

# Minnesota Common Grant Application Form

## Grant Application Cover Sheet

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Date of application: January 31, 2011

Application submitted to: Duluth/Superior Area  
Community Foundation;  
Scott D. Anderson  
Leadership Foundation Fund

### Organization Information

<i>Name of organization</i>		<i>Legal name, if different</i>	
<b>Duluth Public Schools</b>		<b>Independent school District #709</b>	
<i>Address</i>		<i>City, State, Zip</i>	
<b>215 N. 1<sup>st</sup> Ave E.</b>		<b>Duluth, MN 55802</b>	
<i>Phone</i>		<i>Employer Identification Number (EIN)</i>	
218-336-8700 x 1109		<b>41-6003776</b>	
<i>Name of top paid staff</i>		<i>Web site: www.duluth.k12.mn.us</i>	
<b>Dr. Keith Dixon</b>			
<i>Title</i>		<i>Phone</i>	
<b>Superintendent</b>		<b>218-336-8752</b>	
<i>E-mail</i>		<i>E-mail</i>	
		<b>keith.dixon@ duluth.k12.mn.us</b>	
<i>Name of contact person regarding this application</i>		<i>Title</i>	
<b>Rory Johnson</b>		<b>Activities Director, Proctor Public Schools</b>	
<i>Phone</i>		<i>Phone</i>	
		<b>218-628-4926, Ext. 1029</b>	
<i>E-mail</i>		<i>E-mail</i>	
		<b>rjohnso4@procto r.k12.mn.us</b>	

Is your organization an IRS 501(c)(3) not-for-profit?  Yes  No

If no, is your organization a public agency/unit of government?  Yes  No

If no, check with funder for details on using fiscal agents, and list name and address of fiscal agent:

\_\_\_\_\_  
\_\_\_\_\_  
*Fiscal agent's EIN number*

### Proposal Information

Please give a 2-3 sentence summary of request:

We are requesting funding for delivery of the week-long "Scott Anderson Leadership Forum" in the summer of 2011. The purpose is to continue providing this annual Forum as an ongoing high-quality leadership development program for Duluth and surrounding area high school youth (10th-12th grades) and to maintain training of local adult leaders for delivering the Forum in future years. The program is an initiative of the Scott D. Anderson Leadership Foundation in partnership with Duluth area high schools.

#### Population served:

High school students (10-12th grade in 2010/2011)

#### Geographic area served:

Duluth area (Duluth, Proctor, Hermantown, Superior, Cloquet, Esko), perhaps eventually leading to an opportunity to expand or transfer the program to other high schools.



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## PROPOSAL NARRATIVE

### I. ORGANIZATION INFORMATION

Independent School District #709 (Duluth Public Schools) was established on April 2, 1870.

**Resolution of Purpose...** The Purpose of Independent School District 709 is to provide a quality education that prepares all students for successful lives in the home, community and workplace.

**Current Primary programs or activities:** K-12 public education

**Facts and Figures...** The Duluth School District covers 337 square miles along the Lake Superior Shoreline, operates 20 facilities with multiple programs and serves approximately 9,293 students in grades Pre-K through 12. The district's staff includes approximately 1,700 full and part-time employees. Over 1,000 community volunteers donate their time to Duluth schools every year. There are currently 7 School Board members and 3 Student Representatives on the Board.

Duluth Public Schools teach basic skills like reading, writing, and math application, speaking, listening, critical thinking, technological literacy and personal responsibility. Duluth Public Schools also offer:

- Advanced placement and college prep courses.
- Service Learning opportunities - combining service to the community with in-depth student learning.
- Caring, competent staff and some of the most experienced teachers in the state.
- Results measured by nationally standardized tests, Minnesota Comprehensive Assessments and GRAD tests in math, reading, writing and science.
- Special education and programs for students with special needs.

There are many accomplishments of which we're proud! Just a few include:

- A 2010 report shows our students scoring above state and national averages on the ACT college entrance tests for the thirteenth year in a row.
- Per MN Dept of Education data, almost 99% of our teaching staff meet the NCLB "Highly Qualified" determination.
- Four of our students are National Merit Scholarship Semifinalists. They reached this position on the basis of their outstanding scores on the PSAT test and are now eligible to become National Merit Scholars. Only 317 students in Minnesota qualified for this award out of 22,000 participants.

According to the 2000 Census, Duluth has 12,627 individuals living below the poverty level (current census information is not yet available.) This is 15.5% of the Duluth's overall population. In the last eight years, Duluth has lost approximately 19% of its student population due to population decline, families moving out of the area and alternative school choices. Duluth Public Schools continue to struggle with budget shortfalls, showing in FY 2009-2010 a 4.0 million dollar deficit and about the same in 2011. It is anticipated that the 2011-2012 deficit could be near \$7.0 million. This type of deficit budgeting continues to be an issue statewide, if not nationwide.

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## II. PURPOSE OF GRANT

### 1. History & Situation:

This proposal seeks funding to continue advancement and success of a youth leadership development program initiated in the summer of 2003, and offered every summer since, involving about 70 area high school youth each year, named the **Scott Anderson Leadership Forum** (henceforth called SALF). The program is modeled after a very successful high school leadership development program in Blue Earth, MN, and is now offered yearly in the Spring Lake Park high schools and periodically in a couple of other schools. These programs began when Dr. Donald Helmstetter, former Supt of Schools at Spring Lake Park, was asked to establish a peer-helping training program for the Blue Earth school system. His early experience revealed that the youth were outstanding individuals who were quite willing to serve as peer helpers, but they had little vision beyond their everyday world; a lack of what he calls "purposefulness" about becoming involved in other roles. This prompted Dr. Helmstetter and his colleague Mr. David Oothoudt to begin thinking about a program to develop what he would call "Purposeful Leadership," or "Servant Leadership," i.e., the "Peer-Helping Positively" workshop became a 5-day "Leadership Workshop."

The opportunity to establish this leadership development program was provided by the Scott D. Anderson Leadership Foundation in partnership with Duluth and surrounding area high schools. The need had been strongly affirmed in meetings of the SALF with constituents and experts.

A major preliminary step in initiating this program was taken by the Scott D. Anderson Leadership Foundation by supporting the participation of 7 Duluth area high school students and three adults (Paul and Carol Anderson from the Foundation and Cindy Stauber, then counselor at Marshall School) in the "Peer Helping Positively" leadership program in Blue Earth June 18-21, 2002. This was found to be a terrific program and all agreed that a program similar to this should be developed in Duluth.

Consequently, the Scott D. Anderson Leadership Foundation funded its first grant to the Duluth, MN, Public Schools in April 2003, to offer the week-long SALF program July 21-25, 2003, for 70 students from area high schools entering 10-12th grades. The program was held at Marshall School and was delivered by Mr. David Oothoudt and Mr. Zac Willette from the Blue Earth program, with the help of several community volunteers and paid school staff. An important feature of the Forum was development by the youth participants of a leadership action plan for their school in an area of need to be implemented the following year. Given its exceptional success (based on evaluations and subsequent outcomes), there was strong support for continuing and further developing the Forum.

Discussions in the fall of 2003 by the Scott D. Anderson Foundation Board of Advisers with input from Forum leaders about the value and future of the SALF noted that the 2003 Forum was put together and delivered by Mr. David Oothoudt and Mr. Zac Willette as a sort of demonstration of what can occur. This was a very successful pilot program led by the team from Blue Earth with excellent help from a group of high school faculty and community leaders. As the subsequent years were funded, leaders were trained, and the program began its flourishing run!

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The Scott D. Anderson Leadership Foundation funded a second grant to the Duluth, MN, Public Schools in May, 2004, for a second Forum for 70 students from eight Duluth, Proctor, Hermantown and Superior high schools, which was held at Proctor High School June 21-25, 2004. Four training sessions for sixteen local high school staff were held in the spring by leaders from Blue Earth (Mr. David Oothoudt and Mrs. Sharon Van Kley). By every account, the 2004 Forum was even more successful than the 2003 Forum and local staff "ownership" of the Forum began to develop.

The Scott D. Anderson Leadership Foundation funded a grant for a third Forum held at Central High School in June 2005 analogous to the 2004 Forum. The Forum itself was primarily led by local leaders, with advisement and facilitation from Dave Oothoudt and Sharon Van Kley after training in Forum development in the spring of 2005. The 2006 Forum was designed and delivered by local leaders with observation and consultation by David Oothoudt. The 2007 Forum was under the direction of all local leadership! We had begun the process of continuation on our own.

The 2008 SALF was held June 23-27 at Superior Junior High School, where new local leaders were trained, and theme and content were formulated. In 2009, with local leadership, 72 students from the area met at Superior Middle School, June 22-26. SALF in June of 2010, 72 students participated, and the Forum was held at the Superior Middle School.

We continue to see progress in the forum with some schools developing clubs that meet throughout the year. Club members complete goals they set while attending SALF. Our assessment was completed on line with a Zoomerang survey. Results are included with this application packet, via a website link.

In 2011, we will continue developing and fine-tuning our local leadership program to help foster servant leadership at our high schools. We are adding three new schools: Carlton, Two Harbors, and Northwestern in Maple WI, and will try to increase from 72 to 90 students.

## **2. Activities:**

### **a/b. Overall goal and objectives:**

The overall purpose of the Forum is to foster development of the leadership skills and values of high school students in an ongoing and consistent manner, commensurate with the principles and values set forth by the Scott D. Anderson Leadership Foundation. Training is based on the principles of servant leadership and supported by adult mentors. Individual goals and action plans developed by the students will be directed toward the common good. The goal is to provide a high-quality, values-based leadership development Forum for high school students with the objectives of 1) providing a workshop/retreat in the summer for training in servant-leadership principles, values and skills, 2) considering the opportunities and responsibilities of a leader, and 3) establishing an action plan for areas of leadership responsibility and implementing the plan the following year. An expectation is that the program will help foster an attitude of servant-leadership in the student body and community "for-the-common-good." Another and more specific goal *has been completed*, in that local leaders have been trained and community ownership and capability of the Forum has been realized.

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## c. Specific activities for which funding is sought:

Funding is sought for the purposes of:

1.) Engaging the services of our local leaders (Directors, selected by a "Forum Steering Committee" in the fall of 2010) to guide development and delivery of the 2011 Forum based on the following concept guide used for the previous Forums:

- Five-day workshop for high school students (10-12 grade)
- High quality servant leadership programming that emphasizes values and principles articulated by the Scott D. Anderson Leadership Foundation
- Student action plans developed for specific areas of responsibility (or other school-wide area of known need/opportunity)
- Service learning component/experience
- Leadership skills, principles, values and vision gained at the retreat would be carried back to the school and community by the students and benefit the entire student body and community
- Periodic re-enforcement in conjunction with implementation of action plan, throughout the school year (several possible modes).

2.) Engaging a "Forum Staff Leadership Team" comprised of staff representatives from each of the participating high schools who will work with the "Directors" to develop and deliver the Forum, serving a variety of roles, but all as small group leaders.

3.) Providing the supplies and services needed for the Forum, the amounts based on experiences from the past eight Forums.

## d. Time frame:

Detailed development of program:	Mar-June, 2011
Logistical arrangements for Forum:	May-June 2011
Forum:	June 20 – June 24, 2011
Implementation, mentoring, follow-up:	August, 2010-May, 2011

## e. Personnel:

Paid (part time):

- Program/Managing Directors
- Forum Staff Team Leaders

Community volunteers

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## **f. Benefit:**

The youth will benefit personally from the leadership development; schools will benefit from the enhanced and developed student leadership, mentor training, and a sense of inclusive community; the community will benefit from the increased contacts among student leaders at all the schools, the service learning projects, and increased involvement in and awareness of civic and community responsibility for the common good.

## **g. Long-term funding strategies:**

The Scott D. Anderson Leadership Foundation (SALF) has indicated a commitment to consider long-term funding support for the Forum if it continues to be successful and fulfills a need and is consistent with SALF values, principles and mission. Following the example and experience of the program in Blue Earth noted above, the program has been partially self-sustaining through registration fees and recruited community scholarships.

## **III. Evaluation**

### **1. Criteria for success:**

The proposed events occur; students and mentors participate in the school-based projects; students, mentors, and school administrators express satisfaction with the program; there are new "outcomes" or leadership participation in ongoing programs in schools or communities the following year; awareness of and satisfaction with the program by participants, parents and school and community leaders. We will continue selecting/designing and using improved assessment tool(s). As of 2009, an online survey was done.

### **2. Measurement of changes:**

Numbers of people participating in each part of the program; numbers of projects that are developed and completed; satisfaction assessments with students, mentors and school administrators; end-of-project interviews with workshop participants, students and mentors to gain their suggestions towards strengthening the program.

### **3. Evaluators:**

Workshop staff, participants, Developer/Facilitator, Scott D. Anderson Leadership Foundation Board members.

### **4. Use of evaluations;**

To strengthen program development for subsequent years, evaluate opportunities for additional Forums. Student online survey through Zoomerang was done. (Results included with this application.)

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## PROJECT BUDGET

### INCOME

<u>Source</u>	<u>Amount</u>
Support	
Government grants	\$
Foundations (Scott D. Anderson Leadership F.)	\$ 16,000
Corporations	\$
United Way or other federated campaigns	\$
Individual contributions	\$
Fundraising events and products (Registration fees: 82 students x \$150)	\$ 12,300
Membership income	\$
In-kind support	\$
Investment income	\$
Revenue	
Government contracts	\$
Earned income	\$
Other (specify) Carry over from 2010	\$ 2,136
	\$
<b>Total Income</b>	<b>\$ 30,436</b>

### EXPENSES

<u>Item</u>	<u>Amount</u>	<u>%FT/PT</u>
<b>Salaries and wages</b>	\$	
Workshop Group Facilitators (15 @ up to 48 hrs x \$20.46 per hr)	\$ 12,642	
Program/Managing Directors (4 @ 100 hrs x \$20.46)	\$ 8,184	
	\$	
<b>SUBTOTAL</b>	<b>\$ 20,826</b>	
Insurance, benefits and other related taxes	\$ 1,082	
Consultants and professional fees	\$ 1,250	
Travel – student transport	\$ 600	
Equipment	\$	
Supplies – books, snacks, refreshments, t-shirts, etc.	\$ 5,935	
Printing and copying	\$	
Postage & Mailings	\$ 275	
Rent and utilities – custodial fee	\$ 468	
In-kind expenses	\$	
Depreciation	\$	
Other (specify) –	\$	
	\$	
<b>Total Expense</b>	<b>\$ 30,436</b>	
<b>Difference (Income less Expense)</b>	<b>\$ 0</b>	



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## Budget Narrative-Scott Anderson Leadership Forum

### INCOME

<u>Source</u>	<u>Amount</u>
Registration fees (82 students x \$150)	\$12,300
Carry over from last year	2,136
SALF grant (to Duluth Public Schools)	<u>16,000</u>
<b>Total income</b>	<b>\$30,436</b>

### EXPENSES

<u>Item</u>	<u>Amount</u>
Salaries Team Leaders <sup>3</sup> (15 @ 48 hrs x \$20.46)	
Program/Managing Directors <sup>4</sup> (4 x \$2,046 = 100 hrs @ \$20.46)	\$20,826
Fringe Benefits – FICA, TRA, Wrk Comp, Unempl Comp	1,082
Keynote speaker	1,250
Postage & Mailings	275
Student Transportation – buses	600
Forum Expenses (supplies, meals, T-shirts, books, custodial fee)	<u>6,403</u>
<b>Total expenses</b>	<b>\$30,436</b>

### Supporting Information

Each school can send an allotted number of students based on their enrollment. Each school selects participants as they wish, some by application, some by selection for potential, some by need for leadership training. Many schools have given scholarships for the \$150 registration fee to be sure that students who can't afford the fee have the opportunity. Many students are selected because they have potential but have not had an opportunity. The Forum is still a developing program and the issues of cost and selection are evolving.

Prior to Forum: 4 meetings of 2 hours each with Directors for team building, Forum orientation and initial planning, Team Leaders assume presentations and committee responsibilities; 40 hours Scott Anderson Leadership Forum, 5 days, Monday, June 20-Friday, June 24, 2011 at Superior Middle School, estimated 5 hours of preparation for presentations or following up on committee responsibilities (in-kind cost). Team Leaders will be paid based on their level of participation.

Director's Responsibilities: Same involvement as Team Leaders, plus responsibility for putting together and managing all the content and logistics of the planning for and running the Forum itself, including meetings for administrative responsibilities (e.g., grant reports, grant writing, preparation), planning (e.g., site selection, staff recruitment, Forum date), arrangements in the fall and winter before Forum planning with staff begins, assessment development, establishing a Forum Guide of job descriptions.

Well-respected and qualified leadership motivational Keynote speaker, Craig Hillier, will present to the Forum.