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 was 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 more than 30 years.

Today, our research and training programs are widely respected by scholars and professional managers alike. Every year, some 20,000 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 mission of the Center for Creative Leadership is to advance the understanding, practice and development of leadership for the benefit of society worldwide.

Our mission involves both learning and teaching — and the dynamic interaction between the two — creating a continuous cycle of ideas informing action and action feeding ideas. Our learning agenda is focused on path-breaking, in-depth, practice-oriented research that seeks answers to the most pressing questions relevant to the understanding of leadership. Our teaching is composed of a diverse portfolio of offerings — from leadership programs, publications and products to networks, councils and conferences. It is this continuous interplay of learning and teaching that has established the Center as one of the largest and most credible institutions in the field of leadership.

It is in this spirit of ongoing dialogue and interchange that the Center invites you to explore, understand and nurture creative leadership in today’s changing landscape.
In the past year, leaders and organizations in all sectors of society have been shaken and challenged with difficulties they could not have anticipated. We have been required to understand our changing environment and to fashion appropriate responses.

Amidst all that seems unfamiliar, it is important to remember that we have the maps, tools, knowledge and creativity to find our way in this shifting landscape. We can build upon our past experiences and skills — as well as the lessons of history and the legacy of those who have come before us — in order to adapt and succeed.

When the terrain is unfamiliar and our vision is unclear, leadership enables us to emerge better and stronger. Leadership engages the vast realm of the human heart to respond to challenges with courage, resolve and creativity.

In the context of the past year, the Center’s mission to advance the understanding, practice and development of leadership for the benefit of society worldwide has become all the more compelling. With this in mind, the Center and its numerous friends, colleagues, alumni, partners and supporters will continue to nurture today’s leaders and to strengthen our leadership resources of the future.

Thomas K. Hearn Jr.
Chairman
Board of Governors
Like many of you, we at the Center have been tested and stretched during the past year. At our best, we’ve demonstrated flexibility, innovation, compassion and resolve. We found ourselves working with clients who had to make hard decisions because of the economic downturn, both before and after September 11. Following the terrorist attacks we were in the spotlight, fielding questions from program participants, colleagues and the media about the implications for leadership.

Two things have become clear:

First, the Center’s ongoing work has become even more meaningful, as individuals and organizations seek greater clarity and meaning in their work and personal lives.

Second, the Center’s expertise in leading transitions, building resiliency and working across cultures provides great interest and value to today’s leaders.

This year, CCL implemented several initiatives in response to the changing environment and needs of leaders. We created a scholarship program to fund leadership training for public health and safety managers over the next two years. We quickly made two CCL publications — “Building Resiliency: How to Thrive in Times of Change” and “Communicating Across Cultures” — available free via our Web site. During a four-month period, 54,000 copies were downloaded. In addition, we developed a new course, Leading People Through Transitions, built on six years of work with more than 1,300 senior executives who have been faced with leading organizations through downsizing, mergers and other major changes.

The Center is also sponsoring the Leadership Across Differences Learning Consortium, a global learning network to explore the leadership challenges associated with the accelerating pace of globalization, the increasing diversity of the American domestic workforce, and the ongoing connections between different people and cultures worldwide. The consortium, which began in July 2001 and runs through early 2003, is composed of international thought-leaders, organizational practitioners and Center faculty.

These and the numerous other initiatives highlighted in this report reflect the Center’s focus and direction for 2001-2002 and beyond.

In this ever-changing landscape, CCL renews its pledge to teach and learn, its commitment to work respectfully and collaboratively with our many constituents, and its goal to contribute to the field of leadership development for the benefit of society worldwide.

John R. Alexander
President
In 2001 the Center conducted a study that confirmed what many of us intuitively know: the greater the stress the organization is facing, the more important the “soft side” of leadership becomes. Effective leaders seem better at blending the softer leadership skills — trust, empathy and genuine communication — with the tough skills needed to keep an organization afloat during difficult times.

Helping leaders develop these so-called “soft skills” has been at the core of CCL’s principles and practices since our founding. Our current array of programs, products and publications remains powerful and relevant to the process of leadership development. The Center’s open-enrollment courses, coaching programs and customized leadership development programs serve some 20,000 individuals each year. Our assessment tools, books, technical reports, research papers, articles and community events reach thousands more.

Leadership Across Differences: Reconciling Ethnicity, Religion, Gender and Culture

The accelerating pace of globalization, the increasing interconnections between different people and cultures worldwide, and the continuing movement of nontraditional groups into the workplace create new “contexts of difference” within organizations across race, ethnicity, gender, religion and culture.
Center faculty with expertise in the areas of global leadership, U.S. diversity and intercultural relations have formed a collaboration with a group of U.S and international thought leaders to establish the *Leadership Across Difference Learning Consortium* project.

The project goals are to increase understanding of the complex interrelationships between leadership, group identity differences and organizational outcomes; and to develop tools, techniques and practices that help people in organizations address these issues in a constructive manner.

“The need to successfully adapt to a major shift in the demographics of the workplace creates unprecedented leadership demands on organizations. Over the course of this project, we intend to bring new knowledge and practice to bear on the worldwide challenge of leading groups of people with very different histories, perspectives, values and cultures.”

— *CHRISTOPHER ERNST, PH.D., CENTER RESEARCH ASSOCIATE, LEADING IN THE CONTEXT OF DIFFERENCE*

**Singapore Economic Development Board (EDB) Leadership Study**

In September 2000 a study of leadership at the EDB was launched for two reasons. The EDB wanted a customized leadership development program for its officers, and the Center wanted to better understand leadership in an Asian context. The result has been a long-term relationship of discovery and dialogue between the two organizations.

Over an 18-month period, CCL conducted an in-depth research initiative, designed and delivered custom programs and engaged in a range of collaborative processes with this prestigious government organization. Through our work, we clarified the challenges that EDB is facing and uncovered the typical patterns of thought and action that their leaders and managers use to accomplish the EDB’s organizational mission.

“Our work with the EDB has forged a new model of client engagement that involves the integration of program design, research and partnership development. The experience has been so valuable that CCL and EDB are significantly expanding our joint initiatives in the coming year.”

— *MEENA SURI WILSON, INTERIM MANAGING DIRECTOR, CCL-ASIA*
Launching New Initiatives

Follow-on Coaching

The Center has long understood the importance of honest, insightful and confidential coaching to leaders, and also the challenge their organizations face in providing it. We have seen firsthand the role our professional staff plays in motivating and challenging participants during our programs. In 2000-2001, the Center launched several coaching options, including follow-on coaching, which allows participants in our open-enrollment and custom programs an opportunity to immediately build on their classroom experience.

“The coaching helped me address the areas I needed to work on, and it led to a different perception of my performance.”
— Gerald Mitchell, Vice President of Manufacturing for BGF Industries

Friends of the Center European Forum 2001: A Creative Leadership Odyssey

Seeking new views on leadership, more than 75 professionals from business, education and nonprofit organizations gathered at the first Friends of the Center European Forum on October 3, 2001, at Swiss Re’s Centre for Global Dialogue in Rüschlikon, Switzerland. Designed to support the Center’s interest in creating lifelong learning opportunities and developmental experiences, the Forum provided a venue for alumni and others to create new relationships with colleagues facing similar challenges and to converse with our experts and authors.

“We were extremely pleased at the exceptionally large attendance/turnout to this new learning and networking event in Europe. The Forum was highly successful, not only in terms of the unique networking opportunity for high-level executives and HR professionals, but also with regard to the exceptional environment which encouraged the exchange of ideas on the challenges leaders face in the global marketplace. We look forward to hosting our second European Forum in London in October 2002.”
— Rudi Plettinx, Managing Director, CCL-Europe
Publications
The Center published seven guidebooks during the 2001-2002 fiscal year. The topics included choosing an executive coach, using an executive coach, setting developmental goals, teams, resiliency, and managing conflict with your boss. Nearly 26,000 copies of these guidebooks have been placed in the hands of practicing leaders.

Assessments
Center assessments touched the lives of thousands of open-enrollment and custom participants. Nearly 22,000 of the Center’s assessment instruments were used last year. Nearly 20,000* Benchmarks® and SKILLSCOPE® instruments were purchased worldwide.

Presentations
Each year Center faculty and staff are invited to present at numerous national and international leadership conferences, forums and other events. Among the many engagements of the Center’s President, John Alexander, was last year’s World Economic Forum in New York, where he facilitated a workshop entitled, ”CEO Brainstorming: Leadership in Fragile Times.”

*Number represents unaudited figures.

As part of the Center’s response to September 11, two guidebooks were placed on CCL’s Web site and made available for free download: “Building Resiliency: How to Thrive in Times of Change” by Mary Lynn Pulley and Michael Wakefield and “Communicating Across Cultures” by Don Prince and Michael Hoppe. Nearly 54,000 copies of the guidebooks were downloaded.
Strengthening leadership capability and offering high-quality leadership development to organizations and individuals is an essential part of CCL’s mission. To that end we strive to work across all sectors of society to create a better world through better leadership. From individual leaders and organizations in the education and nonprofit sectors, to local, state and federal governments, to corporations, both domestic and multinational, the Center seeks to improve leadership effectiveness.

**The Leading Together Project**

CCL received more than $500,000 from the Kenan Charitable Trust to create partnerships between colleges of education and local public schools to help improve teacher recruitment, retention and quality. The Leading Together Project involved teams from North Carolina, California and Texas working to break down cultural barriers between the universities and public schools to focus on developing and retaining teachers who produce quality results. The three-year project ended in 2001. Participants attended intensive CCL learning retreats and received ongoing coaching support from Center faculty. CCL matched the Kenan grant with $500,000 of in-kind services.

“During collaborative sessions on the final day, we developed lists of recommended policies, practices and resources that can be used to replicate the successes of the three state teams across the nation. That was particularly rewarding for those of us at CCL. We feel that we’ve really made a difference in public education, and one that extends well beyond California, North Carolina and Texas.”

— Kathleen Ponder, Director, Design Services at CCL & Education and Nonprofit Sectors

**American Red Cross Leadership Development**

Since the early 1990s more than 800 American Red Cross managers and executives have gone through one of the programs CCL has customized for the organization. The CCL programs involve a series of three three-day sessions over the course of several months. The Center’s work with the American Red Cross seemed particularly relevant in light of the events of the past year.

“The September events required strong leadership skills. The level of intensity was huge and our people were able to step up to the plate and do the work that needed to be done. I feel confident in saying the skills and knowledge our leaders acquired through the Center have helped them during this national crisis.”

— Vince Messer, Senior Director of Corporate Education, American Red Cross

**FORTIS Next-generation Leadership Programme**

FORTIS, a Belgo-Dutch insurance, banking and investment group with 65,000 employees worldwide, requested CCL’s expertise during 2000-2001 in creating a comprehensive leadership development process to accelerate the development of its future leaders. The result was a state-of-the-art initiative involving in-depth assessments, week-long leadership development programmes, coaching workshops, and ongoing
support through on-the-job developmental assignments and internal coaching relationships. About 70 next-generation leaders and an equivalent number of top senior managers participated in the first year of this initiative.

“We’ve helped to create cross-business and cross-border coaching relationships between top senior managers and next-generation leaders, while building a common language and mind-set about the critical leadership competencies required to help FORTIS maintain its competitive position. Our up-and-coming leaders are gaining greater self-awareness, are building new networks across the organisation which help to strengthen the sense of corporate unity, and are very motivated to grow and develop with the company.”
— Frans de Wuffel, General Manager, Corporate Human Resources

The Smart Start Leadership Project
CCL was awarded a grant of $140,000 by the State of North Carolina to support leadership development for the Executive Directors of “Smart Start,” the North Carolina Partnership for Children designed to enhance the pre-school learning environments of children living in poverty. Smart Start directors learned about their own leadership strengths and became more astute regarding power and politics, managing conflict and effecting change. The grant was matched by CCL with equal in-kind contributions.

“We at CCL are delighted to share this award with our partners at Xerox. They deserve a lot of credit for recognizing the importance of developing new leadership talent during a challenging business climate. This program helped Xerox accomplish that key goal in an efficient and innovative way.”
— John R. Alexander, CCL President

ASTD Recognizes CCL, Xerox
Xerox Corporation was recognized for an innovative leadership development program designed by CCL. The American Society for Training and Development (ASTD) awarded Xerox Corporation the Excellence in Practice Award for Emerging Leaders for the 21st Century, a program the Center developed several years ago and redesigned in 2001 with an online component.

The Center’s relationship with Xerox began several years ago with the concept for an emerging leaders program specifically designed around a leadership framework developed by the company. That program was very successful. Recently, the Center redesigned the program using a blend of computer-based, online learning and face-to-face classroom sessions.

“We at CCL are delighted to share this award with our partners at Xerox. They deserve a lot of credit for recognizing the importance of developing new leadership talent during a challenging business climate. This program helped Xerox accomplish that key goal in an efficient and innovative way.”
— John R. Alexander, CCL President

— Karen Dyer, Manager, CCL Education Sector
United by a shared belief in the critical importance of leadership in today’s world, the Center and its client organizations, partners, alumni, donors and friends are together creating a global community devoted to understanding, practicing and developing leadership.

Strategic alliances and partnerships such as those with Jossey-Bass/Wiley Publishers, the Kenan-Flagler School of Business and technology provider SMG, Inc., provide CCL with additional capabilities and expertise in service of our mission.

We’ve established networks, councils and interest groups to offer insight and value to their members. Conferences, workshops and speaking engagements, as well as a variety of newsletters, are all ways CCL is committed to reaching leaders. We’ve also initiated award programs and visiting scholar opportunities that recognize and nurture outstanding achievement and commitment to leadership development.

recognizing ACHIEVEMENT

Distinguished Alumni Award 2001:
Inez Tenenbaum, Superintendent of Education, South Carolina

A former elementary school teacher and a lawyer, Inez Tenenbaum took office as South Carolina’s Superintendent of Education in 1999 and overnight found herself in a new role leading hundreds of people. An alumna of the Center’s Leadership at the Peak program, Tenenbaum had never run a major organization prior to becoming superintendent and credits CCL with teaching her about the many roles of a CEO.

As superintendent, Tenenbaum’s priorities include raising academic standards through accountability, making sure every child starts school ready to learn, improving the quality of South Carolina’s principals
and teachers, ensuring that schools are safe and healthy places for learning, and increasing the support of parents and communities in public schools.

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. The Center presented the award to Tenenbaum during its *Friends of the Center* Leadership Conference May 30-June 1, 2001, in Kansas City, Missouri.

**H. Smith Richardson Jr. Visiting Fellow: Kathy E. Kram**

Kathy E. Kram, Ph.D., professor of organizational behavior at the Boston University School of Management, was named the 2001-2002 H. Smith Richardson Jr. Visiting Fellow.

Selected by the Center for her significant contributions to the understanding and practice of executive development, Kram is recognized for her expertise in mentoring, diversity issues in executive development, and organizational change processes. She is currently studying the nature of mid-life transitions for high-achieving women and investigating individual and organizational conditions that promote emotional intelligence in work settings. As a Visiting Fellow, Kram worked with CCL faculty on a research project intended to illuminate the processes and practices that occur within CCL’s four coaching initiatives.

The Visiting Fellow program was established in 2000 in memory of the Center’s first Board of Trustees chairman, an enthusiastic supporter of the Center’s research. The program allows one Visiting Fellow per year to work with the Center on a joint project.

**Kenneth E. Clark Research Award: Jeffrey C. Kohles**

The Kenneth E. Clark Research Award recognizes outstanding unpublished papers by undergraduate and graduate students. The award is named in honor of the distinguished scholar and former president of the Center.

The 2000 award winner was Jeffrey C. Kohles, a Ph.D. candidate in management at the State University of New York at Buffalo. In his paper entitled “The Vision Integration Process: Leadership, Communication, and a Reconceptualization of Vision” Kohles examines the communication and leadership processes involved in linking organizational vision with the actual work behaviors and decisions of employees in order to strategically align behavioral activity toward organizational ends.
SUPPORTING CCL:
an appreciation of corporate, foundation & individual SPONSORS

Creative Leadership Council
The contributions of our corporate sponsors 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 early access to our research, products, programs and services, as well as the opportunity for co-inquiry research with the Center.

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Special thanks to these member organizations for hosting and sponsoring Creative Leadership Council meetings in 2001-2002:
GlaxoSmithKline (in Brussels), Prudential Financial (in Norwalk), SC Johnson (in Kansas City), Swiss Re (in Rüschlikon).
The Center Responds

The Center is waiving more than $1 million in tuition fees to offer free training to public health and safety managers. During each of the next two years, CCL will grant 100 scholarships covering 100% of the tuition to any CCL open-enrollment leadership development program or CCL-sponsored conference. The Center is seeking support to help fund this special two-year scholarship initiative.

“The Center’s traditional scholarship program subsidizes the tuition of nearly 200 nonprofit and educational leaders each year. As we considered the events of September 11 and the Center’s mission to serve society, we decided to enhance our usual efforts with a focus on leaders from public health and safety organizations.”

— Barbara Demarest, Director of Institutional Advancement, Communications and Events, Center for Creative Leadership

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. Donors who have designated their contribution to a specific fund are identified by the symbols below.

○ The Thomas F. Bridgers Jr. Center Development Fund - Supports development funds for the Center's faculty and staff members. This fund honors one of the Center's founding staff members who spent more than 30 years advocating the personal development of Center staff, regardless of position and title.

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

○ Center Staff Knowledge Management & Dissemination Fund - Supports resources in the electronic medium to assist Center staff to share and distribute business and enterprise information. Established in 2001 with funding from Michael M. Lombardo and Robert W. Eichinger.

* 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 acquisition 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

Gifts designated to specific funds are indicated by symbols. Refer to *Friends of the Center* Special and Designated Funds list for specific fund description.

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**Contributors**

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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 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

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• GlaxoSmithKline
• Greensboro Fire Department
• Swiss Re
• Syngenta
• Verizon
• Virginia State University (Institute for the Study of Race Relations)
• The Warner Foundation

Tuition Assistance Programs

In 2001-2002, the Center self-funded 242 scholarships at a value of $908,210 for leaders of nonprofit organizations to attend CCL educational programs. The following organizations are among those who sent leaders to participate in CCL programs as a result of the scholarship program.

• American Cancer Society
• American Heart Association
• Bennett College
• Better Business Bureau
• Boys and Girls Club
• California State University
• Cape Cod Museum of Natural History
• Centers for Disease Control and Prevention
• Center for Women and Enterprise
• Compassion International
• Congressional Hispanic Caucus
• Creative Growth Art Center
• Focus on the Family
• Forum for Women Entrepreneurs
• Girl Scouts of the USA
• Ground Water Science Center
• Huntsman Cancer Institute
• Meher Spiritual Center, Inc.
• National Academy of Sciences
• National Center for Nonprofit Boards
• National Crime Prevention Council
• National Public Radio
• National Wildlife Federation
• Presbyterian Church U.S.A.
• Substance Abuse Policy Research Program
• The Montessori School
• The Washington Opera
• United Way
• Wildlife Trust
• YMCA
Commitment to Nonprofit and Educational Organizations

In addition to scholarships for individual leaders to attend CCL programs, the Center and its supporting partners have provided need-based subsidies to nonprofit and educational institutions interested in enhancing leadership effectiveness. In 2001-2002, the Center engaged in educational initiatives with the following organizations.

- Buckeye Association of School Administrators, Ohio
- Chula Vista Elementary School District, California
- Department of Defense Education Agency
- Georgia Department of Education
- Guilford County Schools, Greensboro, North Carolina
- Kenan Partners, Chapel Hill, North Carolina
- Mesquite School District, Texas
- North Carolina Partnership for Children
- Pitt County Schools, North Carolina
- Santa Cruz County Office of Education, California
- Snelling Center School of Management, Vermont
- South Carolina Department of Education
- East Carolina University
- University of California, Santa Cruz
- University of Texas, Commerce

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
- Miller Brewing Company
- Whirlpool Corporation

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.
Network Associates

Network associates allow the Center’s offerings to be more widely available throughout the world. Nineteen 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.
Canadian Centre for Management Development, Ottawa, Canada
Chase Manhattan Bank, New York, N.Y.
Chase Manhattan Bank, Houston, Texas
Eckerd College, St. Petersburg, Fla.
Futures Group, Inc., Omaha, Neb.
Institute for Productivity Training - Singapore
Productivity & Standards Board, Singapore
Mt. Eliza Business School, Mt. Eliza, Victoria, Australia
OPP Limited, Oxford, United Kingdom
Rensselaer Learning Institute, Hartford, Conn.
Right ARJ Management Consultants, Lyon, France
TEAM, Inc., San Antonio, Texas
Technologia Administrativa Moderna, S.C., Mexico City, Mexico
The Leadership Development Center at Bradley University, Peoria, Ill.
The Niagara Institute, Ontario, Canada
Union Pacific Railroad, Omaha, Neb.
University of Maryland University College, Adelphi, Md.
VIMA International, Burke, Va.

Association for Managers of Innovation (AMI)

AMI is a network of individual practitioners of innovation who are committed to fostering and leveraging creativity and innovation in organizations and for society. AMI members, through sharing and candor, encourage each other to openly explore topics of interest and support mutual learning and personal development.

Armstrong World Industries
Aurigin Systems
Bank of Montreal
Bayer Corporation
Bell Canada
BP Amoco
Celestica
Center for Creative Leadership
Eastman Chemical Company
Energizer Battery Co.
Fidelity Investments
General Mills
GlaxoSmithKline
Hallmark Cards
Hoffman-LaRoche, Inc.
IBM
Idea Connection
Innovation-TRIZ, Inc.
International Sustainable Development Foundation
jpCapital Group
Johnson & Johnson
Kraft Foods
Leadership Institute of the Americas
McNeil Consumer Healthcare
O.I., Inc.
Principal Financial Group
Procter & Gamble Company
Psi-Phi Communications
Pueblo Bank and Trust
SC Johnson
Science Applications International Corporation
The Profile Company
The Virtual Thinking Expedition Company
U.S. Borax, Inc.
Zurich Life
The Center is gratified 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 2001-2002 is listed below:

Abbott Laboratories
AirTouch Cellular
American Express Company
American Honda Motor Company
American Red Cross
Ameritech
Ametek, Inc.
Amgen, Inc.
Amoco Corporation
Arthur Andersen
AT&T Corporation
Atlantic Mutual Companies
Avery Dennison Corporation
Avon Products, Inc.
Bacardi Corporation
Bank of America
BASF Corporation
Bayer Corporation
Beaulieu of America, Inc.
Bell & Howell Company
Blue Cross and Blue Shield, Inc.
Booz Allen & Hamilton, Inc.
Bristol-Myers Squibb Company
Burlington Northern Santa Fe
Canadian Centre for Management Development
Canadian Pacific Limited
Chrysler Financial Corporation
Chubb Group of Insurance Companies
Ciba Specialty Chemicals
Citizens Communications
Citizens Utilities Company
Comptroller of the Currency
Conoco
Coors
Corning, Inc.
CTS Corporation
DaimlerChrysler
Del Webb Corporation
Dell Computer Corporation
Deloitte & Touche
Delphi Automotive Systems
Detroit Edison Company
Dura Pharmaceuticals
Eastman Chemical Company
Eastman Kodak Company
Executive Dimensions
EXEN (PRIMEDIA, Inc.)
Fannie Mae
Federal Reserve Bank
Fidelity Investments
FMC Corporation
Ford Motor Company
Franklin and White
Franklin Resources (Franklin Templeton)
Frito-Lay, Inc.
Gannett Company
Genentech, Inc.
General Motors Corporation
GlaxoSmithKline
Goals for Memphis
GTE
Guilford County Schools (N.C.)
Hallmark Cards, Inc.
Hershey Foods Corporation
[Hershey Chocolate, U.S.A.]
Hewlett-Packard Company
HMS Host
Home Depot
Hughes Electronics
IBM Corporation
International Paper Company
Johnson & Johnson
Kellogg Company
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 Corporation. The Board of Governors is responsible for oversight of the Corporation’s activities.

### Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter L. Richardson (Chairman)</td>
<td>President, Smith Richardson Foundation, Inc.</td>
<td>Westport, Conn.</td>
</tr>
<tr>
<td>Eric R. Calhoun</td>
<td>President, Richardson Corporation</td>
<td>Greensboro, N.C.</td>
</tr>
<tr>
<td>Haynes G. Griffin</td>
<td>Chairman and CEO, Prospect Partners, LLC</td>
<td>Greensboro, N.C.</td>
</tr>
<tr>
<td>Thomas K. Hearn Jr.</td>
<td>President, Wake Forest University</td>
<td>Winston-Salem, N.C.</td>
</tr>
<tr>
<td>Stuart S. Richardson</td>
<td>Chairman, Piedmont Financial Company, Inc.</td>
<td>Stratford, Conn.</td>
</tr>
<tr>
<td>Ingar Skaug</td>
<td>President and CEO, Wallenius Wilhelmsen</td>
<td>Lysaker, Norway</td>
</tr>
</tbody>
</table>

### Board of Governors & Officers

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Address</th>
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<tbody>
<tr>
<td>L. Richardson Preyer Jr.</td>
<td>President and Vice Chairman, Prospect Partners, LLC</td>
<td>Greensboro, N.C.</td>
</tr>
</tbody>
</table>
**BOARD OF GOVERNORS**

Thomas K. Hearn, Jr.  
(Chairman)  
President  
Wake Forest University  
Winston-Salem, N.C.

John R. Alexander  
President  
Center for Creative Leadership  
Greensboro, N.C.

John S. Bowen  
Rye, N.Y.

Pamela B. Gann  
President  
Claremont McKenna College  
Claremont, Calif.

Robert A. Ingram  
Chief Operating Officer and  
President, Pharmaceutical Operations  
GlaxoSmithKline  
Research Triangle Park, N.C.

W. Winburne King, III, Esquire  
Smith Richardson Foundation, Inc.  
Greensboro, N.C.

Gary Latham  
Secretary of State Professor  
Of Organizational Effectiveness  
Rotman School of Management  
University of Toronto  
Toronto, Ontario

Naomi Marrow  
Director, Employee Development and Organizational Planning

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**Swiss Re**  
Armonk, N.Y.

**Dana G. Mead**  
Retired Chairman and CEO  
Tenneco, Inc.  
Greenwich, Conn.

**Stella M. Nkomo**  
School of Business Leadership  
University of South Africa  
Pretoria, South Africa

**Marc Noel**  
Chairman  
Nomaco, Inc.  
Zebulon, N.C.

**Sharon Pratt**  
President and CEO  
ATC Research  
New York, N.Y.

**Peter L. Richardson**  
President  
Smith Richardson Foundation, Inc.  
Westport, Conn.

**Ingar Skaug**  
President and CEO  
Wallenius Wilhelmsen Lines AS  
Lysaker, Norway

**Peter B. Vaill**  
University of St. Thomas  
Graduate School of Business  
Minneapolis, Minn.

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**OFFICERS**

John R. Alexander  
President

Charles P. Adams  
Treasurer

Carl Bryant  
Vice President  
Knowledge Management & Applied Technology

Stanley S. Gryskiewicz  
Vice President  
Global Initiatives

Lily Kelly-Radford  
Vice President  
Leadership Development

Carolyn C. Lovelace  
Assistant Treasurer and Assistant Secretary

Cynthia D. McCauley  
Vice President  
Leadership Development

Karen McNeil-Miller  
Vice President  
Corporate Resources, and Secretary

Bradley E. Shumaker  
Vice President and Chief Financial Officer
SENIOR FELLOWS ON STAFF
David P. Campbell
Smith Richardson Senior Fellow, Creative Leadership

Wilfred H. Drath III
Senior Fellow

Robert Ginnett
Senior Fellow in Applied Research

Stanley S. Gryskiewicz
Senior Fellow, Creativity and Innovation

Victoria A. Guthrie
Senior Fellow

Gary B. Rhodes
Senior Fellow

William W. Sternbergh
Senior Fellow, Leadership Education

PAST PRESIDENTS
John W. Red Jr.
1970 - 1981

Kenneth E. Clark
1981 - 1985

Walter F. Ulmer Jr.
1985 - 1994

Robert J. Lee
1994 - 1997

HONORARY SENIOR FELLOWS
James S. Bruce
David L. DeVries
Robert C. Dorn
Robert E. Kaplan
Roger T. Kelley
Robert J. Lee
Carole A. Leland
Michael M. Lombardo
Ann M. Morrison
David M. Noer

H. SMITH RICHARDSON JR. VISITING FELLOWS
2002: Shalom Schwartz, Ph.D.
Professor, Department of Psychology, Hebrew University of Jerusalem

2001: Kathy Kram
Professor, Organizational Behavior
Boston University School of Management

2000: Jay Conger
Professor, Organizational Behavior
London Business School

HONORARY GOVERNOR AND CHAIRMAN EMERITUS
William C. Friday

HONORARY MEMBER
John W. Red Jr.

DISTINGUISHED ALUMNI AWARD WINNERS
2002: Dr. Nancy L. Snyderman
Practicing surgeon and medical correspondent for ABC News

2001: Inez Tenenbaum
Superintendent of Education, South Carolina

2000: Lloyd D. Ward
CEO for the U.S. Olympic Committee
Former CEO of Maytag Corporation

1999: General H. Norman Schwarzkopf
U.S. Army Retired
Message from the CFO

Expanding global initiatives and investing in technology have been the focus of the Center’s financial picture for the fiscal year 2001-2002.

The Center has seen revenues from European-based programs and initiatives increase dramatically during the past year. Growth of our European operations based at our Brussels location increased by two-thirds from the previous year. We expect continued double-digit growth in the new fiscal year. These efforts, spearheaded by our Brussels staff and supported by faculty from around the world, indicate the significant opportunities for extending our leadership development work in Europe.

Through a number of projects and partnerships, the Center has expanded its understanding and practice of leadership development into Asia. While we are not investing in buildings and related costs, establishing relationships and growing human capital have been a major undertaking. Our work in Asia is in a formative, yet promising, stage.

As CCL’s work is increasingly dispersed across countries and time zones, we have necessarily invested in updating and upgrading our information systems and related technologies.

These valuable investments are keeping us poised and ready to address the challenges and opportunities of the future.

Bradley E. Shumaker
Chief Financial Officer
Financial Highlights

DISTRIBUTION OF OPERATING REVENUE 2001-2002

- Tuition, Programs and Coaching Fees: 82%
- Products and Publication: 8%
- Donations and Other Income: 4%
- Licensee Royalties and Fees: 3%
- Grants and Research Contracts: 3%

Total Operating Revenue 2001-2002: $55.6 million (unaudited)

ALLOCATION OF OPERATING EXPENSES 2001-2002

- Education and Research, Products and Publications: 89%
- General Administration: 11%
Facts and Figures

**Participant Profile**

- 4% top management
- 20% executive management
- 33% upper-middle management
- 32% middle management
- 6% first level management

**Number of Participants**

- 11,524 custom programs
- 4,895 open enrollment programs
- 3,132 network associates
- 19,551 total

**Organizations Served**

- 67% private
- 14% nonprofit
- 13% education
- 6% government

**Organization by Sector**

- 77% US
- 11% Europe
- 4% Asia
- 4% Canada
- 2% C/S America
- 1% Caribbean
- .8% Middle East
- .6% Africa
- .3% Mexico

**Participant Profile by Gender**

- 62% male
- 38% female
Kudos and Announcements

2001: For the second consecutive time, CCL ranked #1 for leadership in the BusinessWeek Executive Education Special Report (October 2001). Corporate management development executives surveyed by BusinessWeek picked the Center as tops in Leadership, ahead of Harvard, Michigan, INSEAD and University of Pennsylvania. The Center was the only non-business school to break BusinessWeek’s Top 20 list of providers of non-degree programs for executives.

2002: The Center was ranked seventh overall among the Top 35 international providers of non-degree executive education programs in the Financial Times annual survey. CCL was the only organization in the Top 10 focused on leadership. The Center is the only non-business school ranked among prestigious business schools, including Columbia, Harvard, Duke, University of Pennsylvania’s Wharton, IMD (Switzerland) and INSEAD (France).

2003: After completing a two-year project with the Singapore Economic Development Board, the Center will establish a broad-based presence in Asia. We anticipate opening CCL-Asia in April 2003 by physically locating in Singapore. A limited portfolio of programs, products and other educational services are already available to individuals and organizations in Asia through our North America and Europe locations. Our expanded presence into Singapore will allow more direct access to the Center’s work.
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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