DAVID Y. IGE GOVERNOR



KATHRYN S. MATAYOSHI SUPERINTENDENT

STATE OF HAWAI'I DEPARTMENT OF EDUCATION P.O. BOX 2360 HONOLULU, HAWAI'I 96804

> Date: 03/24/2017 Time: 02:45 PM Location: 229 Committee: Senate Education

Department:	Education
Person Testifying:	Kathryn S. Matayoshi, Superintendent of Education
Title of Resolution:	SCR 053 REQUESTING A STUDY ON THE PER-PUPIL FUNDING SYSTEM FOR PUBLIC CHARTER SCHOOLS TO DETERMINE WHETHER THE SYSTEM FULFILLS ITS STATUTORY PURPOSE OF EQUALIZING OPERATIONAL FUNDING AMONG PUBLIC SCHOOLS.

Purpose of Resolution:

Department's Position:

The Department appreciates the scope and complexity of the question this resolution asks the Legislative Reference Bureau to answer, and offers a comment.

Page 2 lines 14-37 of the resolution requests the Department of Education and State Public Charter School Commission to agree upon and provide data to the Legislative Reference Bureau by June 30, 2017. This is a short turn-around time given that there will need to be discussion and agreement obtained on:

- 1. the cost categories to be used to determine the per-pupil funding amount;
- 2. the format for data submission to be provided; and

3. any other fiscal information to provide that may be relevant.

In light of the date the requested report is due to the Legislature is 20 days prior to the <u>2019</u> Session, which would be December 28, 2018, <u>allowing additional time for the two parties to</u> <u>agree upon and compile the data may be warranted</u>.

Thank you for the opportunity to provide comments on this resolution.



SCR53

REQUESTING A STUDY ON THE PER-PUPIL FUNDING SYSTEM FOR PUBLIC CHARTER SCHOOLS TO DETERMINE WHETHER THE SYSTEM FULFILLS ITS STATUTORY PURPOSE OF EQUALIZING OPERATIONAL FUNDING AMONG PUBLIC SCHOOLS

Senate Committee on Education

March 24, 2017 2:45 PM	Room 229
------------------------	----------

The Office of Hawaiian Affairs (OHA) <u>SUPPORTS</u> SCR53, which requests a study on the per-pupil funding system for public charter schools to determine whether the system fulfills its statutory purpose of equalizing operational funding among public schools.

Our public charter schools, including our Hawaiian culture-based and language immersion schools, have demonstrated their potential to significantly advance the State's educational standards. This includes high rankings in a number of the latest Strive HI SY 2015-2016 performance measures, such as students' American College Testing (ACT) scores, graduation rates, and college matriculation rates. However, long-standing concerns suggest that the realization of public charter schools' full potential may be inhibited by funding inequities and challenges.

As this resolution points out, the State Public Charter School Commission has warned in its annual reports that financial data from public charter schools reveal both short-term financial strain as well as long-term operational sustainability challenges. Further, questions have been raised about whether the current per-pupil funding system provides equitable funding for public charter schools as compared to Department of Education (DOE) schools.

OHA notes that a study on public charter school funding is consistent with the recently approved State Board of Education updated State Education Strategic Plan 2017-2020 (Plan), which describes the "shared objectives for <u>equity and excellence</u> for every child across Hawai'i's nearly 300 public schools, including our <u>public charter schools</u> and Hawaiian language medium schools"; the Plan also recognizes the need to "<u>maximize allocation of resources toward strategic uses to advance equity and excellence (e.g., through review of base funding in weighted student formula, charter schools' per-pupil funding.)" [Emphasis added.]</u>

OHA respectfully submits that the Committee may find it beneficial to expand the study to also consider alternative statutory funding options available to public charter schools. Charter schools do have the options to receive funding through the weighted

student formula adopted by the Board of Education for DOE schools, or through an alternative weighted student formula as proposed to the Board of Education through their authorizer, in lieu of the current per-pupil funding system. However, these options are available only if approved by more than a two-thirds vote of charter school governing boards; charter school governing boards may not have the resources and expertise to weigh the costs and benefits of exercising either option.

Accordingly, OHA urges the Committee to **PASS** SCR53.

Mahalo nui for the opportunity to testify on this important measure.

DAVID Y. IGE GOVERNOR



CATHERINE PAYNE CHAIRPERSON

STATE OF HAWAII STATE PUBLIC CHARTER SCHOOL COMMISSION ('AHA KULA HO'ĀMANA)

http://CharterCommission.Hawaii.Gov 1111 Bishop Street, Suite 516, Honolulu, Hawaii 96813 Tel: (808) 586-3775 Fax: (808) 586-3776

FOR:	SCR 53 Requesting a study on the per-pupil funding system for public charter schools to determine whether the system fulfills its statutory purpose of equalizing operational funding among public schools.
DATE:	Friday, March 24, 2017
TIME:	2:45 p.m.
COMMITTEE(S):	Senate Committee on Education
ROOM:	Conference Room 229
FROM:	Sione Thompson, Executive Director State Public Charter School Commission

Chair Kidani, Vice Chair Kahele, and members of the Committee:

The State Public Charter School Commission ("Commission") appreciates the opportunity to submit this testimony in **strong support of SCR 53**, which is requesting the Legislative Reference Bureau to conduct a study on the per-pupil funding system for charter schools.

SCR 53 affirms the Commission's standing advocacy position that charter schools must be funded and supported adequately to be able to meet the educational needs of their students. This includes funding and other support for adequate facilities. Charter schools contribute to the public education system as a whole by providing alternative educational options and modeling innovative practices. The purpose of this study is to have an impartial examination of the per-pupil funding system to determine whether the system fulfills its statutory purpose of equalizing operational funding among public schools.

The Commission intends to fully assist in the Legislative Reference Bureau in the preparation of this study and, if requested by LRB, facilitate communication and feedback with the charter schools and other interested stakeholders.

Thank you for the opportunity to provide this testimony.

Charlotte A. Carter-Yamauchi Director

Shawn K. Nakama First Assistant

Research (808) 587-0666 Revisor (808) 587-0670 Fax (808) 587-0681



LEGISLATIVE REFERENCE BUREAU State of Hawaii State Capitol, Room 446 415 S. Beretania Street Honolulu, Hawaii 96813

Written Comments

SCR53

REQUESTING A STUDY ON THE PER-PUPIL FUNDING SYSTEM FOR PUBLIC CHARTER SCHOOLS TO DETERMINE WHETHER THE SYSTEM FULFILLS ITS STATUTORY PURPOSE OF EQUALIZING OPERATIONAL FUNDING AMONG PUBLIC SCHOOLS

Charlotte A. Carter-Yamauchi, Director Legislative Reference Bureau

Presented to the Senate Committee on Education

Friday, March 24, 2017, 2:45 p.m. Conference Room 229

Chair Kidani and Members of the Committee:

Good afternoon Chair Kidani and members of the Committee, my name is Charlotte Carter-Yamauchi and I am the Director of the Legislative Reference Bureau. Thank you for providing the opportunity to submit written comments on S.C.R. No. 53, Requesting a Study on the Per-Pupil Funding System for Public Charter Schools to Determine Whether the System Fulfills its Statutory Purpose of Equalizing Operational Funding Among Public Schools.

The purpose of this measure is to request that:

- (1) The Legislative Reference Bureau conduct a study on the per-pupil funding system to determine whether the system fulfills its statutory purpose of equalizing operational funding among public schools;
- (2) The Department of Education and State Public Charter School Commission come to an agreement on:
 - (A) The per-pupil funding system cost categories to be reported to the Legislative Reference Bureau;

- (B) What is to be included in these categories;
- (C) The format for data submission; and
- (D) Any other fiscal information that would be relevant to the Legislative Reference Bureau's study,

prior to any data being submitted to the Legislative Reference Bureau;

- (2) By June 30, 2017, the Department of Education and State Public Charter School Commission provide specific data to the Legislative Reference Bureau detailing what the present system of funding consists of within the statutory allocation, to enable the Bureau to target its study and complete it in a timely manner;
- (3) The Department of Education, Department of Budget and Finance, State Public Charter School Commission, Hawaii Public Charter School Network, Hawaii Educational Policy Center, and other stakeholder agencies provide other information and assistance as requested by the Legislative Reference Bureau; and
- (4) The Legislative Reference Bureau submit a report of its findings and recommendations, including any proposed legislation, to the Legislature no later than twenty days prior to the convening of the Regular Session of 2019.

The Bureau takes no position on this measure, but submits the following comments for your consideration.

The Bureau would like to note that, based on a plain reading of section 302D-28(c), HRS, there doesn't seem to be a need to study the stated issue, since the Department of Budget and Finance is not only charged with the responsibility for ensuring that equitable non-facility per pupil funding is being allocated between department and charter schools, but also to report on such allocations and expenditures annually to the Legislature, Governor, Department of Education, and charter schools.

Section 302D-28(c), HRS, reads as follows:

(c) Notwithstanding any law to the contrary, to ensure non-facility per-pupil general fund amounts allocated for the department and charter school students are equal on an annualized fiscal year basis, each year the director of finance shall:

- Determine the sum of general fund appropriations made for department and charter school student non-facility costs described in subsections (a) and (b);
- (2) Determine the sum of department and charter school student enrollment based on reviewed and verified student enrollment counts as of October 15;
- (3) Determine a per-pupil amount by dividing the sum of general fund appropriations determined under paragraph (1) by the sum of student enrollment determined under paragraph (2);
- (4) Transfer a general fund amount between the department and charter schools that will provide each with a per-pupil allocation equal to the amount determined on an annualized fiscal year basis under paragraph (3); and
- (5) Annually account for all calculations and transfers made pursuant to this subsection in a report to the legislature, governor, department, and charter schools.

This subsection shall not limit the ability of the director of finance to modify or amend any allotment pursuant to chapter 37. (emphasis added)

The Bureau would also like to note that it lacks any specific expertise in how the budgets of the Department of Education and public charter schools operate. Due to this lack of expertise, the Bureau feels that it may have to contract the services of a person or entity with relevant budgetary knowledge and experience. However, the Bureau does not maintain a reserve within its budget to contract services for studies.

If, despite the foregoing, the Committee desires the Bureau to conduct the study, the Bureau believes that, as the measure is presently drafted, the Bureau will be able to provide the services requested in the time allotted; provided that the Department of Education and the State Public Charter School Committee timely provide the data as requested; and provided further that the Bureau's interim workload is not adversely impacted by too many other studies or additional responsibilities, such as conducting, writing, or finalizing other reports, drafting legislation, or both, for other state agencies, task forces, or working groups that may be requested or required under other legislative measures.

Thank you again for your consideration.



Senate Committee on Education

Time: 2:45 p.m. Date: March 24, 2017 Where: Conference Room 229

TESTIMONY By Ka'ano'i Walk Kamehameha Schools

- To: Chair Kidani, Vice Chair Kahele, and Members of the Committee
- RE: SCR 53 REQUESTING A STUDY ON THE PER-PUPIL FUNDING SYSTEM FOR PUBLIC CHARTER SCHOOLS TO DETERMINE WHETHER THE SYSTEM FULFILLS ITS STATUTORY PURPOSE OF EQUALIZING OPERATIONAL FUNDING AMONG PUBLIC SCHOOLS.

E ka Luna Hoʻomalu Kidani, ka Hope Luna Hoʻomalu Kahele, a me nā Lālā o ke Kōmike Hoʻonaʻauao o ka ʻAha Kenekoa, aloha! My name is Kaʻanoʻi Walk and I serve as the Senior Policy Analyst of the Community Education Division of Kamehameha Schools.

SCR 53 requests a study on the per-pupil funding system for public charter schools. We are writing in **<u>support</u>** of this measure.

Kamehameha Schools advocates for and supports the achievement of Hawai'i's Native Hawaiian public school students. As such, we have been a collaborator with the Hawai'i public charter schools for over a decade. Through our work with Hawaiian-focused public charter schools, we hope to significantly impact more children and their families through education. We believe that Hawaiian-focused charter schools provide quality educational choices for our families and ultimately enhance both academic achievement and engagement for students. This bill is a good first step toward achieving necessary and sustainable funding for public charter schools.

Founded in 1887, Kamehameha Schools is an organization striving to advance a thriving Lāhui where all Native Hawaiians are successful, grounded in traditional values, and leading in the local and global communities. We believe that community success is individual success, Hawaiian culture-based education leads to academic success and local leadership drives global leadership. **Please advance this measure.**

'A'ohe hana nui ke alu 'ia. No task is too large when we all work together! Mahalo nui.



March 24, 2017

- To: Honorable Michelle Kidani, Chair Honorable Kaiali'i Kahele, Vice Chair Honorable Donovan M. Dela Cruz, Member Honorable Will Espero, Member Honorable Gil Riviere, Member Senate Committee on Education
- From: Jeannine Souki, Executive Director Hawaii Public Charter Schools Network
- Re: SCR 53 Requesting the Department of Budget & Finance to Study the Per Pupil Funding System for Public Charter Schools to Determine Whether the System Ensures Equitable Funding Among All Public Schools and Whether an Alternative System May Achieve Greater Funding Parity and Financial and Long-Term Operational Sustainability for Public Charter Schools Conference Room 229 – Hawai'i State Capitol – March 24, 2017, 2:45 P.M

On behalf of the Hawai'i Public Charter School Network (HPCSN), we respectfully submit our strong support for SCR 53, requesting the Department of Budget & Finance to study to the per-pupil funding system for public charter schools.

This concurrent resolution is a request for the Department of Budget and Finance to conduct a study on: (1) whether the non-facility general fund per-pupil funding system for public charter schools ensures equitable funding, and (2) whether alternative statutory funding options available to charter schools may achieve greater funding parity and lead to their financial and long-term operational sustainability.

For the current school year, public charter schools will receive roughly \$7,080 per pupil. This funding level has not been restored to the pre-recession level (approximately \$8,000 per pupil) and has not kept up with rising school costs year over year. A public charter school's per pupil allocation covers teacher and staff salaries, curricula, school services, utilities, facilities and maintenance costs, which are particularly challenging for start up charter schools, which are the majority of Hawaii's charter schools.

Hawai'i's public charter schools are intended to lessen bureaucracy, provide choices, and be innovative in education. State charter school laws have provided education leaders the opportunity to design and operate schools that are more responsive and attuned to the needs of their communities. Hawaiian cultural and language educators, which account for nearly half of the 34 existing public charter schools, are making great strides with providing education for Hawaiian families. Uneven resources to follow the child to their public school of choice and long-standing concerns suggest that the full potential of these schools may be inhibited by funding inequities and challenges.

HPCSN works to support Hawai'i's public charter schools and to be a voice for children and families that seek choice in an independent public school setting. We appreciate the opportunity to provide testimony and respectfully urges your passage of this legislation.



Native Hawaiian Education Council

March 22, 2017

Senator Michelle Kidani, Chair Senator Ka`aiali`i Kahele, Vice Chair State of Hawai'i Senate Committee on Education

Via: Electronic Upload - EDUtestimony@capitol.hawaii.gov

RE: SCR 53 - REQUESTING A CHARTER STUDY ON THE PER-PUPIL FUNDING SYSTEM FOR PUBLIC SCHOOLS TO DETERMINE WHETHER THE SYSTEM FULFILLS ITS STATUTORY PURPOSE OF EQUALIZING OPERATIONAL FUNDING AMONG PUBLIC SCHOOLS.

Aloha 'olua mai,

The Native Hawaiian Education Council (NHEC or the Council) <u>STRONGLY</u> <u>SUPPORTS</u> SCR 53.

The Council is mindful that Hawai'i operates in a unique context of having a single State Educational Agency (SEA) and Local Educational Agency (LEA); two official languages—English and Hawaiian—that are mediums of instruction in the State's public education system; a public charter school system that is a blend of Hawaiian medium immersion and Hawaiian culture based schools; and a SEA in the midst of implementing the Every Student Succeeds Act (ESSA)—the most pervasive federal policy change since No Child Left Behind in 2001, returning control to State's by Congressional intent.

Hawai'i's charter schools are intended to support the National Association of Charter School Authorizers (NACSA) tenants of access, autonomy and accountability. In Hawai'i this provides families and communities choices for community based education in both Hawaiian medium immersion and Hawaiian culture based education schools that are more responsive and attuned to the needs of families in our island communities and model innovative curriculum, instructional and assessment practices. However, long-standing concerns suggest that the full potential of these schools may be inhibited by funding inequities and operating challenges (under the operating umbrella of the Department of Education).



Chair Kidani & Vice Chair Ka`aiali`i March 22, 2017 Page 2

A study will provide the Legislature with critical information on whether per-pupil funding parity exists. We urge the committee to **PASS** this bill.

The Native Hawaiian Education Council was established in 1994 under the federal Native Hawaiian Education Act. The Council is charged with coordinating, assessing and reporting and making recommendations on the effectiveness of existing education programs for Native Hawaiians, the state of present Native Hawaiian education efforts, and improvements that may be made to existing programs, policies, and procedures to improve the educational attainment of Native Hawaiians.

Please feel free to contact the Council's Executive Director, Dr. Sylvia Hussey, directly via e-mail (sylvia@nhec.org), office (808.523.6432) or mobile (808.221.5477) telephone with any questions.

Sincerely,

Lisa M. Watkins Victorine

Dr. Lisa M. Watkins-Victorino, Chair

cc: Policy & Advocacy and Executive Committees and staff

From:	mailinglist@capitol.hawaii.gov
Sent:	Thursday, March 23, 2017 9:01 AM
То:	EDU Testimony
Cc:	wilsonwi@hawaii.edu
Subject:	Submitted testimony for SCR53 on Mar 24, 2017 14:45PM

Submitted on: 3/23/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Dr. William H. Wilson	Individual	Support	No

Comments: Please support this important piece of legislation to strengthen the charter school programming in our state.

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

From:	mailinglist@capitol.hawaii.gov
Sent:	Thursday, March 23, 2017 9:01 AM
То:	EDU Testimony
Cc:	wilsonwi@hawaii.edu
Subject:	Submitted testimony for SCR53 on Mar 24, 2017 14:45PM

Submitted on: 3/23/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Dr. William H. Wilson	Individual	Support	No

Comments: Please support this important piece of legislation to strengthen the charter school programming in our state.

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

From:	mailinglist@capitol.hawaii.gov
Sent:	Thursday, March 23, 2017 8:54 AM
То:	EDU Testimony
Cc:	nakoolaniw@gmail.com
Subject:	*Submitted testimony for SCR53 on Mar 24, 2017 14:45PM*

Submitted on: 3/23/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Nākoʻolani Warrington	Individual	Support	No

Comments:

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

From:	mailinglist@capitol.hawaii.gov
Sent:	Wednesday, March 22, 2017 6:47 AM
То:	EDU Testimony
Cc:	mkhan@hawaiiantel.net
Subject:	*Submitted testimony for SCR53 on Mar 24, 2017 14:45PM*

Submitted on: 3/22/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Leimomi Khan	Individual	Support	No

Comments:

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

From:	mailinglist@capitol.hawaii.gov
Sent:	Wednesday, March 22, 2017 6:47 AM
То:	EDU Testimony
Cc:	mkhan@hawaiiantel.net
Subject:	*Submitted testimony for SCR53 on Mar 24, 2017 14:45PM*

Submitted on: 3/22/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Leimomi Khan	Individual	Support	No

Comments:

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

From:	mailinglist@capitol.hawaii.gov
Sent:	Monday, March 20, 2017 8:05 AM
То:	EDU Testimony
Cc:	keiki@hawaii.edu
Subject:	Submitted testimony for SCR53 on Mar 24, 2017 14:45PM

Submitted on: 3/20/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Keiki Kawaiaea	Individual	Support	No

Comments: Strongly support.

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

From:	mailinglist@capitol.hawaii.gov
Sent:	Sunday, March 19, 2017 7:17 AM
То:	EDU Testimony
Cc:	msvott@gmail.com
Subject:	Submitted testimony for SCR53 on Mar 24, 2017 14:45PM

Submitted on: 3/19/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Vanessa Ott	Individual	Support	No

Comments: I wholeheartedly support SCR53 to have the Legislative Reference Bureau study and report on funding for Charter Schools. This study is is absolutely necessary and it's high time for this study to be conducted. Mahalo.

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

From:	mailinglist@capitol.hawaii.gov
Sent:	Saturday, March 18, 2017 1:13 PM
То:	EDU Testimony
Cc:	mendezj@hawaii.edu
Subject:	*Submitted testimony for SCR53 on Mar 24, 2017 14:45PM*

Submitted on: 3/18/2017 Testimony for EDU on Mar 24, 2017 14:45PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Javier Mendez-Alvarez	Individual	Support	No

Comments:

Please note that testimony submitted <u>less than 24 hours prior to the hearing</u>, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.



Senate Committee on Education

Time: 2:45 p.m. Date: March 24, 2017 Where: Conference Room 229

TESTIMONY By Ka'ano'i Walk Kamehameha Schools

- To: Chair Kidani, Vice Chair Kahele, and Members of the Committee
- RE: SCR 53 REQUESTING A STUDY ON THE PER-PUPIL FUNDING SYSTEM FOR PUBLIC CHARTER SCHOOLS TO DETERMINE WHETHER THE SYSTEM FULFILLS ITS STATUTORY PURPOSE OF EQUALIZING OPERATIONAL FUNDING AMONG PUBLIC SCHOOLS.

E ka Luna Hoʻomalu Kidani, ka Hope Luna Hoʻomalu Kahele, a me nā Lālā o ke Kōmike Hoʻonaʻauao o ka ʻAha Kenekoa, aloha! My name is Kaʻanoʻi Walk and I serve as the Senior Policy Analyst of the Community Education Division of Kamehameha Schools.

SCR 53 requests a study on the per-pupil funding system for public charter schools. We are writing in **<u>support</u>** of this measure.

Kamehameha Schools advocates for and supports the achievement of Hawai'i's Native Hawaiian public school students. As such, we have been a collaborator with the Hawai'i public charter schools for over a decade. Through our work with Hawaiian-focused public charter schools, we hope to significantly impact more children and their families through education. We believe that Hawaiian-focused charter schools provide quality educational choices for our families and ultimately enhance both academic achievement and engagement for students. This bill is a good first step toward achieving necessary and sustainable funding for public charter schools.

Founded in 1887, Kamehameha Schools is an organization striving to advance a thriving Lāhui where all Native Hawaiians are successful, grounded in traditional values, and leading in the local and global communities. We believe that community success is individual success, Hawaiian culture-based education leads to academic success and local leadership drives global leadership. **Please advance this measure.**

'A'ohe hana nui ke alu 'ia. No task is too large when we all work together! Mahalo nui.