



Environmental Scan and Strategies for Hugh O'Brian Youth Leadership

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Hugh O'Brian Youth Leadership



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University of California, Los Angeles that provides
management, marketing, and financial consulting
services to 501(c)(3) organizations.

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Introduction to Hugh O'Brian Youth Leadership

Hugh O'Brian Youth Leadership, or HOBY, is a premier youth leadership organization which has served the nation's youth for the last fifty years. Founded by prominent actor Hugh O'Brian, the organization's namesake, HOBY has evolved from an annual state seminar, limited to High School male sophomores, into a national and international leadership conference which involve nearly tens of thousands of students worldwide. However, after fifty years of serving the nation's youth, HOBY is presently facing declining numbers in regards to attendance and funding.

At the time of meeting with Javier LaFianza, Chief Executive Officer of HOBY, and Ben Blair, Manager of Outreach & Alumni Relations, HOBY's annual attendance was showing consistent annual growth after a period of dramatic decline. The numbers in attendance are gauged through HOBY's largest seminar, the WLC or World Leadership Conference. The initial decline in HOBY's attendance was largely attributable to a decrease in funding and consequently HOBY's inability to subsidize the cost of student's attendance. Despite a consistent annual growth, HOBY's numbers were nowhere near where they had been in prior years. The executive team at HOBY sought to revamp the image of their program amidst arising competition from newer more contemporary leadership organizations.

Alpha Upsilon Consulting is a six person, pro-bono student consulting team founded at University of California, Los Angeles. The team was brought in to perform a competitive and cooperative analysis of other youth leadership organizations in order to better understand HOBY's role in the youth leadership arena.

Executive Summary

Alpha Upsilon Consulting (AUC) started this project in the beginning of February 2008 in close cooperation with Hugh O'Brian Youth Leadership's (HOBY) Javier LaFianza and Ben Blair. We identified the most pressing issue at hand for HOBY – their performance in relation to other organizations – and both sides agreed on a scope document that outlined the purpose and the scale of this project. The main goal of AUC, as detailed in that scope document, was to answer three main questions:

1. What are other youth leadership organizations delivering? How does HOBY compare?
2. How are these other youth leadership organizations operating?
3. What are the outcomes of these other organizations and how are they measuring their success?

AUC assessed various organizations that will enable HOBY to answer the above questions and provide key ideas that will help HOBY move forward with their youth leadership programs. The recommendations devised are based on information collected from public sources regarding competing and cooperating youth organizations.

In comparison to other student leadership organizations and programs, HOBY comes out as one of the oldest and most service-based. In addition, the annual attendance of HOBY ranks relatively high. Based on the information available on the internet, HOBY ranks second behind National Student Leadership Conference (NSLC) in terms of annual attendance. However considering the fact that NSLC caters to various career interests while HOBY emphasizes solely service training and leadership, HOBY is arguably the largest youth leadership organization in this regard.

If we rank HOBY's performance based on selection criteria, the organization still stands at the top of the charts considering the limited pool of candidates in which it draws upon. Most organizations draw upon students of diverse class ranking and some, such as NSLC, are open to any student with over a B average. Seeing as HOBY is limited to sophomores, and to a certain extent freshmen candidates, the large annual attendance for both local and national programs reveal that HOBY has a very reputable position in the youth leadership arena.

Considering the factors involved, AUC proposed the following to further distinguish HOBY from other competing organizations.

- I. Increasing in the number of eligible students in order to boost the annual attendance of programs
- II. Developing a mentoring program for lasting relationships and to distinguish HOBY from its competitors
- III. Recreating the brand or image of HOBY as the premier service oriented Youth Leadership Organization
- IV. Using several simple marketing initiatives to help propel HOBY's relation with online users

With all of the information in this report, AUC hopes to provide HOBY with the research, analysis, and the ideas needed in order to maintain or improve HOBY's current position as a prestigious and successful student leadership program.

Methodology

Youth Leadership Benchmarking Research

AUC assessed the competing and cooperating market of other Youth Leadership organizations by addressing three main areas of interest as expressed by the executive team at HOBY, they are as follows:

1. What are these organizations delivering?
2. What are these organizations charging? How are they funded?
3. What are the outcomes of these organizations?

The research collected to answer these three points of interest is a combination of both qualitative and quantitative information obtained from public sources of other Youth Organizations such as published annual reports and statistics from their website. A list of other comparable and prominent youth leadership organizations was provided by Ben Blair.

Other supplementary research was gathered in order to assess the overall health of other youth leadership organizations and to gauge the position of HOBY in relation to these other organizations.

Online Marketing Research









In order to gauge some of the marketing strategies used by other youth leadership organizations, AUC turned to the internet. Using the same list of competing organizations and other organizations not on the list, the team compared the methods used by other organizations to the existing marketing attempts made by HOBY.













Due to our research being limited to information available on the internet we cannot directly assess the success of each respective marketing strategy. Thus for our research we based the success of these marketing strategies upon the number of students attending each respective program and what the consulting team felt was an innovative means of reaching out to students, parents, faculty, and corporations.

1. Research Findings & Analysis

1.1 Youth Leadership Benchmarking Research

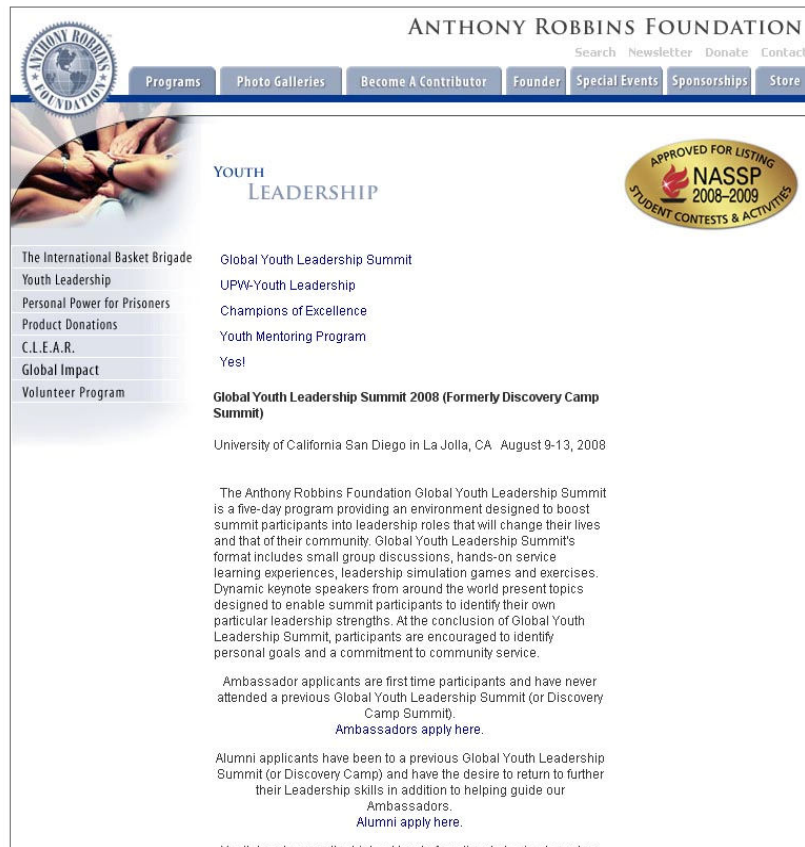
Ranking other youth leadership organizations based on comparability levels of their programs, AUC pointed out some of the competitive edges and similarities shared between the competing organization and HOBY.

Level of Comparability in Programs	HOBY	Similarities	Competitor	Competitive Edge
High		<ul style="list-style-type: none"> * Both share and use celebrity namesake to obtain funding * Use the term "ambassador" for program participants 		<ul style="list-style-type: none"> * ARF has UPW Youth Leadership which is a short program offered in various major cities in different countries
High		<ul style="list-style-type: none"> * Strong focus on inspiring the youth to change the world through community service 		<ul style="list-style-type: none"> * NYLC maintains partnerships and alliances with numerous non-profit organizations * Strong alliance with State Farm Companies who even gave them a \$80,000 grant
Moderate		<ul style="list-style-type: none"> * Application and participant selection process is similar 		<ul style="list-style-type: none"> * First organization to appear when being googled * Annual attendance is over ten thousand students * Programs are abroad and/or give college credit in various areas of study
Moderate		<ul style="list-style-type: none"> * The target audience for their summer programs are identical (high school sophomores) 		<ul style="list-style-type: none"> * Holds partnerships with countless, notable non-profit organizations

Level of Comparability in Programs	HOBY	Similarities	Competitor	Competitive Edge
Moderate		*The nomination and selection process are similar as they both require a nomination by an educator, alumni, or mentor		* Provides programs that center around global issues in medicine, law, and national security
Moderate		* Similar target audience in that both desire well-rounded, academically gifted student leaders		* Offers a career-focused leadership and college-credit programs * NSJC is a program for middle school and junior high students
Moderate		* There is a heavy community-building and philanthropy focus on both programs		* Smaller, close-knit programs with about only 30 participants per event * Received close to a million dollars in grants
Moderate		* The amount and type of corporate and non-profit partnerships they maintain are similar		* NCYL has a strong focus on the midwest * Youth Salute program recognizes well-rounded high school senior leaders
Low		* The Leadership Summit shares concentration on community service, leadership, and world citizenship * Closest in age compared to other organizations		* American heritage focus * Annual location in Washington D.C.
Low		* Organizations hope to have their participants plan to fulfill a leadership role on their campus		* No fees for students * One-day program * Strong partnerships with different universities and churches across the country

1.2 Online Marketing Research

Anthony Robbins Foundation



The website is well organized, with a navigation bar to the left allowing a user to explore the website based on different categories. The youth leadership portion of the website breaks down into several programs and provides a brief yet thorough description ranging from their staple leadership seminar to programs designed to promote educational excellence. The website is very elegant yet very simple.

The website could definitely use more information regarding each program. The website's oversimplified design does not allow adequate information concerning what each student will experience in the program.

The website's use of video is very edgy and contemporary. It is designed to showcase to the parents that the students will learn something yet balances the fact that these kids will have fun in this program. The simplicity of the website allows the user to focus in on what is important to the program.

Growing Leaders



The website of Growing Leaders has a simple to navigate and really stresses the program's message that everyone has leadership capabilities. The website addresses all the questions of "who we are" and "why we exist" in a very direct manner and advertises its services on the side of the website. Considering its simplicity and ease of use, their website provides a sufficient amount of information into what they do, what they have accomplished, and why faculty would desire to approach them.

At times the creative nature of their presentations is a tad bit confusing such as their leadership theories and models. Services appear to be geared towards schools and faculty as opposed to be directly accessible to an individual student.

The website is very clear about their ideals and it is very apparent in the website. Upon opening the website a video automatically loads and informs users about the intent of Growing Leaders and elucidates upon how to use their website to fully take advantage of their curriculum.

Lead America

The Official web site of LeadAmerica

LeadAmerica

Creating Leaders for Life.™

CONFERENCE ABOUT LEADAMERICA TESTIMONIALS E-STORE APPLY ONLINE

LEARNING CENTER EDUCATORS REGISTERED STUDENTS ALUMNI

Share Video

Welcome to LeadAmerica

About LeadAmerica

Our Philosophy

Nat'l Leadership Summit

Leadership University

Law & Trial Advocacy

82% of parents would consider enrolling their child in LeadAmerica again

APPROVED FOR LISTING NASSP 2008-2009 STUDENT CONTESTS & ACTIVITIES

The National Association of Secondary School Principals has placed this program on the NASSP National Advisory List of Student Contests and Activities for 2008-2009. →

American Mock Trial Association endorses LeadAmerica →

LeadAmerica Foundation

Good Works in Progress

The LeadAmerica Foundation supports education and leadership initiatives in our community. Learn more →

Meet a LeadAmerica Student →

"...LeadAmerica was unlike anything I've experienced."

CSJC NJLC NLS AMBASSADORS ABROAD Washington Summer Scholars

American University grants 3 college credits for Summer Scholars Former McDonald's CEO Ed Rensi speaks

★ Applications are now being accepted for Summer 2008 Conferences ★

Earn College Credit

All LeadAmerica High School Conferences are college-accredited

Georgetown University

See all Conference Locations

Conferences | About LeadAmerica | Testimonials | E-Store | Apply Online | Educators | Registered Students | Alumni | LeadAmerica Home

BBBOnline RELIABILITY

The program appears to be very effective. Upon loading of the website, the viewer gets sucked into a compelling video that first shows how fun Lead America is, then how rewarding of an opportunity Lead America is. Consequent videos load themselves thereafter backing up the claims made in the first video. I feel that this set up is very effective because it gets students excited about how much fun they are going to have, making them show their parents the video who will then be impressed by how valuable of an opportunity Lead America actually is.

The rest of the online material is well documented and contains non-repetitive information regarding the programs goals and methods. Everything is put together nicely with clairvoyant layout and heavy use of images.

The program doesn't mention how selective it is at all. It appears that anyone can go as long as they pay. This will surely turn off top notch students who are looking for something to merit their achievements and place them above others.

National Council on Youth Leadership (NCYL)



National Council on Youth Leadership

"Inspiring and Shaping the Future of Our Youth"

Box 216 • West Liberty, Iowa 52776 • 515-779-9700 • fax: 515-246-1587 • email: grieman@attbi.com

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[NCYL Chapters](#)
[Meet The Board](#)
[Town Meeting On Tomorrow](#)
[Youth Salute](#)
[Win With Wellness](#)
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[2008 Application](#)

PURPOSE
 To recognize and foster high ideals of leadership and integrity among the youth of America.

National Council on Youth Leadership
 Box 216
 West Liberty, Iowa 52776
 E-Mail Us
 Phone: (515) 779-9700
 Fax: 515-246-1587
 Not-For-Profit 501 (C)(3)
 #43-125-2781

Welcome to the NCYL

Welcome to the online home of the National Council on Youth Leadership! Here you will find information on NCYL programs, events, how to start a new chapter, how to contribute to our organization and much, much more.



NCYL-Something For Every Leader

NCYL provides the following programs for youth: Win with Wellness, Youth Salute, and the Town Meeting on Tomorrow.



Team Building

NCYL's primary national program, TMOT, has a strong team building component built into the program model.



Town Meeting on Tomorrow (TMOT)

NCYL Town Meeting on Tomorrow is a great way for youth leaders to gather and share information while at the same time making life-long friends.



Contribute Today

A donation to the NCYL is a donation to our future. Our leaders of tomorrow need your help today!



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Due to the lack of organization and information available online, NCYL seems to be on a low budget and to have limited outreach. Based on the online information, people can understand that students who attend their programs will learn, network, and be inspired. However, not enough specific details provided. A frequently asked questions section would be very helpful on this site.

NCYL appears to lack diversity in the participants' geography, ethnicity, and age. In addition, NYCL does not have a certain program agenda or topic that distinguishes itself from other student leadership conferences.

It is not a very user-friendly website making it hard to access information about the organization and details about the programs. The website being outdated might discourage potential participants, especially with the technological developments and appealing websites that it can be compared to these days. Its poor structure kind of makes it a disreputable website which might make it look like a disreputable organization.

National Student Leadership Conference (NSLC)



It is the first website and organization to appear when googling for "student leadership conference." The online information is extremely detailed with the various program options and designated parts of the site for students/parents, educators, alumni, and even enrolled students. It makes NSLC look like a solid organization that's acceptable to attend or to send one's children.

The website is extremely helpful and easy to navigate. From the front/home page, motives and rewards to attend NSLC are well organized. When clicking on each specific program, even more details are given and three points are always emphasized – "experience, learn, and lead."

Their mission statement is detailed and caters to various audience members from students, parents, to educators. It is clear in mentioning its goal of providing an opportunity for students to discover their leadership, academic, and career interests.

National Youth Leadership Council (NYLC)



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what is service-learning?

Serve. Learn. Change the world. ®

The 20th Annual National Service-Learning Conference: Growing Hope, Cultivating Change



Join us in Nashville, Tenn., for *The 20th Annual National Service-Learning Conference* at the Nashville Convention Center, March 18-21, 2009!

Anticipated highlights of the 2009 conference include: The Third Annual Service-Learning World Forum, an exhibit hall showcasing schools, businesses, and nonprofit organizations, and the State Farm® Awards Celebration.

[Learn more about the 2009 NSLC!](#)



The Fifth Annual Urban Service-Learning Institute

June 26-27, 2008
Metropolitan State University, Saint Paul

Learn more and download the registration form.

[Learn more about the Urban Institute.](#)



2008 National Youth Leadership Training

July 20-26, 2008
Voyager Environmental Center, Mound, Minnesota

[Learn more about the 2008 NYLT.](#)

The online information is well organized and easily accessible. It is evident from the given information that the programs are service-centered because of the headline, text, and various pictures of students doing community work. The programs also look legitimate because of its apparent partnership with State Farm Companies.

The programs at NYLC might have too narrow of a focus on service to appeal to a general audience. The details on applying for the programs are not as clear as the other program websites.

The website is effective in promoting NYLC and its purpose. It is user-friendly and leaves barely any questions unanswered in regards to the types of service, programs, membership, and awards it offers. It also does a good job in appealing to its target, young audience with its design and style.

National Youth Leadership Forum (NYLF)

NATIONAL YOUTH LEADERSHIP FORUM

[NYLF OVERVIEW](#) | [PROGRAMS](#) | [IN THE NEWS](#) | [CONTACT NYLF](#)

Some of the greatest minds...

George Tenet
Former Director of Central Intelligence Agency

[CLICK FOR NAME >](#)

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[Forum on Law](#)
[Forum on Medicine](#)
[Forum on National Security](#)
[International Forum](#)

SCHEDULES
 See sample schedules for NYLF programs.
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TESTIMONIALS
 View written testimonials.
[View testimonials](#)

EMPOWERING OUTSTANDING YOUNG PEOPLE
 Since 1992, the National Youth Leadership Forum (NYLF) has empowered the nation's highest-achieving high school and university students with the confidence to make well-informed career choices and position themselves for today's challenging and diverse job market. [Find out more](#)

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[Parents & Families Home](#)
[Schedules](#)
[Safety & Supervision](#)
[Tuition & Financial Assistance](#)
[Online Community](#)

EDUCATORS & MENTORS
[Educators & Mentors Home](#)
[NYLF Overview](#)
[Nominate Students](#)
[Schedules](#)

LOGIN
 Get important information about your upcoming forum.
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 Learn about your benefits, refer friends or update your contact information.
[Alumni Login & Information](#)

EDUCATORS & MENTORS
 Nominate students or change your information.
[Nominate & Change Info.](#)

JOBS & INTERNSHIPS
 Learn how you can become part of the NYLF team. [More.](#)

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[Nominated Students](#) | [Participants](#) | [Alumni](#) | [Parents & Families](#) | [Educators & Mentors](#)

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One advantage of the National Youth Leadership forum is its specialized programs. Unlike some leadership programs which have no specific purpose or specialization, NYLF can give participants a detailed look into whatever specialization they sign up for. Each program (National Security, Law, and Medicine) gives you an in-depth explanation and learning experience in their respective field. Furthermore, they also have a study abroad program, one that does not require you to be an alumnus of one of the three previously mentioned programs to participate.

The website is well organized and effective and describing their organization, as well as answering many questions that potential students and parents may have. The general overview is on the main page, and each specialization has an entire section of the site devoted to it.

People to People Student Ambassadors

PROGRAM OVERVIEW	FORUM DATES	THE EXPERIENCE	ENROLLED STUDENT LEADERS
<p>People to People's World Leadership Forum are held each spring and fall in Washington, D.C.</p> <p>As a World Leadership Forum student leader, you'll join some of the world's top 5th, 6th, 7th and 8th graders for a week of interactive leadership training from members of the U.S. Congress and other government officials. You'll also gain a deeper understanding of</p>	<p>Upcoming World Leadership Forum Session Dates:</p> <p>Summer 2008:</p> <p>June 16-21 June 23-28</p> <p>Fall 2008:</p> <p>September 8 - 14* *Keynote speaker: Sean Covey September 15 - 21 September 22 - 28</p>	<p>Impact the Eisenhower Memorial</p> <p>People to People's founder, President Dwight D. Eisenhower, will soon be honored with a permanent memorial in Washington D.C.</p> <p>It is still in the planning stage, so you have a chance to impact the final outcome! Visit www.eisenhowermemorial.org and click on the <i>Contact Us</i> link at the bottom of the page</p>	<p>Login to your Communication Center to access essential information about your upcoming Student Leader Programs.</p> <p>LOGIN</p> <p>SCHOLARSHIP RECIPIENTS</p> <p>Omoiyanu Hawkins Olivia James Sebastian Kee</p>

The website provides a different URL for their various programs, and are all based on a similar interface. The layout is straight forward and easy to navigate and incorporates many unique features which allow students to quickly explore the of each program. Of interest is their use of student profiles however rather than allowing students to write about their experience in the program, this element of the website is underdeveloped and written by the organization. The organization also has their own YouTube page for students to access related videos.

A major shortfall of the program lies in their use of different URL for the different programs. Navigating between different programs is difficult, and the website provides a very brief and indistinguishable synopsis of every program on a directory website.

Overall the website leaves a visitor with uncertainty as to what their program actually does. Sometimes it appears to be an opportunity for students to tap into the college world, other times it appears to push students to become more involved with the community. It appears that the organization is attempting to do too many things at once and is really evident through the lack of direction in their website.

YES!



YES!
helping visionary young leaders build a better world

Home Who We Are Programs Events Resources Contact Us

Welcome to YES!

Ocean Robbins
Founder and Director, YES!

Founded in 1990 by two teenagers, YES! is a nonprofit organization that connects, inspires and empowers young changemakers to join forces for a thriving, just and sustainable way of life. Our three program areas are Global Leadership Jams, Leveraging Privilege for Social Change, and Supporting Aligned Movements. We work at the meeting point of internal, interpersonal, and systemic transformation.

YES! has spoken to more than 650,000 students and organized more than 90 week-long gatherings for visionary young leaders from 65+ nations. Alumni

Latest News!

YES! Spring E-News-Letter
Click the link to catch up with YES!

World Jam
Find out more (and apply) for this gathering of 30 young visionary leaders from 20 nations!

Leveraging Privilege for Social Change Jam
Connecting, supporting and inspiring 30 diverse and committed young people with privilege who want to make a difference. Learn more and apply!

Featured Partner: Native Movement
Young leaders motivating the world's peoples toward balanced relations with each other and Mother Earth.

YES! Blog
Check out the latest

YES! has participants for its programs that come from very diverse backgrounds—people from many different countries. Their programs are very selective, accepting approximately 30 people per program. For example, their annual World Jam takes 30 people from 20+ different nations. This allows the best and brightest young leaders from several different nations to exchange ideas for making a change in the world and to connect on a more personal level since there aren't that many of them.

The website is easy to navigate and find information about the organization and its different programs. It includes easily accessible annual reports that help convey the organization's ideals.

Presidential Classroom



Presidential Classroom's programs are effective at teaching students about the American political process, giving them first-hand experience in the U.S. capital since all of its programs are held in Washington, D.C. This program would definitely appeal to students interested in politics.

It seems to select students primarily on GPA or class ranking, not giving students with leadership potential but a lower class ranking the opportunity to participate in the programs. In addition, Presidential Classroom has a narrow outreach (national program only), appealing only to American high school students.

The website is relatively easy to navigate, giving detailed descriptions of the programs it offers and even giving a sample of the typical daily activity that occurs at these programs. You can definitely gain some insight about the organization's ideals after giving a brief visit to the website. However, there are no annual reports available or easily accessible to the public.

2. Research Findings & Analysis

2.1 Youth Leadership Benchmarking Recommendations

Increase number of eligible students

By increasing the number of eligible students for the state program the annual attendance rate increases dramatically as there is a strong inverse correlation between how selective an organization is with the annual attendance. Increasing the number of eligible students per school also provides an increased opportunity for students to discuss amongst their peers about their experiences at HOBY.

Development of a mentoring program

The development of a mentoring program is a more recent endeavor by the Anthony Robinson Foundation, an organization which HOBY is partnered with. However, it does have positive projections and HOBY could possibly look into the development of a similar program. Realistically the program would pair several students to one community leader, businessman, educator, and college student in order to provide a large enough scope of advice and mentoring. The development of a mentoring program would provide a tremendous edge for HOBY amongst competing organizations.

Branding and Image of HOBY

One advantage that HOBY has over other youth leadership organizations is that it is not tackling a large variety of endeavors. Whereas some organizations promote two or more of the following: leadership cultivation, career preparation, college preparation, and/or cultural understanding; HOBY focuses solely on leadership cultivation and is able to more clearly focus its image upon the theme of creating leaders who go back to their communities and effect community improvement.

HOBY should adopt a slogan which emphasizes its mission to instill leadership in students in order to further. Of particular interest is the amount of service revenue HOBY generates. An example slogan: "If we were a company, we'd make \$X revenue, but we're not, we make \$X amount of difference in the community."

2.2 Online Marketing Recommendations

Leveraging HOBY alumni for testimonials and quotes

Some of the competing organizations have used student testimonials in order to describe how their youth leadership organization has directly affected the lives of its attendants. However, the student opinions seem to generally reflect what the organization believes and are written by the organization themselves. We believe that the extensive number of alumni involved in HOBY can be easily leveraged and used to generate content for HOBY directly. Reaching out to these readily active internet using alumni can be done through social networking websites.

There are a number of consolidated HOBY groups available through social networking sites such as MySpace and Facebook. Creating a profile for HOBY at either of these sites would not be difficult and following up with these alumni of HOBY would provide an immense opportunity for HOBY to market the success of its alumni. Reaching out to prior HOBY members who have gone on to prestigious universities or colleges would provide an immediate boost in appeal to parents by simply asking for a quote on how HOBY has impacted their lives.

Creating an Official HOBY YouTube Group

A very simple method to access the online user base is for HOBY to create an official YouTube group where it is capable of consolidating HOBY related videos. People to People Ambassadors readily has the link to its YouTube group available on their website under their “experience” tab and uses it as the main vehicle for catalyzing discussion and uploading media. With nearly a thousand members, almost three hundred discussion threads, and over a hundred different videos, this YouTube group serves as the primary means of reaching out to its audience and keeping them involved with the organization.

By using the following link, http://www.youtube.com/groups_create, HOBY is able to facilitate discussions which its users and gain access to all the videos uploaded regarding HOBY programs. It can also provide an immediate ground upon which prospective HOBY participants can gain more insight and discuss whether or not HOBY is the ideal organization for them. This group can also serve as a stepping stone for once HOBY Reverb opens to students and provides room for user generated content.

Survey and Statistics for HOBY

A technique used by several of the youth leadership websites is to have scrolling statistics available on the front page. For example Lead America has scrolling statistics available regarding the percentage of parents who would send their kids back to their program, the number of students who would recommend Lead America to a friend, and the number of students who said that they enjoyed their experience at Lead America. By using percentages, it serves as an immediately available statistic even though it is not an absolute measure. It'll serve as a good basis to market HOBY while collecting more quantitative information from conferences.

The initial step towards gathering data would be to implement a simple type of quantitative survey in which students are able to rank qualities such as their confidence in the program, how likely they are to recommend the program to a friend, and how well it instilled certain qualities in them such as confidence or leadership. Administration of the survey immediately at the end of the national conference and the state conferences beginning with the upcoming conference would provide HOBY with valuable statistics regarding its program. A sample survey template has been attached on the appendix.

Volunteer Service Project Competitions

HOBY can establish an online competition for students to enter and win a sponsorship package, product, or service in which they submit videos (via YouTube) of their service projects. The number of views, comments, and input of the HOBY Leadership staff members determine the winner. This would establish stronger partnerships with major corporations if they were to participate because the sponsoring company name would be featured on every advertisement as well as every video submitted. In addition, student participation and interest will grow due to the news of this competition and desirable prizes. Prizes for this type of competition can include, but are not limited to an airfare pass for studying and learning abroad, a year's supply of school supplies, a four-year supply of books, or possibly a brand new laptop computer.

This would provide incentive for students to continue to utilize their service based leadership and knowledge gained from HOBY.

Appendix A- Youth Leadership Benchmarking Research

Leadership Organization Environmental Scan

Hugh O'Brian Youth Leadership

Name Location Website Year Founded Programs Offered	Anthony Robbins Foundation 9672 Via Excelencia, Suite 102 San Diego, CA 92126 www.anthonrobbinsfoundation.org 1991 Global Youth Leadership Summit - a five-day program providing an environment designed to boost summit participants into leadership roles that will change their lives and that of their community. UPW (Unleash the Power Within) - a three-day program designed to help kids break through their fears and limitations while fostering healthy relationships. The Champions of Excellence - a program was designed to improve the graduation rates and remove the financial barriers to higher education. Youth Mentoring Program - a program that pairs up professional business people and community leaders with 9th and 10th grade students. Yes! (Youth's Extraordinary Strategies for Peak Performance) - a one day program for high school students providing leadership skills.	Growing Leaders 3550 Corporate Way, Suite C Duluth, GA 30096 www.growingleaders.com Existed since 1979, turned NPO in 2003 Habitudes Experience - a one-day experience involving instruction using images, video, music, interviews, interaction in process groups, dramatic sketches, an artifact, games, and a private debriefing time. Students digest truths communicated in a variety of mediums: images on a screen, interviews with excellent leaders, dramatic sketches, video case studies, music, games, and lots of interaction. Students gain a game plan to fulfill a leadership role on their campus.	Lead America 1515 South Federal Highway, Suite 301 Boca Raton, FL 33432 http://www.lead-america.org 1989 CSLC (Congressional Student Leadership Conference) - college accredited career-focused leadership conferences for high school students. NLS (National Leaders Summit) - a conference that offers promising future student leaders the opportunity to discuss, debate, and learn leadership in our nation's capital. NJLC (National Junior Leadership Conference) - experiential leadership conferences for middle and junior high school students. Ambassadors Abroad - A travel abroad program designed to enlighten students on other cultures Washington Summer Scholars - The Washington Summer Scholars conference invites select high school students to challenge themselves by taking a college-level, 3-credit course at American University in Washington, DC.
Registration Fee	Global Youth Leadership Summit - \$200 UPW Youth Leadership - unknown The Champions of Excellence - N/A Youth Mentoring Program - N/A Yes! - unknown, partners with HOBY for this event Students ages 10-17	No fees for students, Growing Leaders provide speakers who go to schools to teach	Varies, tuition ranges from \$1,599 to \$5,995 depending on program not including insurance
Target Audience	Students ages 10-17	Students ages 16-24	High School and Middle School students, all ages
Selection Process	Screen candidates through applications and interviews	The organization tries to speak at as many universities as they can and teach leadership. Schools sign up for the speakers from through this program. There are nine speakers, and these speakers are the board of this organization.	Appears to be based on a student's desire to go and can pay for it, not very selective
Annual Attendance	UPW Youth Leadership - hundreds of students. The Champions of Excellence - present numbers unknown, began with 92 fifth graders. Youth Mentoring Program - 10 students per mentor, # of mentors unknown, Yes! - hundreds of students	Information Unavailable	Approximately 4,000 to 6,000 students annually
Reach	National	Initial focus has been on university campuses, at both state and private schools institutions. Have recently gone international, they try to have their Habitudes experience in Iran, Afghanistan, India and Asia. Their board has connections with: First Seniors Financial Group, Morgan Hill Consulting, Inc., Chick-fil-A, United States Office of Personnel Management, Keep Growing, Inc.	60,000 students from over 51 countries
Corporate Partnerships	Rankin Family Foundation, Anthony Robbins & Associates, William R. Howell, The Rich Dad Company, C.J. Charles Jewelers, Hilton Waikoloa Village, Air Pacific, Sunset Health Products	Several hundred schools and churches across America: elementary schools, middle schools, high schools, and colleges, such as: Missouri State University, Emmanuel College, Oral Roberts University, University of Texas, Regent University, Liberty University, Florida State University, Stanford University, Duke University, Baylor University, Biola University, Virginia Tech, University of South Carolina, Missouri State University, Oral Roberts University, Georgia Institute of Technology, Indiana Wesleyan University, Abilene Christian University	Information Not Publicly Available
Non-profit Partnerships	HOBY, The Congressional Youth Leadership Council		National association of secondary school principals
Grants Received	William R. Howell - Platinum Circle Sponsorship	Information Not Publicly Available	Information Not Publicly Available
Youth on Board of Directors Marketing Strategies	None Youth mentoring is concentrated within schools in need, Unleash the Power Within is advertised in wealth/business magazines, GYLS sends packets of info out to students	None "Leadership Development Cycle" is mentioned all over their site, so they have a main "product" to sell. They believe leadership development is a process and not merely an event. This cycle consists on 9 steps: Assessment, Mentor Training, Catalytic Event, Followup Resources, mentoring communities for interested students, mentoring communities for leaders, training experiences, opportunities and apprenticeships, post test assessment. (more info at http://www.growingleaders.com/index.php?perspective)	None Heavy use of direct mail marketing. Uses a lot of video testimonials on the website.

(more info at <http://www.growingleaders.com/index.php?perspective>)

Leadership Organization Environmental Scan

Hugh O'Brian Youth Leadership

Name	NCYL (National Council on Youth Leadership)			NYLC (National Youth Leadership Council)		
Location	Box 216 West Liberty, IA 52776			1667 Snelling Avenue North, Suite D300 Saint Paul, Minnesota 55108		
Website	www.ncyl.org			www.nylc.org		
Year Founded	N/A			1983		
Programs Offered	<p>Youth Salute - recognizes outstanding seniors holding leadership positions</p> <p>TMOT (Town Meeting On Tomorrow) - a more selective conference with students picked from Youth Salute to hone leadership and professional skills</p>			<p>The Service-Learning Leaders Initiative - local level service-learning seminars that develop local emerging leaders</p> <p>Introducing The Generator School Network - an association of schools that promotes service-learning</p> <p>Growing to Greatness: State of Service Learning Project - a national study of the facts of service learning programs</p> <p>Project Ignition - a project for students to promote safe teen driving practices</p> <p>Resources for Recovery - helps provide resources through young people to help those affected by Hurricane Katrina and Rita</p> <p>Saint Paul Public Schools Project - schools involved in this program are do annual service projects</p> <p>Service-Learning Diversity/Equity Project - helps provide information for teachers to better deal with diversity and cultural needs of their students</p> <p>Y-RISE: Service Learning and HIV/AIDS Initiative - mobilizes young people to fight against AIDS and promote research</p> <p>\$150-\$350 (Youth-Adult, varies on early or late reg) - does not include lodging or travel</p>		
Registration Fee	<p>Varies must be in a chapter (chapter annual due: \$1,000)</p> <p>TMOT - Registration & Travel Fees (varies on location)</p>					
Target Audience	High School Juniors & Seniors			High School Students		
Selection Process	<p>Youth Salute - Nominations and selected on well-rounded background</p> <p>TMOT - Nomination by school, then application (fairly selective)</p>			Only criteria is interest in institute or conference		
Annual Attendance	Information Unavailable			Approximately 3,000		
Reach	National, strong Midwest focus			National		
Corporate Partnerships	Criterion Supply, Hollfield Photography, Brown Shoe			State Farm Insurance		
Non-profit Partnerships	Information Not Publicly Available			Metropolitan State University, Volunteer Tennessee, Institute for Global Education & Service-Learning, Youth Service California, National Dropout Retention Center, Youth Service America, University of Wisconsin - River Falls, John Glenn Institute, SEAnet, American Youth Policy Forum, National Service-Learning Partnership, Education Comission of the States, RMC, America's Promise Alliance		
Grants Received	Information Not Publicly Available			NYLC received \$80,000 State Farm Grant		
Youth on Board of Directors	None			Yes (Youth Advisory Council)		
Marketing Strategies	N/A			NYLC documentary on youtube		

Leadership Organization Environmental Scan

Hugh O'Brian Youth Leadership

Name Location Website Year Founded Programs Offered	National Youth Leadership Forum 1919 Gallows Road, Suite 700 Vienna, VA 22182 http://www.nymf.org/ 1992 National Youth Leadership Forum on National Security - provides the nation's top students with an in-depth look at the legal profession and the judicial process, as well as the opportunity to take an active role in a simulated trial. National Youth Leadership Forum on Law - introduces outstanding high school students to the world of medicine. This 10-day program introduces students to professionals from some of the nation's top medical centers and faculty from renowned institutions of learning. National Youth Leadership Forum on Medicine - provides an intense and stimulating exploration of the field of government service for high school students. This six-day program introduces students to challenging careers in defense, intelligence, the diplomatic corps and more. International Youth Leadership Forum - provides qualified high-achievers with the opportunity to travel to Australia, China or Europe and choose one of these career tracks on which to focus: Business, Medicine, Engineering & Technology, International Relations, Environment or Music & Arts.	People to People Student Ambassadors 1956 Ambassador Way, Spokane, WA 99224-4002 http://www.p2pprograms.org/ 1956 World Leadership Forum - Youth conferences in Washington, D.C., emphasizing American heritage and leadership. Future Leaders Summit - College-prep, campus-based conferences on law, leadership, and medicine and health care. Leadership Summit - Domestic conferences focusing on diversity, community service, conflict resolution and world citizenship.	YES! 420 Bronco Rd. Soquel, CA 95073 http://www.yesworld.org/ 1990 Global Leadership Jams - week-long jams to facilitate networking, skills sharing and community-building. Leveraging Privilege for Social Change programs - create safe and growthful environments for diverse, transformative community dialogues exploring power, privilege, wealth, and philanthropy. Supporting Aligned Movements - YES! supports movements working towards a thriving, just and sustainable way of life for all through public speaking at conferences and on school campuses, workshop facilitation, distribution of donor-directed grant funds, the Art in Action Camp, our web site, and distribution of educational books, manuals, videos and other resources to help people make a positive difference with their lives.
Registration Fee	From \$1,420 to \$4,820 depending on which forum you attend; - does not include airfare and misc. expense	Tuition varies. Approximately \$2200	Ninth Annual World Jam - cost not specified, pay what you can, Yes! helps pay for the rest Sixth Annual Leveraging Privilege for Social Change - \$2000
Target Audience	10th through 12th grade students, must be high achievers maintaining atleast a B+ average	Varies with program. Middle School and High School kids	Participants (ages 18 to 35, with median in mid to late twenties) who desire to make a difference with their lives, who feel that they have some significant privilege.
Selection Process	Must be nominated by an educator, mentor or alumni. Can also be found via P/SAT, ACT. Finally, students may also apply.	Students nominated for each program	Jam participants are selected primarily on the basis of factors like diversity (within the target audience we look for diversity of age, ethnicity, geography, economic background, religion, area of focus, gender, sexual orientation, and more), alignment with the themes of the Jam, leadership skills, depth of impact, connection to a community, and ability to work constructively across differences.
Annual Attendance	Information Not Publicly Available	Information Not Publicly Available	Holds about 8 jams/camps per year with approximately 30 participants each
Reach	National	Local and National Programs	International programs
Corporate Partnerships	Envision EMI, LLC	Information Not Publicly Available	Refer to annual report: http://www.yesworld.org/media/AnnualReports/YesAR07.pdf
Non-profit Partnerships	Information Not Publicly Available	NASC, EARCOS, NACAC, NIMSA, NASSP, AAIE, EGCS, NAIS, MAIS, DECA, NESA, AASSA	Native Movement (USA), Shikshanar (India), Institute for Popular Education (Mali and Senegal), Consulta Popular, Global Youth Action Network, Center for Educational Health, Conscious Collaborators, Asia Pacific Indigenous Youth Network, Resource Generation, Grassroots Leadership, Changemakers, Emerging Practitioners in Philanthropy, UrbanPeace, 21st Century Youth Leadership Movement, Global Exchange, Dancers Without Borders, Cultural Links, Art & Revolution Convergence
Grants Received	Information Not Publicly Available	Information Not Publicly Available	\$907,214 in revenues for Seeds of Justice Fund, Power and Privilege for the People, Art in Action, Native Movement, and other program partners that received pre-approved grants
Youth on Board of Directors Marketing Strategies	None Use of classroom surveys such as P/SAT and ACT, as well as through word of mouth. Appeal lies in the very specifically tailored programs, and the possibility to even travel abroad via Internation Youth Leadership Forum.	None Uploaded youtube videos on website, student photo galleries, and student profiles	None Ocean Robbins, the founder of YES!, speaks at school assemblies about peace, social justice, and environmental issues and possibly promotes the YES! programs as well. YES! has seasonal newsletters on the website, but it doesn't seem to actively advertise their programs.

Leadership Organization Environmental Scan

Hugh O'Brian Youth Leadership

Name	
Location	Presidential Classroom 119 Orioco Street Alexandria, VA 22314-2015
Website	http://www.presidentialclassroom.org/
Year Founded	1988
Programs Offered	<p>Presidential Classroom Scholars Communication and Journalism Intelligence and National Security Science, Technology & Public Policy Global Health and the Environment Future World Leaders Summit Law, Justice, and Human Rights</p>
Registration Fee	\$1495 except for Future World Leaders Summit, which is \$1545
Target Audience	Freshman entering into their sophomore year (summer programs only), sophomore, junior or senior in high school (graduating seniors may also participate in summer programs). Must have a "B" average or higher OR rank in the top 25 percent of their class. Must show commitment to community or school involvement through participation in co-curricular activities
Selection Process	Presidential Classroom selects students primarily based on their class ranking/GPA and extracurricular involvement
Annual Attendance	For 2008, there are 11 programs available. The number of students accepted isn't specified, but I'm estimating a few hundred for each program.
Reach	National Programs (held in Washington, D.C.)
Corporate Partnerships	Information Not Publicly Available
Non-profit Partnerships	American Academy of Diplomacy, American University – Center for Congressional and Presidential Studies, Campaign for the Civic Mission of Schools, Center for Civic Education, Colonial Williamsburg Foundation, Forum for Young Canadians, Foundation for Rural Education and Development, Freedom's Answer, H. Royce Wells, Hugh O'Brien Youth Leadership, Jamestown 400th Federal Commission, National Association of Secondary School Principals, National Constitution Center, National Education Association, National Society of High School Scholars, Organization of Chinese American Women, Partnership for Public Service, The College Board, Congressional Award Program, The Washington Center, University of Virginia -Center for Politics, Upward Bound, Youth for Understanding
Grants Received	Information Not Publicly Available
Youth on Board of Directors Marketing Strategies	None N/A

Appendix B – Sample Survey

Full Name (Print Legibly): _____

E-mail Address: _____

HOBY Leadership Conference Completion Survey

Circle one: on a scale of 1-5 (5 being most satisfied and 1 being completely unsatisfied),

1. How satisfied were you with the online information and registration process?

1 2 3 4 5

2. How satisfied were you with the conference materials provided?

1 2 3 4 5

3. Overall, how satisfied were you with the speakers/presenters?

1 2 3 4 5

4. Did you feel the length of conference sessions were too long, just about right, or too short? (5 being too long, 1 being too short)

1 2 3 4 5

5. What did you like most about the conference?

6. What did you like least about the conference?

7. Approximately how many conferences of this type do you attend annually?

8. Would you recommend HOBY Leadership to others?

9. How would you rate HOBY compared to other student leadership conferences that you have attended? (5 being excellent, 1 being unsatisfactory)

1 2 3 4 5

10. In what ways could this conference be improved?

11. Would you like to volunteer in the future as an alumnus of HOBY? Yes/No
If no, why not?

If yes, can we contact you with updates and future event information? Yes/No