Annual Report 2000-2001
THE MISSION OF THE CENTER FOR IS TO ADVANCE THE UNDERSTANDING, AND DEVELOPMENT OF LEADERSHIP FOR THE BENEFIT OF SOCIETY

contents

Message from the Chairman 2
Message from the President 3
Creative Quests 4
Association for Managers of Innovation 7
Global Journeys 8
Technological Explorations 12
Network Associates 14
Community Pursuits 16
H. Smith Richardson Jr. Visiting Fellow 18
Distinguished Alumni Award 19
Benefactors & Special Funds 20
Financial Highlights 24
Participant Profile 24
Clients 26
Governance 27
Our Provenance 28
The Center for Creative Leadership came into being in 1970 ... at a time when leadership development was a novel and not widely understood concept. Thirty years later, the Center has grown into a robust institution with global reach and reputation, surpassing even the fondest dreams of its original supporters.

Today, the Center continues its commitment to exploring the complexities of leadership. We recognize that leadership development is changing. Today’s executives and managers must find solutions to difficult leadership issues, lead from a global platform, and cope in the fast-paced arena of technology. Leaders navigate ambiguous terrain, where multiple paths converge and the outcome is far from certain. At such crossroads of leadership, the challenges — and the opportunities — are great.

In this environment, the Center continues the work begun three decades ago.
From the Chairman

This year, along with our clients, partners and friends, the Center for Creative Leadership traveled across the highways and networks that make up the evolving leadership landscape. Equipped with experience and imagination, we continued our commitment to advancing the understanding, practice and development of leadership for the benefit of society worldwide.

We examined how technology, e-commerce and the dynamics of the new economy affect leadership. We continued to investigate the roles and capabilities of effective global leaders, studied the qualities of leadership across cultures, and explored opportunities in Asia. New dimensions were added to our notions of creativity and innovation, and we modified our organizational boundaries to improve how we work with members of our leadership communities.

Perhaps most important, CCL® learned that at the point where expertise meets curiosity and technology intersects knowledge, wonderful possibilities appear.

CCL invites you to join us as we explore the Crossroads of Leadership.

Thomas K. Hearn Jr.
Chairman
Board of Governors

As the world around us
shifts and changes, so does the experience of leadership.
The Center's extraordinary journey of the last 30 years is a wonderful story. It is the tale of a unique vision, focused dedication, high ideals and unparalleled creativity. The early chapters tell of an organization that pioneered much of what the management development field now takes for granted: 360-degree feedback, action learning, techniques for stimulating creativity and the imagination. Rapid expansion, groundbreaking research, and numerous accolades followed.

Today, as we recognize three decades of service to leaders and the study of leadership, the Center continues to view its role as one of pioneer – venturing into uncharted lands, always moving forward. Without forsaking the insights and expertise that carried us this far, we can and must pursue alternative courses.

It is this perspective that has led the Center to pursue a series of new initiatives in service of our work. Our pioneering spirit has driven our research and training practices and directed us to explore a variety of avenues for the future of leadership and leadership development. We've ventured into new arenas, utilizing technology to supplement our programs and expand our reach. Our desire for continual learning and ongoing impact has been the impetus for creative inquiry, powerful partnerships and meaningful outreach.

On this 30-year journey, the Center has become skilled at weaving together the new and the old, the cutting edge with the tried-and-true.

It is this willingness to adapt and build on our experience that enables CCL® to offer value, relevance and impact to our many clients, partners and friends. Ever evolving, the Center seeks to solidify its position as the premier resource for leaders on leadership well into this new century.

John R. Alexander  
President
Managing in a context of complexity and ambiguity is at the heart of leadership today, demanding a new kind of creativity. Organizations are dealing with challenges that are often difficult to identify and define, much less resolve.

Traditional leadership expertise is necessary, but no longer sufficient, in an environment where unfamiliar, traditional leadership expertise is necessary, but no longer sufficient.

How to enact leadership in an increasingly complex world is the essence of several CCL® initiatives. For several years, CCL has explored how leaders successfully deal with complex challenges by using what we’ve termed “creative leadership competencies.” Our work has included the development of the Leading Creatively program (LCP), an open-enrollment offering, as well as research with more than 500 leaders. This year, we made significant strides in synthesizing our qualitative and quantitative findings. We’ve found that organizations discover and invent processes that enable them to understand and deal with their challenges. We identified a recurring pattern comprised of six basic activities, or competencies: paying attention, personalizing, imaging, serious play, collaborative inquiry and crafting. By intentionally developing and utilizing these competencies, individuals and organizations possess a unique and valuable resource.

Intertwined with the leading creatively work is the latest conceptual thinking about leadership. How does leadership happen when there are many leaders trying to reach a goal and no clear followers? Relational leadership addresses the challenges of many current leadership situations where there is no one person in charge. It recognizes that leadership is evolving — and in fact needs to — in ways determined by changes in our way of life and interactions with each other. As with other key research projects, the leading creatively and relational leadership work is being disseminated through various channels including custom programs, tools and techniques, and publications.
CHAOTIC, AND FAST-CHANGING CONTEXTS ARE THE NORM.
Leadership is becoming more about meaning-making. At the same time, technology is becoming more accessible. Creative leadership and technology are “meeting in the middle,” according to CCL faculty.

Dedicated to investigating knowledge-era leadership models, the faculty sponsored several seminars and learning days, including a day to explore the intersection of technology and leadership.


Developed originally by Verizon Communications, Compendium has three key elements: a shared visual space where ideas can be generated and analyzed, a methodology that allows the exploration of different points of view, and a set of tools for quickly and easily sharing data both within and beyond the boundaries of the group.

The process enables people to construct knowledge “on the fly,” capture the discussions and share their knowledge digitally across communities of practice - an approach crucial in keeping collaborative efforts on track and on time.
Association for Managers of Innovation

“How do you reward creativity?” “How does one implement systems to nurture creative ideas?” “How do you include innovation ratings in performance appraisals?”

These are just some of the questions addressed by the Association for Managers of Innovation (AMI). Supported by the Center, AMI evolved from the Center’s Creativity Week symposiums held annually from 1979-1982. The twentieth anniversary of the AMI was celebrated this past March. AMI’s purpose is to function as a learning network for members who manage the innovation process within their companies.

Meeting twice a year, AMI members share experiences, sponsor research, and identify worldwide emerging innovation, leadership, creativity processes, and organizational development concepts and practices – a goal sure to keep AMI on the edge of creativity and innovation for years to come.

Armstrong World Industries
Aurigin Systems
Bank of Montreal
Battelle Pacific Northwest National Laboratory
Bayer Corporation
Blue Ridge Paper Products
BP Amoco
Celestica
DES
Donlar Life Sciences Corporation
Eastman Chemical Company
Fannie Mae
Fidelity Investments
GAB Robins North America, Inc.
General Mills
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Science Applications International Corporation
Solutia
The Profile Company
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The Virtual Thinking Expedition Company
Wachovia

mileposts

‘78 Looking Glass, Inc., a behavioral simulation in which participants assume roles in the management of a fictitious glass manufacturing company, is developed.

‘85 “Creativity is a critical talent for our society... We are proud of the beginnings we have made, especially in working with those groups whose purpose for being is creation and innovation.”
Kenneth E. Clark
CCL President
1981-1985

‘87 Research on women executives leads to the publication of Breaking the Glass Ceiling: Can Women Reach the Top of America’s Largest Corporations? and the creation of The Women’s Leadership Program.
From the beginning, the Center’s work has carried us well beyond the borders of the United States. However, the challenges and possibilities global leaders now face are far greater than we could have imagined in the 1970s.

Around the World
CCL’s work extended to more than 20 countries, including:

- Australia
- Belgium
- Bermuda
- Brazil
- Canada
- Chile
- China
- Finland
- France
- Hong Kong
- India
- Italy
- New Zealand
- Norway
- Saudi Arabia
- Singapore
Leadership at the Peak (LAP), a program for senior executives, was held in Barcelona, Spain, last December – the first time the program has been offered outside of the United States. Working closely with practicing managers, our journey of global understanding continued through our research.

We completed the Global Leadership Development Research (GLDR) initiative, a multi-year empirical study of global leadership effectiveness involving four industries and 214 managers. The research looked at four key areas contributing to the effectiveness of global leaders:

- **Roles:** What do global leaders do? How are they different from domestic managers?
- **Capabilities:** What skills are required?
- **Antecedents:** Do personality attributes and life experiences make a difference?
- **Performance:** How do global leaders achieve their goals?

From this information, we've created a framework for understanding global leadership and guidelines for developing global leaders. The work is the basis for an array of articles, books, modules and tools to be developed and published.

The Center also continued to analyze data from the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research project begun by Robert J. House of the Wharton School.
In 1990, the Center took a major step to support its expanding international clientele, choosing Brussels, Belgium, as the location for a European office. As the headquarters for many renowned organizations, including NATO and the European Economic Community, as well as a financially sound location to do business, Brussels was the ideal selection.

For ten years, CCL®-Europe has served as the major hub for CCL’s global initiatives and as administrative offices for programs in Belgium, Sweden, Norway, Italy, France, Spain, The Netherlands, Switzerland and the United Kingdom, among others.

This year, the Center has again experienced an upsurge in interest in leadership development among European-based companies and multinational corporations with operations in Europe. CCL-Europe’s contributions are expected to expand significantly in future years.
at the University of Pennsylvania. The cross-cultural study has amassed data from some 18,000 middle managers in 65 countries. CCL® has contributed to the GLOBE research and data analysis, enhancing its understanding of leadership across cultures. From these data, CCL is developing a self-assessment instrument for managers with international responsibilities, supported by a $25,000 grant from Duke Energy Corp. In addition, several publications and articles based on the GLOBE research are forthcoming from CCL faculty.

A significant commitment was made to leadership development in Asia-Pacific. In naming a Director of Asia-Pacific Relations, CCL established a liaison for a range of Singapore-based initiatives intended to forward our learning agenda in that region. Our efforts this year have focused on building strategic relationships and gaining a greater understanding of the interest in leadership development in the Asia-Pacific region through a market study of five countries.

In addition, the Center is involved in a number of major projects. We are conducting a study with the Singapore Economic Development Board, the lead agency in economic development in Singapore, to learn more about leadership and leadership development outside of the United States. Findings will be presented at a leadership forum to be held in Singapore in late 2001.

Working with Nanyang Technical University, we are replicating research to validate Benchmarks® (a CCL 360-degree assessment) for use in Asia. The Center has also piloted an assessment-for-development module in INSEAD’s International Executive Program in Singapore.

Through these key relationships, the Center will expand its cross-cultural knowledge of leadership and leadership development, resulting in services made valid and relevant for leaders in Southeast Asia.

Also in the global arena, the Center has begun a new research project: Leadership in the Context of Difference. Working with several renowned and respected colleagues from around the world, we are seeking to develop a model of leadership effectiveness in organizations comprised of diverse people and cultures.

mileposts

'74 The Center creates the Leadership Development Program (LDP®) using a combination of lecture, assessment, one-on-one feedback and small-group exercises.

'88 “As we move into the 1990s the trends toward a global economy will surely continue. The implications for Center research and training are obvious. Our interests in cross-cultural leadership and management, the increasing number of program participants from abroad, and the need to make our products more accessible to a worldwide audience have become important considerations in our strategic planning.”
Walter F. Ulmer Jr.
CCL President 1985-1994

'94 “During the past year we extended our reach to new audiences and partners through our research, training programs, products and conferences. More than 26,000 individuals attended our programs worldwide over the past 12 months.”
Robert J. Lee, Ph.D.
CCL President 1995-1997
Explorations in technological learning cannot
Working amidst technological change, 24 hours a day, in a dynamic global economy — the Center’s clients, partners and friends are learning what it takes to meet this challenge. In this changing context of leadership, the Center is exploring new approaches to developing leaders. A primary focus has been to begin crafting CCL’s “e-learning” strategy.

While e-learning in the field of management training is here to stay, it is clear that be accomplished exclusively online.

The perspective that we have taken at the Center for several years is now increasingly accepted throughout the training and development world: Real learning will require a blended solution — a carefully customized mix of high-impact face-to-face settings and online resources.

To that end, we have explored new technologies and methodologies that support and nurture leadership growth among our various constituencies. We've developed two valuable Web-based leadership development tools: Leadership Excellence — Avoiding Derailment (LEAD) and 360 By Design™. LEAD, developed with PBS/The Business and Technology Network, a division of National Technological University (NTU), makes the Center's derailment research available to managers online. 360 By Design™ is an innovative process that allows human resources professionals to customize a 360-degree feedback tool to reflects an organization’s specific competencies and development needs.

Working with a number of strategic partners, the Center is investigating ways to further disseminate our knowledge and expertise by adapting our content to various Web-based services and simulations. In addition, the Center reviewed opportunities to place our publications online, launched an electronic newsletter, and continued to evaluate and upgrade our Web site, www.ccl.org.

Moving forward, we are committed to enhancing the learning environment for our participants with blended approaches, to learn more about leadership in the new economy, to build a strong presence for the Center on the Internet, and to do all this with a strong sense of purpose and urgency.
While we explore new methods and technologies for expanding our reach, the Center’s Network Associates allow CCL® programs to be more widely available throughout the world. Twenty-one Network Associates are currently licensed by the Center to offer one or more of our programs to the public or to managers within their organizations.

Abbott Laboratories, Abbott Park, Ill.  
ARJ and Associates, Lyon, France  
Associates for Creative Leadership, San Diego, Calif.  
Chase Manhattan Bank, New York, N.Y.  
Eckerd College, St. Petersburg, Fla.  
FGI, Omaha, Neb.  
Harris Corporation, Melbourne, Fla.  
International Mission Board, Richmond, Va.  
JMA Management Center, Inc., Minato-Ku, Tokyo, Japan  
Mt. Eliza Graduate School of Business and Government, Ltd., Mt. Eliza, Victoria, Australia  
Rensselaer Learning Institute, Hartford, Conn.  
Richard Ivey School of Business, University of Western Ontario, Ontario, Canada  
SIGMA, Oxford, U.K.  
TEAM, Inc., San Antonio, Tex.  
Technologia Administrativa Moderna, S.C., Mexico City, Mexico  
The Leadership Development Center at Bradley University, Peoria, Ill.  
The Niagara Institute, Ontario, Canada  
The Conference Board of Canada, Ottawa, Ontario, Canada  
Union Pacific Railroad, Omaha, Neb.  
University of Maryland University College, Adelphi, Md.  
VIMA International, Burke, Va.

TEAM Recognition
TEAM, a long-standing CCL network associate, was awarded the Forum Chairman’s Award for its outstanding work in a yearlong developmental program for some 150 members of DuPont Mexico’s extended leadership team. The program, conducted in English and in Spanish, was developed and delivered by Forum, a leading consulting and training company in Boston. TEAM, noted for its expertise and experience with the Myers-Briggs and FIRO-B instruments, was brought aboard to provide coaching.
New technologies are driving the ever-evolving new economy. But are they changing the very nature of leadership?

To better understand whether and how leadership is different in the new economy, CCL® has partnered with Forrester Research of Cambridge, MA, the leading firm in tracking market trends in e-commerce and the Internet economy. We are sharing information and capabilities and are jointly conducting a study of business leaders throughout the United States to assess the impact of technology on leadership.

What about leadership in a Networked economy?
Most recently, the Center partnered with the University of North Carolina at Chapel Hill to manage the National Public Health Leadership Institute (NPHLI). CCL®, along with UNC-Chapel Hill's School of Public Health and the university's Kenan-Flagler Business School, has been awarded a $2.5 million, five-year grant to organize and operate the Institute. CCL is working with UNC-Chapel Hill faculty on the design for the Institute to best serve the development needs of key leaders in the public health arena.

The United Way continues its relationship with the Center. This year, our San Diego campus launched a similar program with community leaders that is expected to become an annual event. We’ve also begun to work with the national office of United Way, conducting a leadership program for managers and executives from across the United States.

The Center continued its multi-year commitment to the Bryan Leadership Development Initiative – a comprehensive effort to provide leadership development to more than 300 teachers, principals and other educators in the Guilford County, N.C., School District – and a long-term community leadership project with Goals for Memphis, a nonprofit organization dedicated to promoting positive change in Memphis and Shelby County, Tenn.

The Nature Conservancy (TNC), an international organization dedicated to “saving the last great places,” and the Mashantucket Pequot tribe, an influential band of Native Americans, maintain relationships that began years ago. TNC asked CCL to help design and lead programs for high-potential individuals identified as having the key leadership and learning competencies needed to become state or country program directors. The Center is working with the Mashantucket people to develop their community and business leaders through a combination of open-enrollment programs and custom initiatives.
pursue its
community
WITH PUBLIC SCHOOL SYSTEMS, UNIVERSITIES, OTHER NONPROFITS TO CREATE LONG-TERM, COMPREHENSIVE LEADERSHIP DEVELOPMENT INITIATIVES.

Staying Connected

United by a shared belief in the critical importance of leadership in today's world, the Center and its client organizations, alumni, partners, donors and friends are together creating a community devoted to learning, practicing and developing leadership. While countless connections are made and nurtured informally, the Center also formally builds its leadership community in a number of ways.

CCL® networks, councils and interest groups continue to offer insight and value to their members. Whether through the Creative Leadership Councils in Europe and the Americas, via the creative network of the Association for Managers of Innovation (AMI), or through our broad leadership community called Friends of the Center, the Center is committed to personal and organizational learning and development.

Other opportunities to stay connected to the CCL community include conferences and events, publications and electronic resources. From our annual Friends of the Center Leadership Conference to our Leadership in Action periodical to our informative Web site, CCL has developed a series of resources to spark new thinking about leadership.
Jay Conger, Professor of Organizational Behavior at London Business School, thought leader and well-known author, was the first H. Smith Richardson Jr. Visiting Fellow. Conger’s fellowship was the extension of an ongoing collaborative relationship between himself and the Center involving research in the area of visionary leadership. The results of that research will eventually be published in a new book authored by Conger. The collaborative research will lend itself to classroom application as well as other emerging work.

The Center established the Visiting Fellow program in memory of its first Board of Trustees chairman, an enthusiastic supporter of the Center’s research.

The program will bring one visiting fellow annually to the Center, chosen from the ranks of distinguished scholars, practitioners and thought leaders.
2000
Lloyd D. Ward
Former CEO of Maytag Corporation
The Center for Creative Leadership Distinguished Alumni Award was established in 1999 to honor the accomplishments and continuing growth and development of individuals who have participated in its leadership development programs. Through this annual recognition of one of its alumni, the Center hopes to inspire leaders everywhere to continue to face their daily leadership challenges with courage, optimism, spirit and grace.

Ward was chairman and chief executive officer of Maytag, a leading manufacturer of home and commercial appliances, from 1999 to 2000. He attended a CCL® customized leadership development program shortly after joining Maytag in 1996. Before joining Maytag, Ward held senior positions at Procter & Gamble and PepsiCo, with broad responsibilities for managing, operations and marketing.

“Lloyd Ward exemplifies the characteristics of leadership that the Center espouses — dedication to lifelong learning, drive and determination, and emphasis on creativity and innovation,” said John Alexander, President of the Center for Creative Leadership. “His commitment to community leadership and the development of African-American youth and his significant accomplishments in a leadership role with a multinational corporation are to be greatly admired.”

Commenting on his selection, Ward said, “I’m flattered and honored to be chosen as the recipient of this award. I appreciate it immensely. I also appreciate the excellent programs developed by the Center for Creative Leadership that have helped so many individuals and organizations.”

The Center presented the Distinguished Alumni Award to Ward during its Friends of the Center Leadership Conference May 31 - June 2, 2000, at its Greensboro, N.C., campus.

2001
Inez Tenenbaum
Superintendent of Education South Carolina
Tenenbaum received the Distinguished Alumni Award during CCL’s Friends of the Center Leadership Conference May 30 - June 1, 2001, in Kansas City, Missouri.

1999
General H. Norman Schwarzkopf
U.S. Army Retired
The Center presented the award to Schwarzkopf at a private ceremony and publicly honored him with a video-broadcast of his acceptance at its Friends of the Center Leadership Conference June 2 - 4, 1999, in Greensboro, N.C.
The Center for Creative Leadership has a long history of engaging in partnerships to support our mission to advance the understanding, practice and development of leadership for the benefit of society worldwide. As a 501(c)(3) nonprofit organization, we seek grants and donations to extend our impact and broaden our scope. During our 2000-2001 fiscal year (1-Apr-00 to 30-Mar-01), we have enjoyed the support of a number of corporations, foundations, institutions and individual sponsors.

Creative Leadership Council
The contributions of our corporate partners who make up the Creative Leadership Council (CLC) help underwrite the Center’s research and development activities and our scholarship program. Members of CLC-Americas and CLC-Europe participate in semi-annual forums that focus on leadership and creativity. In recognition of their unrestricted contributions, members receive preferred access to our research, products, programs and services, as well as the opportunity for co-inquiry research with the Center.

Special thanks to these member organizations for hosting and sponsoring Creative Leadership Council meetings in 2000-2001: IDEA of Koç Industries (in Istanbul), Schneider Electric, SA (in Paris), State Farm Insurance (in Phoenix), and Motorola EM EA (in Edinburgh).

We gratefully acknowledge their generosity.

Creative Leadership Council

CLC - Americas
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Citigroup Global Technology Infrastructure
CTS Corporation
Duke Energy
Eastman Chemical Company
Gemini Consulting
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State Farm Insurance Company
Syngenta
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Wallenius Wilhelmsen
Whirlpool Corporation

CLC - Europe
Chubb Insurance
Company of Europe
Citigroup Global Technology Infrastructure
Eastman Chemical Company
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Motorola EMEA
Novartis
Pharmacia Corporation
Schneider Electric, SA
Standard Bank Investment Corporation
Syngenta
Swiss Re
Unilever Home & Personal Care Europe
Verizon
Wallenius Wilhelmsen
Friends of the Center

Initiated in 1997, Friends of the Center is a leadership learning community for alumni, friends and donors who seek opportunities to support the Center’s work and to network and share an understanding of leadership and leadership development with one another. Friends of the Center includes conferences and events for alumni and friends to stay connected to the Center, and donor programs to help advance the Center’s mission.

Friends of the Center General Fund - The General Fund provides annual, flexible unrestricted income to help meet the daily operating needs of the Center for Creative Leadership across its locations and for all its constituents. In particular, donations to the General Fund underwrite institutional initiatives in research and development, and through scholarship programs, help provide access to Center services for individuals and organizations from all sectors of society. The Friends of the Center General Fund allows the Center to seek new opportunities and to meet the greatest needs.

Friends of the Center Special and Designated Funds - The following funds have been created to acknowledge the accomplishments and interests of donors, special contributors or friends, or to support a Center-wide activity of lasting importance.

• Campus Beautification Fund - supports the maintenance of walking trails, courtyards and other environmental needs at the Center’s headquarters in Greensboro, N.C. Original funding received by Michael M. Lombardo and Robert W. Eichinger.

• David P. Campbell Creativity & Artistry Fund - supports the maintenance of tools of creative expression and honors Smith Richardson Senior Fellow, David P. Campbell.

• Kenneth E. Clark Research Award Fund - supports the Clark Award to recognize outstanding unpublished papers by undergraduate and graduate students. The fund is named in memory of Ken Clark, distinguished scholar and former president of the Center.

• Francis H. Freeman Reference Collection Fund - supports reference collection acquisitions for the Center’s library. The fund honors Frank Freeman, the Center’s chief librarian from 1970 to his retirement in 1999.

• Greensboro Leadership Fund - established in 2000, with an initial grant from The Weaver Foundation, this fund provides financial aid to nonprofit executives working in Greensboro, N.C.

• H. Smith Richardson Jr. Visiting Fellowship Fund - created in 1999 to honor the memory and contributions of H. Smith Richardson Jr., this fund provides support for visiting practitioners, scholars and other leaders-in-residence at the Center. Mr. Richardson was chairman of the Center’s governing boards for more than 25 years.

• Walter F. Ulmer Jr. Applied Research Award Fund - supports the Ulmer Award designed to stimulate outstanding field research and its creative application to the practice of leadership. The award is named in honor of retired president and chief executive officer of the Center, Walter F. Ulmer Jr.
Honor Roll of Donors to the Friends of the Center General and Special Funds

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Smith Richardson Foundation - for general support & the H. Smith Richardson Jr. Visiting Fellowship Fund

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(greater than $25,000)
The Weaver Foundation - for the Greensboro Leadership Fund

**Leadership Circle**
($10,000 - $25,000)
Michael M. Lombardo & Robert W. Eichinger - for the Campus Beautification Fund

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($5,000 - $9,999)
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Sprint - dinner sponsor
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NCS London House - reception sponsor
Federal Express - general sponsor
PBS/The Business Channel, a division of National Technology University (NTU) - general sponsor
Xerox - general sponsor
Krispy Kreme Doughnuts - general sponsor
Project & Initiative Funding
We gratefully acknowledge the support and involvement of corporate, foundation and individual sponsors whose contributions have been directed to specific activities and projects at the Center. Funding of these special projects has allowed the Center to work with leaders in the nonprofit and education sectors. Contributions have also made it possible for the Center to continue work in targeted areas of study.

Joseph M. Bryan Foundation  - Bryan Leadership Development Initiative for the Greater Greensboro Public School System
Duke Energy Foundation  - GLOBE project to develop global competency instrumentation
General Motors  - GM Team Leadership Research Project
Guilford County, N.C. Schools  - Supporting research on educational leadership
Ewing Marion Kauffman Foundation  - Kauffman Fellows Scholarship Program
William R. Kenan Jr. Charitable Trust  - Kenan Alliance for Partnership in Education
NCS London House  - Supporting Campbell Instruments research
NC Partnership for Children, Inc.  - Supporting the Smart Start Management & Leadership Institute
Smith Richardson Foundation  - Sponsoring the 30th Anniversary Center History Project

Tuition Assistance Programs
In 2000-2001, the Center self-funded 191 scholarships at a value of nearly $650,000 for leaders of nonprofit organizations to attend CCL educational programs. We thank these organizations for their contributions to these programs.

Dayton Power and Light Community Scholarships
El Pomar Foundation Community Leadership Scholarships
Ewing Marion Kauffman Foundation Kauffman Fellows Programs

Special Support
The support of these organizations, which provided the Center with material gifts or services on a pro bono or reduced-fee basis, is gratefully acknowledged.

American Express Travel Services
Delta Airlines
Hotel La Jolla
Hyatt Regency La Jolla

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CCL Seeks Support in These Areas

Capital Support  Investments in technology, infrastructure, physical space and campus enhancements
Diverse Populations  Supporting the Center’s work with nonprofit organizations, international NGOs, education sector organizations, women and people of color.
Event Sponsorships  Support for conferences, colloquia, exhibits and speakers.
Experiential Learning Programs  Support for internships, faculty and staff exchanges, in-residence programs, sabbaticals and fellowships.
Learning Agenda & Research  Supporting the Center’s pursuit of theoretical and practical understanding of creative leadership.
Library  Small donations for books and sustaining support are both welcome.
Scholarships  Donors may establish their own programs or contribute to existing programs.
Friends of the Center General Fund  The annual Friends of the Center Campaign underwrites CCL operations, research and development efforts, and helps CCL provide access to individuals and organizations that otherwise could not afford these educational services.
The Center for Creative Leadership is a 501(c)(3) nonprofit, educational institution that derives its revenues primarily from tuition, royalties, sales of products and publications, and fees for services.

Financially, the Center continues on a path of measured growth. For the fiscal year 2000-2001, the Center’s operating revenues totaled $59.1 million.* Educational programs remain the major source of CCL® revenue. The Center continues to successfully implement and develop a strategy for identifying, designing, and delivering new programs, products, and services for our clients and constituents to meet the leadership challenges of an evolving society, worldwide.

The execution of such strategy has led to an increase in overall revenue as well as an increase in diversified sources of revenue. The financial strength of the Center provides the fiscal means of producing leading-edge research and high-quality educational programs and products to further the Center’s mission of advancing the understanding, practice, and development of leadership for the benefit of society worldwide.

*unaudited
Historical Review of Operating Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1971</td>
<td>$0.8</td>
</tr>
<tr>
<td>1975</td>
<td>$0.9</td>
</tr>
<tr>
<td>1980</td>
<td>$2.2</td>
</tr>
<tr>
<td>1985</td>
<td>$6.5</td>
</tr>
<tr>
<td>1990</td>
<td>$21.2</td>
</tr>
<tr>
<td>1995-1996</td>
<td>$41.4</td>
</tr>
<tr>
<td>2000-2001</td>
<td>$59.1</td>
</tr>
</tbody>
</table>

*The Center changed its fiscal year-end from December 31 to March 31.
The Center is fortunate to work with a wide range of organizations, from Fortune 500 companies to government agencies to nonprofit and educational institutions. Each year we collaborate with more than 1,000 organizations to help meet their leadership and management development goals. A representative sampling of the clients with whom the Center worked in 2000-2001 is listed here.
The Center has two governing bodies — Members and Governors. Members have the authority to elect and remove Members, elect and remove Governors, and adopt and amend the Bylaws of the Center. The Board of Governors is responsible for oversight of the Corporation’s activities.
The Center for Creative Leadership® is working to shape and fit the theories and ideas of the behavioral sciences with the practical concerns of managers and leaders. The Center as an institution remains something of a cross between a university business school and a research institute — serving as a clearinghouse for innovative ideas and techniques for creative leadership development and education. Though negotiating the elements of this complex charter can be difficult, the rewards are rich when theory informs practice and deeper acquaintance with practice widens the compass of theory. Because of its unique faculty — a blend of talented, widely recognized behavioral scientists and creative training practitioners — the Center is able to conduct broad research into issues of leadership and development in complex organizations, while at the same time applying new knowledge in training programs to develop better managers and leaders.

The inspiration for this unusual organization and its mission — to advance the understanding, practice and development of leadership for the benefit of society worldwide — came from H. Smith Richardson Sr., who was largely responsible for building the Vick Chemical Company. His vision is shared and has been implemented by his son, H. Smith Richardson Jr., and grandson, Peter Richardson. In the years after the elder Richardson had built Vick from a one-drugstore operation into a major international corporation, his thoughts turned to the broad questions of how businesses can remain vital and continue to provide useful, innovative products and services through economic ups and downs, in the face of changes in the marketplace, and in spite of the inevitable succession of management groups. He was particularly interested in this last issue. Many enterprises eventually fail, he deduced, because management sooner or later “loses the ability to recognize and adjust to new and changing conditions.” What organizations needed was not just leadership for the present and the near future, but a kind of innovative leadership with a broader focus and a longer view. Such leadership would be concerned not with profits, markets and business strategies alone, but with the place of business in society. This sort of leadership would come from people, Richardson said, with “minds that could do cross-country thinking.” Only by taking into account the broader implications of decisions could a business remain stable and productive “throughout future decades and generations.” What was needed, he realized, was creative leadership. The dream of an independent institution devoted to the concept of creative leadership was realized with the founding of the Center for Creative Leadership in 1970. The Smith Richardson Foundation, Inc., provided the initial financial underpinning and has been a generous supporter for the past 30 years. Today, our research and training programs are widely respected by scholars and professional managers alike. Every year, some 21,000 managers and executives, educators, government administrators, and community service and volunteer leaders attend our programs, and our publications, products and research initiatives reach a worldwide audience.
The Center lost a beloved leader and esteemed colleague when Kenneth E. Clark, CCL® president from 1981 to 1985, passed away gently June 21, 2000.

Clark’s distinguished career began when, shortly after receiving his Ph.D. from Ohio State, he joined the faculty of the psychology department at the University of Minnesota in 1940. During World War II, he worked for the U.S. Army, the Army Air Force, and the U.S. Navy. He was engaged in assessing the talents and skills of sailors, and then assigning them to occupational specialties - an interest in talent and assessment that he was to retain the remainder of his career.

He later held faculty and administrative positions at the University of Minnesota, the University of Colorado at Boulder, and the University of Rochester, where he was the Dean of the College of Arts and Sciences until his retirement in 1980. Throughout these years, he was amazingly prolific in his profession. He received numerous formal awards, including the Gold Medal Award of the American Psychological Foundation in 1986 for a lifetime of exceptional contribution to psychology, and the E.K. Strong Gold Medal for excellence in research in psychological testing.

Clark joined the Board of Governors of the fledgling Center for Creative Leadership in 1972, and was elected Chairman of the Board a few years later. When he retired from the University of Rochester, he became president of the Center from 1981 to 1985. He was then named the Center’s Smith Richardson Senior Scientist, a position he held until his passing.

Clark was a remarkably unselfish administrator and leader. He is missed and remembered by his friends and family, his professional colleagues, and the institutions that he served so well.
The Center for Creative Leadership is committed to a policy of equality of opportunity for the admission of all students regardless of race, color, creed, sex, age, national origin, sexual orientation or disability, and does not discriminate on any such basis with respect to its activities, programs or policies.

As a nonprofit educational institution, the Center for Creative Leadership offers open-enrollment and custom programs to meet the unique developmental needs of our clients.

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