's target market is Hawaii's high schools, which serve a total of 56,000 students through 39 public high schools and 28 private schools. The CTL's first focus is public schools, particularly those which serve at-risk students from lower socioeconomic levels.

5. Describe the geographic coverage.

The CTL School Program will serve students and teachers from public and private schools throughout Oahu.

II. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

During the first year, students will be instructed in two CTL 101 Leadership Courses. In the second year, students are given the option to join a CTL Ambassadors Course, a more intensive leadership program designed to promote leadership skills through action. In this capacity, students are given an ambassadorial role in the community, partnering with the principal to strengthen the school culture. By the third year, the CTL will train teachers to implement the courses and provide a community liaison to advise students on launching community projects.

The CTL will also continue offering upper-level opportunities for students, including the CTL scholarship-based Fellows program, a year-long program in which Hawaii's juniors and seniors expand their leadership capacity through the guidance of coaches and exclusive access to influential leaders. The CTL's school leadership program is aligned with the Hawaii Department of Education's (HIDOE) goals of standards-based learning and General Learning Outcomes, many of which place a strong emphasis on student leadership.

- 2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;**

If State GIA funding is awarded, the CTL plans to utilize the funds to operate its School Program within 12 months from the release of the funding.

- 3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and**

The effectiveness of the CTL's School Program will be monitored through teacher-reported positive behavioral changes among participating students, including improvements in such areas as course marks, school attendance, and classroom participation. Teacher observation and anecdotal records will be used to evaluate such program outcomes as increased competency in leadership, communication, and critical thinking skills, as well as an enhanced level of engagement and interest in community and global issues.

Program results will also be measured through student and teacher surveys and feedback forms, with information summarized and reported by the Schools Program Director to the Executive Director. Pertinent information will be regularly shared with the Board to improve program performance as necessary. The CTL anticipates that a minimum of 90% of students trained through the school program will feel empowered to make a difference, with at least 75% engaging in some type of leadership role by the end of the program.

- 4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.**

The CTL will provide quarterly reports to the State, which will include the total number of students and grade levels served through its School Program for each respective school.

III. Financial

Budget

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2016.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$56,000	\$13,000	\$13,000	\$13,000	\$95,000

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2016.**

The CTL is seeking philanthropic partners during the first year of programming because of the instability of public school funding, which is tied to student enrollment through the weighted student formula. The majority of school funding is earmarked ahead of time to accommodate the unpredictability of enrollment from year to year. The CTL plans to seek funding through grants from local foundations and corporations, as well as from friends of the CTL during 2015-2016.

- 4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.**

This does not apply.

- 5. The applicant shall provide a listing of all government contracts and grants it has been and will be receiving for program funding.**

This does not apply.

- 6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2014.**

The CTL's balance of unrestricted current assets as of December 31, 2014 is \$45,048.

IV. Experience and Capability

A. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

The CTL's three-year pilot program in six diverse high schools (Nanakuli, McKinley, Pearl City, Lanai, Castle, and Kamehameha) demonstrated promising results based on surveys of emerging leaders. Of 513 students trained in the first three years, 94% indicated that they felt equipped and empowered to make a difference, and 60% of students at McKinley High School with no previous leadership experience now hold a leadership position in some capacity.

During the 2014-2015 school year, students implemented eight intensive leadership projects, one of which is "The Canvas," a safe-space located in Kalihi-Palama where students can express their creativity, become inspired, and pursue their passions. Another successful project conducted by student leaders at McKinley High School was a "senior prom" for 100 kupuna from Kulana Hale and Meals on Wheels. The event was hosted by Tony Silva from Da Bruddah's, with support from Pat Duarte from Kahala Nui, Catholic Charities, and Meadow Gold.

Because of this demonstrable program success, the CTL plans to expand its program to additional public schools serving a greater number of promising high school students from low- to moderate income backgrounds.

Maggie Desmond, Former Coordinator, New Tech Academy, Nanakuli HS

"CTL's leadership training has been specialized, engaging, and extraordinarily valuable for our students, as well as for me as a teacher-leader. I am consistently impressed by the quality of the CTL staff and their ability to connect with and inspire a wide range of student leaders to become change agents in our school and community. I am grateful for the chance to partner with CTL and know that the skills and mindsets our students have developed will be impactful for years to come."

Caroline Wong, Former Principal, Hawaii State DOE

"The Center for Tomorrow's Leaders is truly the most comprehensive leadership preparation program in Hawaii for high school students."

B. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

The CTL School Programs are conducted on site at each respective school.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant

shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

Executive Director Katie Chang will oversee the CTL School Program. Katie is a proud alumnus of the very first class of CTL Fellows. Since her appointment in 2011, Katie has expanded the CTL from its flagship Fellows program to include the innovative Schools Program which offers leadership development directly to Hawaii's high schools. She is a certified presenter of the nationally-acclaimed Student Leadership Challenge which is the foundation of the program. Prior to joining the CTL, Katie worked as an advisor for the US/UK Fulbright Commission in London, UK. She also served as an intern in the Hawaii State Legislature and Governor's Office. She is a summa cum laude graduate of Pepperdine University.

B. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

The organizational chart for the Center for Tomorrow's Leaders is attached.

C. Compensation

The applicant shall provide the annual salaries paid by the applicant to the three highest paid officers, directors, or employees of the organization by position.

The CTL effectively stewards its resources by engaging an enthusiastic team of volunteer interns, as well as working directly with the Hawaii State Department of Education with sabbatical positions. The only salaried position at the CTL is currently the Executive Director, who earns \$40,000 plus \$5,000 in benefits.

VI. Other

A. Litigation

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

This does not apply.

B. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

This does not apply.

C. Federal and County Grants

The applicant shall separately specify the amount of federal and county grants awarded since July 1, 2014.

This does not apply.

D. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see Article X, Section 1, of the State Constitution for the relevance of this question.

This does not apply.

E. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2015-16 the activity funded by the grant if the grant of this application is:

- (1) Received by the applicant for fiscal year 2015-16, but**
- (2) Not received by the applicant thereafter.**

The CTL is committed to continually building the capacity of its organization in order to expand its programming. This capacity building strategy includes expanding its Board, developing an integrated marketing plan, and developing a fundraising strategy to diversify funding streams. In addition, the CTL Board closely monitors the annual budget to ensure that programs are operating cost-effectively with minimal overhead. With a small staff and clear revenue projections, the CTL is able to maintain an efficiently run organization capable of sustaining its programs after grant funding is exhausted.

F. Certificate of Good Standing (If the Applicant is an Organization)

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2014.

CTL's Certificate of Good Standing is attached.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2015 to June 30, 2016

Applicant: Center for Tomorrow's Leaders

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	\$40,000	\$0	\$0	\$0
2. Payroll Taxes & Assessments	\$12,000	\$0	\$0	\$0
3. Fringe Benefits	\$0	\$0	\$0	\$0
TOTAL PERSONNEL COST	\$52,000	\$0	\$0	\$0
B. OTHER CURRENT EXPENSES				
1 Student Materials	\$10,000	\$0	\$0	\$10,000
2 Outreach and Marketing	\$10,000	\$0	\$0	\$10,000
3 Teacher Leadership Training	\$3,000	\$0	\$0	\$2,000
4 Supplies	\$10,000	\$0	\$0	\$10,000
5 Emerging Leaders Conference	\$10,000	\$0	\$0	\$0
6 Evaluation	\$0	\$0	\$0	\$5,000
7 CTL Fellows Program	\$0	\$0	\$0	\$8,000
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	\$43,000			\$45,000
C. EQUIPMENT PURCHASES	\$0	\$0	\$0	\$0
D. MOTOR VEHICLE PURCHASES	\$0	\$0	\$0	\$0
E. CAPITAL	\$0	\$0	\$0	\$0
TOTAL (A+B+C+D+E)	\$95,000	\$0	\$0	\$45,000
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	\$95,000	Center for Tomorrow's Leaders 808-681-7687		
(b) Total Federal Funds Requested	\$0	Name (Please type or print) Phone		
(c) Total County Funds Requested	\$0	[Redacted] January 23, 2015		
(d) Total Private/Other Funds Requested	\$45,000	Signature of Authorized Official Date		
TOTAL BUDGET	\$140,000	Katie Chang, Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2015 to June 30, 2016

Applicant: Center for Tomorrow's Leaders

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2015 to June 30, 2016

Applicant: Center for Tomorrow's Leaders

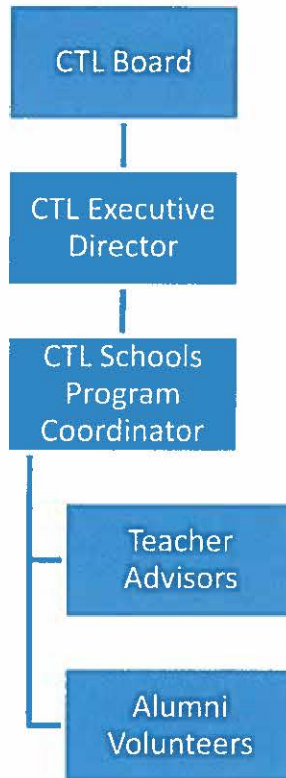
FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2013-2014	FY: 2014-2015	FY:2015-2016	FY:2015-2016	FY:2016-2017	FY:2017-2018
PLANS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
LAND ACQUISITION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DESIGN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CONSTRUCTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
JUSTIFICATION/COMMENTS:						

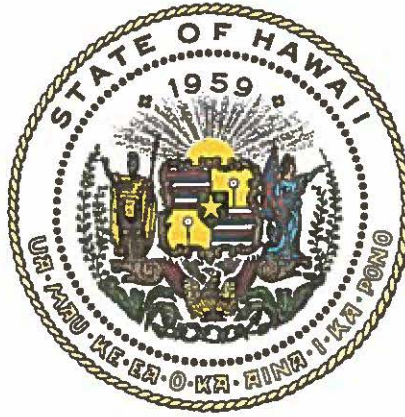
GOVERNMENT CONTRACTS AND/OR GRANTS

Applicant: Center for Tomorrow's Leaders

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1.	Not Applicable				
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
				TOTAL	

CTL Schools Program Organization Chart





Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

CENTER FOR TOMORROW'S LEADERS

was incorporated under the laws of Hawaii on 08/13/2013 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 13, 2015

Interim Director of Commerce and Consumer Affairs

